Item 1: MPI Feedback on National Disaster Resilience Strategy

NATIONAL DISASTER RESILIENCE STRATEGY

We all have a role in a disaster resilient nation

A national CDEM strategy under the CDEM Act 2002

Foreword

New Zealand enjoys a relatively high standard of living, regularly coming high in global prosperity rankings with qualities such as an open market, free people and strong sense of society.

Not all is perfect. We have areas we need to work on, including to address inequalities in the distribution of living standards, and improve areas of weakness or decline, such as housing availability and affordability.

We also face risks to that standard of living. Increasingly complex and uncertain risks that represent a threat to our way of life, and to our prosperity and wellbeing.

New Zealand is exposed to a range of significant hazards. Natural hazards, such as earthquakes and extreme weather events, is only one type; our economy relies heavily on primary production and is thus vulnerable to adverse impacts from pests and diseases; the prospect of an infectious disease pandemic has always been present, but has been highlighted in recent years through the SARS, bird flu and swine flu crises; heavy reliance on technology and just-in-time supply chains means we are vulnerable to disruption from a wide range of domestic and international sources; and the global geopolitical environment means threats to our security are complex and often unpredictable.

If realised, these risks can be extremely costly. Globally, the economic cost of disasters has increased steadily over the last 40 years, in large part because of the expansion to the built environment damage to infrastructure and buildings cause huge cost – public and private – when impacted.

It is the impact on wellbeing that can have the most profound effect. In 2011 New Zealand suffered one of its worst ever natural disasters in the 11 February Christchurch earthquake. New Zealand Treasury in 2013 estimated the capital costs to be over $40 billion, the equivalent of 20 per cent of gross domestic product. Beyond the tangible costs of damage and rebuild, lay a web of social and economic disruption and upheaval flow-on effects to business and employment, psychological trauma, dislocation of communities, creation or exacerbation of existing social issues, disruption to normal lives and livelihoods, and uncertainty in the future.

Many of the risks we face both now and in the future can be readily identified. However, we also need to recognise that the future is uncertain major, unexpected, and hard-to-predict events are inevitable. And the further we probe into the future, the deeper the level of uncertainty we encounter. Within this uncertain future environment, **resilience** is an important requirement for success. Resilience is our – or a system's – ability to anticipate, minimise, absorb, respond to, adapt to, and recover from disruptive events. In essence, it's about developing a wide zone of tolerance – the ability to remain effective across a range of future conditions.

Given our risk landscape, and the uncertainty of the wider domestic and global environment, it is important for us to take deliberate steps to improve our resilience and protect the prosperity and wellbeing of New Zealand – of individuals, communities, businesses, our society, the economy, and the nation as a whole. This Strategy proposes a three-pronged approach to improve our nation's resilience to disasters – what we can do to minimise the risks we face and limit the impacts to be managed, building our capability and capacity to manage emergencies when they do happen, and a deliberate effort to strengthen our wider societal resilience.

The Strategy promotes a holistic approach to strengthening resilience that connects with a range of agencies and sectors to deliver improved outcomes for New Zealanders. Disaster risk and disaster impacts reach all parts of society; so, to the greatest degree possible, disaster resilience should be integrated in to all parts of society. Disaster resilience therefore requires a shared approach between governments (central and local), relevant stakeholders, and the wider public – a collective approach to a collective problem. The goodwill, knowledge, experience, and commitment of all of parts of society are needed to make a difference.

Our vision and goal

Purpose of this Strategy

Our vision: a safe and prosperous nation

Risks to our wellbeing and prosperity

Our goal: a resilient future

Our priorities and objectives

Managing risks

Effective response to and recovery from emergencies

Strengthening societal resilience

Our commitment to action

Transparency and accountability

Governance

Monitoring progress

Extras

Strategy-on-a-page

What can I do?

    Individuals and households
    Businesses and organisations
    Communities
    Cities and districts
    Government and national organisations

Analysis of our current state as a baseline for this Strategy

Key Terms

Capacity

The combination of all the strengths, attributes and resources available within an organization, community or society to manage and reduce disaster risks and strengthen resilience.

Disaster

A serious disruption of the functioning of a community or a society at any scale due to hazardous events interacting with conditions of exposure, vulnerability and capacity, leading to one or more of the following human, material, economic and environmental losses and impacts.

Disaster risk

The potential loss of life, injury, or destroyed or damaged assets which could occur to a system, society or a community in a specific period of time, determined as a function of hazard, exposure, vulnerability and capacity.

Disaster risk management

Disaster risk management is the application of disaster risk reduction policies and strategies to prevent new disaster risk, reduce existing disaster risk and manage residual risk, contributing to the strengthening of resilience and reduction of disaster losses.

Disaster risk reduction

Disaster risk reduction is aimed at preventing new and reducing existing disaster risk and managing residual risk, all of which contribute to strengthening resilience.

Emergency management

The application of knowledge, measures, and practices that are necessary or desirable for the safety of the public or property, and are designed to guard against, prevent, reduce, recover from, or overcome any hazard or harm or loss that may be associated with any emergency, including the planning, organisation, co-ordination, and implementation of those measures, knowledge, and practices.

Exposure

People, infrastructure, buildings, the economy, and other assets that are exposed to a hazard.

Hazard

A process, phenomenon or human activity that may cause loss of life, injury or other health impacts, property damage, social and economic disruption or environmental degradation.

National risk

A national risk is an uncertain, yet conceivable, event or condition that could have serious, long-term effects on New Zealand's security and prosperity, requiring significant government intervention to manage.

Readiness

The knowledge and capacities developed by governments, response and recovery organizations, communities and individuals to effectively anticipate, respond to and recover from the impacts of likely, imminent or current disasters.

Reconstruction

The medium-and long-term rebuilding and restoration of critical infrastructures, services, housing, facilities and livelihoods required for the full functioning of a community or a society affected by a disaster, aligning with the principles of sustainable development and "build back better", to avoid or reduce future disaster risk.

Recovery

The coordinated efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration and enhancement of a community following an emergency.

Response

Actions taken immediately before, during or directly after a disaster to save lives and property, reduce health impacts, ensure public safety and meet the basic subsistence needs of the people affected, and to help communities recover.

Residual risk

The disaster risk that remains in unmanaged form, even when effective disaster risk reduction measures are in place, and for which emergency response and recovery capacities must be maintained.

Resilience

The ability to absorb the effects of a disruptive event, minimise adverse impacts, respond effectively post-event, maintain or recover functionality, and adapt in a way that allows for learning and thriving, while mitigating the adverse impacts of future events.

Risk assessment

An assessment of the nature and extent of risk by analysing potential hazards and evaluating existing conditions of exposure and vulnerability to determine likely consequences.

Risk transfer

The process of formally or informally shifting the financial consequences of particular risks from one party to another, e.g. via insurance.

Vulnerability

The conditions determined by physical, social, economic and environmental factors or processes which increase the susceptibility of an individual, a community, assets or systems to the impacts of hazards.

Commented [TS1]: p.4 Consider including 'adaptation' as a key word rather than bundling it under resilience.

4

1 Purpose of this Strategy

1.1 Delivering on the intent and purpose of the CDEM Act 2002

The purpose of this Strategy is to outline the vision and long-term goals for civil defence emergency management (CDEM) in New Zealand. CDEM in New Zealand is governed by the CDEM Act, which

- promotes the sustainable management of hazards in a way that contributes to wellbeing and safety;
- encourages wide participation, including communities, in the process to manage risk;
- provides for planning and preparation for emergencies, and for response and recovery;
- requires local authorities to co-ordinate reduction, readiness, response and recovery activities through regional groups;
- provides a basis for the integration of national and local planning and activity; and
- encourages coordination across a wide range of agencies, recognising that emergencies are multi-agency events affecting all parts of society.

We interpret these as an overarching intent for a *resilient New Zealand*.

This is important because New Zealanders are, and will continue to be, at risk from a broad range of hazards.

There is much we can do to reduce our risks, through both a risk management approach, and to build our broader societal resilience to it. We can also ensure we have effective processes in place for responding to and recovering from emergencies and other types of disruption when they do happen.

The Strategy sets out what we as New Zealanders expect in respect of a resilient New Zealand, and what we want to achieve over the next 10 years. It explicitly links resilience to the protection and growth of living standards for all New Zealanders, and promotes a wide, whole-of-society, participatory and inclusive approach.

The Strategy provides the vision and strategic direction, including to outline priorities and objectives for increasing New Zealand's resilience to disasters. The detail of *how* those objectives are to be achieved sits in an accompanying work plan, alongside other related key documents including s9(2)(f)(iv) the *National CDEM Plan and Guide*, the *National Security Handbook*, CDEM Group Plans, and a range of other supporting policies and plans.

1.2 This is the third Strategy made under the Act

The first Strategy was made in 2003; the second in 2007. They were aimed at embedding the (then) new approach to emergency management in New Zealand, which was to take a comprehensive and integrated approach, utilising the '4Rs' of risk reduction, readiness, response, and recovery.

In [2019] we have reached a level of maturity where we are ready for the next step. A number of things have influenced our thinking on what that step should be

- 16 years of lessons from incidents and emergencies since the CDEM Act came into force;
- s9(2)(f)(iv) and National Risk Register framework, that details New Zealand's risk landscape and current risk management;
- global agreements such as the *Sendai Framework for Disaster Risk Reduction 2015-2030* that outlines how nations should approach their wider societal risk from disasters;
- a Ministerial Review (2017) on *Better Responses to Natural Hazards and Other Emergencies* that resulted in a number of significant recommendations for the emergency management system, and
- a two-year long strategy development process with a wide range of stakeholders to analyse our current state and determine vision, goals, and objectives.

We have identified areas where we can do more – to be more effective, more capable, fit-for-purpose, to have all the information we need to make the smartest choices, to keep pace with changing risks, and changes in society. This Strategy details the conclusions, and the areas we need to focus on for a more resilient New Zealand.

1.3   Ring-fencing the scope of this Strategy

While acknowledging broad societal resilience is desirable for achieving higher living standards and optimal prosperity and wellbeing, this Strategy is confined to the *disaster* aspects of resilience.

Furthermore, while acknowledging the vital importance of wider social and economic attributes of disaster resilience (such as high levels of health and education, reduced inequalities and social deprivation, the building of fiscal and macro-economic strength, etc.), these issues are well-catered for by other policies and programmes across government and through society, and will not be duplicated here.

This Strategy is focussed on building a culture of resilience, and the actions we can all take – at all levels, from individuals and households, businesses and organisations, communities, cities, districts and regions, and Government and national organisations – to contribute to a more resilient New Zealand.

1.4   Intended audience

This Strategy is for all New Zealanders, and all those who live, work, or visit here.

1.5   Currency of the Strategy

This Strategy will be current for a period of 10 years from the date it comes into effect, unless it is replaced during that time.

Released under the Official Information Act 1982

6

2   Our vision: a safe and prosperous nation

National success is about more than just economic measures. It is about a healthy and happy life, a good education for our children, a clean and protected environment, family/whānau and communities we can rely on, a safe place to live and work, opportunities to start a business or get ahead, and the freedom to be who we want to be. This is prosperity.

New Zealand has seen much success over the past decade in global indices designed to measure wellbeing and prosperity. We hold up well in most categories of measurement, including in economic quality, business environment, and governance; for our health and education systems, our natural environment, and – in particular – for our personal freedoms and social capital. New Zealand topped the Legatum Prosperity Index in 2016 (and 2nd in 2017) principally due to our strong social capital and the openness of our economy.

However, while we do well, we certainly can't afford to be complacent. New Zealand must continually adapt and evolve if it is to see prosperity grow.

For us to secure wellbeing and prosperity for all our people – in this generation and for future generations – we must think about prosperity in more than in economic terms. The New Zealand Treasury, in developing the Living Standards Framework, has initiated a shift of focus. The Living Standards Framework is based on an economic model, but puts intergenerational wellbeing as its core goal. Wealth matters, but as a means, not an end wealth is only useful if it translates into higher living standards for everyone. Protecting and growing those living standards is paramount for securing a prosperous future. This Strategy is centred on how it can contribute to that vision.

2.1   The Living Standards Framework

The Living Standards Framework is a New Zealand-specific framework that draws on a range of national and international approaches to wellbeing. In particular, it builds on the Organisation for Economic Cooperation and Development's (OECD's) approach to wellbeing, the *How's Life?/Better Life* model.

The framework conceives of wellbeing as comprising a number of aspects of life experience, such as housing, income, employment, education, community engagement, enjoyment of environmental amenity and health and safety. Measures of these aspects provide a snapshot of current wellbeing. The wellbeing of future generations is represented by four 'capital stocks' – financial/physical, social, human, and natural capital.

The Four Capitals

Intergenerational wellbeing relies on the growth, distribution, and sustainability of the Four Capitals. The Capitals are interdependent and work together to support wellbeing. The Crown-Māori relationship is integral to all four capitals. The LSF is being continually developed and the next iteration of the framework will consider the role of culture, including Māori culture, as part of the capitals approach in more detail.
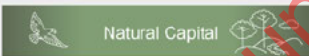
Natural Capital

This refers to all aspects of the natural environment needed to support life and human activity. It includes land, soil, water, plants and animals, as well as minerals and energy resources.

Human Capital

This encompasses people's skills, knowledge and physical and mental health. These are the things which enable people to participate fully in work, study, recreation and in society more broadly.

Social Capital

This describes the norms and values that underpin society. It includes things like trust, the rule of law, cultural identity, and the connections between people and communities.

Financial / Physical Capital

This includes things like houses, roads, buildings, hospitals, factories, equipment and vehicles. These are the things which make up the country's physical and financial assets which have a direct role in supporting incomes and material living conditions.

The capitals are seen as 'value stocks', which jointly produce wellbeing outcomes over time. Each of the dimensions of wellbeing is the result of all of the different capital stocks. Investments in the capital stocks will result in the levels of the relevant stocks increasing, while depreciation, resource depletion, pollution or waste – or other shocks or stresses – may result in capital stock levels declining.

The four capitals in the Living Standards Framework help us to take into account the range of impacts that a policy option or practice may have on the material and non-material factors that affect New Zealanders' wellbeing, now and in the future. The underlying principle of the capitals framework is that good public policy and practice enhances the capacity of natural, social, human and financial/physical capital to improve wellbeing for New Zealanders.

2.2   Risk and resilience, and our future wellbeing

Safety and security are integral to securing wellbeing and prosperity. People's wellbeing is dependent on having secure living conditions, personal safety, and trust and confidence in authorities, and their ability to manage threats and dangers. A secure and stable environment is necessary for securing freedoms, and for attracting investment and sustaining economic growth. In short, a nation can prosper only in an environment of safety and security for its citizens.

Wellbeing is –

our quality of life, including: civic and human rights, culture and identity, housing, knowledge and skills, leisure and recreation, material standard of living, employment status and job satisfaction, the physical and natural environment, safety and security, health and social connectedness.

To this end, it is imperative that we look to risk management and resilience for all four capitals stocks.

New Zealand is relatively well placed in this regard with a comprehensive legislative framework in place for risk management, including the Civil Defence Emergency Management Act 2002, the Resource Management Act 1991, the Building Act 2004, the Local Government Act 2002, and a range of other legislation and regulatory instruments. We have a system of managing, coordinating, and overseeing national security, the National Security System, and emergency management arrangements at the local, regional, and national level.

Today, however, risk management is increasingly challenged by complexity in which multiple systems simultaneously impact on the four Living Standards Capitals. Risk management in this setting requires a greater acknowledgement of uncertainty and a shift from reactive to proactive risk management. Decision-makers in both the public and private sectors require more comprehensive strategies that combine the active management of specific risks with enhancement of generic resilience in society.

This Strategy combines these elements and considers ways to improve our resilience across the four capitals. Our vision is

Our Vision

New Zealand is a disaster resilient nation that acts proactively to manage risks and build resilience in a way that contributes to the wellbeing and prosperity of all New Zealanders

3   Risks to our wellbeing and prosperity

From the Hawkes Bay earthquake (1931) to the Wahine shipwreck (1968), the lower North Island floods (2004), the Pike River Mine Disaster (2010), the Christchurch (2011) and Kaikoura (2016) earthquakes, the 1080 milk powder crisis (2015), Port Hills fires (2017), or the M. Bovis disease outbreak (2018) – New Zealand has had its fair share of devastating events.

> **Commented [TS3]:** p.9 – the 1080 milk powder crisis seems a little out of place here. The second para could have some cavets, such as 'These events have caused a combination of ...'.

These events have caused loss of life, injury, damage and disruption. Some have caused impacts in the built and natural environments, and have cost millions of dollars in repair and reconstruction. Others have caused lost productivity, lost livelihoods, and lost income. More than that, these events have caused untold trauma and social disruption to individuals, family/whānau, communities and hapū, the effects and costs of which we might never fully know. In short, disasters, or other highly stressful events, impact all four capitals in a profound and costly way.

Disasters may seem inevitable and intractable, but there is much we can do to reduce the chance that hazards will affect us, and much we can do to lessen the impacts if and when they do.

This section explores some key concepts so that we have a common understanding about our key risks and how we can manage them.

3.1   Our current risks

s9(2)(f)(iv)

The National Risk Register framework provides a platform for and way of talking about risks, and some certainty about the actions of central government. Its primary aim, though, is to stimulate conversation and participation in further steps to better manage risks in New Zealand, including in all parts of society.

3.2   How our risks might change in the future

In assessing New Zealand's national risks we can learn from past events and crises, but we also need to develop foresight to think about how longer-term trends might affect national risks, and plan for the future.

s9(2)(f)(iv)

3.3 Cost of disasters

Disasters over the decade or more, both in New Zealand and overseas, have shown the magnitude of costs that are involved in these events, both in terms of damage (the market value of losses), and in the response to and recovery from such events. It is important to note that the costs that are reported are often only **direct costs**. Less well defined is the flow-on, **indirect costs**, and – even less so – from other longer-term outcomes (also known as 'intangible costs'). A recent Australian study found that the indirect and intangible costs, when calculated, more than *doubled* the total reported cost of each of the three events studied[1].

While we intuitively know that the impact of disasters is much larger than the direct economic cost, it is only when we start to consider the economic cost of these indirect and intangible impacts that we can see what these events really cost us as communities, and as a nation, and how critical it is to try to minimise these costs – economic and social – as far as we possibly can.

3.4 What is disaster risk?

Disaster risk is the chance that a hazard could impact us in a significant way.

Disaster risk is a function of three interlinked aspects hazard, exposure, and vulnerability. **Hazard** refers to the likelihood and intensity of a process or phenomenon that could cause us harm, such as ground shaking induced by an earthquake, extreme winds associated with a cyclone, or a pathogen caused by a food safety issue or biological agent. **Exposure** refers to the location, attributes, and value of people and assets (such as buildings, agricultural land, and infrastructure) that are exposed to the hazard. **Vulnerability** is the potential extent to which physical, social, economic, and environmental assets may become damaged or disrupted when exposed to a hazard. Vulnerability includes physical vulnerability, which refers to the level of damage sustained by built structures due to the physical load imparted by a hazard event. It also includes social vulnerability, which refers to damage as it relates to livelihood, social connections, gender, and other factors that influence a community's ability to respond to, cope with, and recover from a disaster.

These three components can be countered by a fourth component, **capacity**, which refers to the strengths, attributes and resources available to reduce or manage the risks associated with the combination of the other three factors.

When these potential impacts are determined probabilistically, i.e., are multiplied by how likely the hazardous event is to occur, we can determine our **risk** – the chance of significant impacts.

3.5 Disaster risk reduction

Disaster risk reduction is the discipline concerned with reducing our risks of and from disasters.

Historically, dealing with disasters focused on emergency response, but towards the end of the 20th century it was increasingly recognised that disasters are not 'inevitable' and that it is by reducing and managing conditions of hazard, exposure and vulnerability that we can prevent losses and alleviate the impacts of disasters. Since we cannot usually reduce the likelihood of hazards the main opportunity for reducing risk lies in reducing exposure and vulnerability. Reducing these two components of risk requires identifying and reducing the underlying drivers of risk, which are particularly related to economic and urban development choices and practice, degradation of the environment, poverty and inequality and climate change, which create and exacerbate conditions of hazard, exposure and vulnerability. Addressing these underlying risk drivers will reduce disaster risk, lessen impacts if they do happen, and, consequently, maintain development and growth.

Disaster risk reduction can be seen as a policy objective, a risk management process, or a social aspiration. Successful disaster risk reduction tends to result from a combination of 'top-down', institutional changes, strategies, and policies, and 'bottom-up', local and community-based approaches.

---

[1] *The Economic Cost of the Social Impact of Natural Disasters* (2016) Australian Business Roundtable

Commented [TS4]: p.10 S3.3. Cost of disasters.
- The costs that are reported are often only those from the Insurance Council, and expenditure by TLA & Govt. Some areas have low household insurance cover, especially in low-socio and rural areas. Furthermore, many farm impacts are un-insurable, or considered un-economic due to high premiums.
- 2nd para. Economic costs include 'social costs' they are not separate components of costs. Consider using the word 'financial' in places relating to monetary value of direct costs instead.

Commented [TS5]: P10 S3.5. It would be useful to include 'rural' i.e. related to economic, rural and urban development choices

3.5.1 Sendai Framework for Disaster Risk Reduction 2015-2030

In 2015 New Zealand signalled its commitment to the *Sendai Framework for Disaster Risk Reduction 2015-2030* (the 'Sendai Framework'). The Sendai Framework is one of three global agreements developed as part of the 'post-2015 sustainable development agenda'. Together with the *Sustainable Development Goals* and the *Paris Agreement on Climate Change*, the Sendai Framework aims to be a blueprint for how nations should approach risks to their development – in this case, from disasters.

The Sendai Framework has a desired outcome of

> *The substantial reduction of disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries*

To attain this outcome, it has a goal to

> *Prevent new and reduce existing disaster risk through the implementation of integrated and inclusive economic, structural, legal, social, health, cultural, educational, environmental, technological, political and institutional measures that prevent and reduce hazard exposure and vulnerability to disaster, increase preparedness for response and recovery, and thus strengthen resilience*

The Framework has four priorities, and a series of recommended actions at the global, regional, national, and local levels. It promotes three key ideas

1. A greater effort to **understand risk** (in all its dimensions), so that we can prioritise investment, make better risk-informed decisions, and build resilience into everyday processes.

2. A shift of focus **from managing disasters to managing risk**, including to reduce the underlying drivers of risk (exposure and vulnerability)

3. A broader **'whole-of-society' approach to risk** – everyone has a role in reducing and managing risk.

The Framework sets 7 global targets for improved disaster risk reduction, which nations are asked to report on annually. The targets are

T1	Substantially reduce **disaster mortality** by 2030, aiming to lower average per 100,000 mortality between 2020-2030 compared with 2005-2015.
T2	Substantially reduce the number of **affected people** by 2030, aiming to lower the average figure per 100,000 between 2020-2030 compared with 2005-2015.
T3	Reduce disaster **economic loss** in relation to gross domestic product (GDP) between 2020-2030 compared with 2005-2015.
T4	Substantially reduce disaster **damage to critical infrastructure and disruption of basic services**, among them health and educational facilities, including through developing their resilience by 2030.
T5	Substantially increase the **availability of and access to multi-hazard early warning systems and disaster risk information and assessments** to the people by 2030.

The Sendai Framework has been a key influence in the development of this Strategy. The principles and priorities of the Sendai Framework have been incorporated into it; many of the national and local recommended actions have been instrumental in developing the Strategy objectives, and forms the basis of the underlying work plan.

4 Our goal: a resilient future

In an effort to address our current known risks, manage uncertainty, and be ready for any events that may occur in the future, it is generally agreed that the overarching goal is **resilience**. But – what does resilience mean to us, as New Zealanders? How do we define it, what are the attributes of resilience, and how do we improve it?

4.1 Vision of a resilient nation

Resilience can mean a lot of different things to different people. In a series of workshops we asked participants to describe what a resilient nation meant to them and the aspirations they have for New Zealand in respect of its disaster resilience. The result is a description of our desired 'future state' – the end goal, 'what success looks like' for this Strategy. This is shown on pages 14-15.

4.1.1 Guiding principles for this Strategy

Within this vision of a resilient nation, we specifically looked at what principles and values are important to us in pursuing a resilience goal. We agreed that it is important to act with the following in mind

Manaakitanga	**We respect and care for others** • Wellbeing, health and safety • Hospitality, kindness, goodwill
Whanaungatanga, kotahitanga	**We nurture positive relationships and partnerships** • Engagement and communication • Collaboration and collective action • Respect of individuality
Kaitiakitanga, tūrangawaewae	**We guard and protect the places that are special to us** • Protecting and enhancing our environment • Intergenerational equity • Stewarding our place in the world • Feeling enabled and connected
Matauranga	**We value knowledge and understanding** • Using scientific, historic, local, and traditional knowledge • Striving for a common understanding • Accountability and transparency
Tikanga	**Our customs and cultural practices are central to who we are** • Cultural identity and expression • Ethical and values-based • Accountability and transparency
Rangatiratanga	**We lead by example** • Values-based leadership • Self-determination, principle of subsidiarity

4.2   Resilience: a working definition

In the wake of unprecedented disasters in recent years, "resilience" has become a popular buzzword across a wide range of disciplines, with each discipline attributing its own definition to the term. A definition that has long been used in engineering is that resilience is the capacity for "bouncing back faster after stress, enduring greater stresses, and being disturbed less by a given amount of stress". This definition is commonly applied to objects, such as bridges or buildings. However, most risks are systemic in nature, and a system – unlike an object – may show resilience not by returning exactly to its previous state, but instead by finding different ways to carry out essential functions; that is, by adapting and transforming to meet challenges.

In terms of *disaster* resilience, an important quality is also to anticipate and minimise threats to the system as far as possible, such that any impacts are manageable and recoverable.

The working definition of resilience for this strategy is therefore *"the ability to absorb 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."*

Below we offer two additional explanations one, a more technical explanation, and one, a simplified approach.

Resilience is –

the ability to absorb 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.
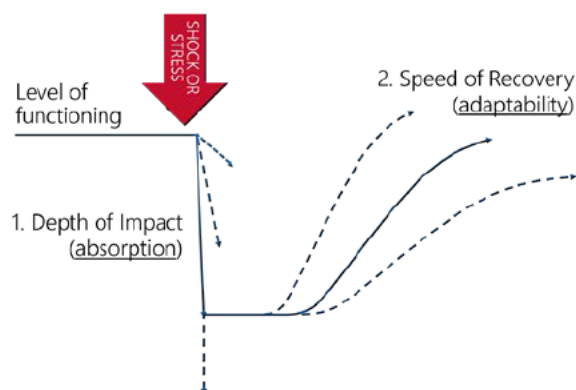
4.2.1   Getting more technical...

While risks tend to focus on the negative consequences from uncertainty, the concept of resilience encourages us to build capacity to help protect us from vulnerability, and to be able to better deal with the impact from shocks and stresses as they occur. The degree of vulnerability we have then depends on the nature, magnitude and duration of the shocks or stresses that are experienced as well as the level of resilience to these shocks.

Under this interpretation, resilience has two dimensions

- an **absorption** dimension, which comprises resistance and buffers that can reduce the depth of impact, and
- an **adaptability** dimension, which focuses on elements of adaptability and innovation that maximise the speed of recovery.

Figure 1 below illustrates this idea. When a system is subject to a shock or stress, the level of functioning declines, and can fall rapidly. The depth of the fall in functioning can be thought of as the absorption capacity of the system. A system with a high absorption capacity experiences only a small loss in functioning (e.g., because it has sufficient buffers to absorb the stress or shock to ensure it continues to achieve desired outcomes). The speed of recovery dimension is captured by the time lag between the stress or shock and when functioning returns to a steady-state level. Systems that have high adaptability are able to recover faster than is otherwise the case. The two dimensions together acknowledge that the total impact of a shock is a function of both the depth of the impact and the time it takes to recover.

Figure 1 Two dimensions of resilience: absorption and adaptability

Vision of a

A future resilient New Zealand is a nation where resilience thinking is integrated into all aspects of life as a matter of course. There is a deep, shared understanding of a wide range of risks and the nature of the action that each of them requires. From an individual level, to families and whanau, communities and settlements, towns and cities, and at a national level, everyone understands their own share of responsibility for reducing risk and strengthening resilience. A strong understanding of risk and resilience is also an integral part of business culture. The sum of these parts builds a risk-savvy, resilient nation.

Strong leadership has created a coherent, joined-up approach to resilience that connects with a range of government departments and organisational mandates. Communities are empowered to problem solve and adapt. At a national level, a long-term resilience strategy and the associated capacities and governance structures are in place. There is a constant flow of up-to-date, evidence-based information on best practice. This supports the capacity for local, site-specific, and innovative response. Rich information flows make it possible for communities and the nation to identify and connect-up resources and use them where they are most needed.

New Zealand communities and neighbourhoods are well connected both by face-to-face interaction and digital networks. There are shared values and social norms in relation to resilience that support a 'whole of society' approach. At the same time, resilience thinking connects with, draws on and permeates all cultures within New Zealand. People make the connection between resilience and their own culture, values traditions, sense of identity and sense of place.

New Zealand takes a proactive, anticipatory, smart approach to limit impacts before they happen, understanding that action up-front limits costs later. This includes taking steps to both to mitigate the risks from climate change, and to adapt to the change that is already taking place. Tough issues are tackled through collective conversation and action.

Resilient New Zealand

Resilience is integrated into urban and rural design principles as a matter of course and supported by quality information on safe building materials and design. Rich data and modelling of hazard and risk are enabling the transition to smart land-use, where permanent dwellings and key infrastructure are not built on the highest risk ground.

Response to emergencies is characterized by an end-to-end system that supports cooperative and coordinated emergency management, and timely, accurate, and relevant information that enables the public to understand the situation and take action to protect themselves and others, and limit damaging and costly flow-on effects.

New Zealand as a whole is able to have informed debate about the optimal level of resource to invest in order to ensure that ALL aspects of recovery, including economic recovery, are smooth and swift. Recovery from emergencies is comprehensive, participatory, and inclusive of all peoples and organisations, having had discussions about priorities, processes, and desired outcomes before emergencies happen.

In all, as a nation, we understand that we live in a country exposed to hazards, but we also understand the range of action to take to limit impacts and ensure the hazards, crises, and emergencies we will inevitably face do not become disasters that threaten our prosperity and wellbeing.

4.2.2 Simplifying resilience...

A simpler way of thinking about resilience is our *tolerance for disruption* – how much disruption, in the form of hazards, that we, or the system, can cope with before it becomes a significant impact on our wellbeing.

The implicit suggestion here is that as we are able to remove, avoid, or minimise more risk factors, and build our people, assets, and systems to be responsive and adaptable, so our tolerance for disruption grows – we can deal with a wider range and size of shocks and stresses, without them becoming a major crisis or disaster, and recover fast – and well – without significantly affecting our quality of life. The greater our range of tolerance for disruption, the better off we are.

Resilience is –

a wide range of tolerance to disruption

4.2.3 Types of Resilience

Resilience as a concept has wide applicability to a range of disciplines, and has become a popular area of academic study and organisational pursuit over recent years. As a result, it is routine to hear about many different types of resilience, for example ecological, environmental, institutional, infrastructural, organisational, economic, social, community, familial, and individual resilience – to name just a few.

Within this context, it is particularly important to be clear about our goals and objectives; in particular

Resilience of what, to what, why, and how?

In terms of this Strategy, we have talked about *of what, to what,* and *why* – to protect and grow our capitals in the face of shocks, stresses, and uncertainty, in order to advance the wellbeing and prosperity of New Zealand. The remainder of this Strategy is about *how* we do that.

4.2.4 Model of a resilient nation: protecting our capitals from shocks and stresses

Our literature review and engagement process has identified the following types of resilience are important for protecting our capitals from shocks and stresses

Social resilience this includes promoting social connectedness and cohesion, and the effective operation of key social support functions, such as health, education, welfare, and justice, for the protection and strengthening of our social and human capital.

Cultural resilience including aspects such as cultural values, places, institutions, and practices; our identity as New Zealanders, and our history and heritage.

Economic resilience this includes the protection and continuity of the macroeconomic environment, businesses, financial markets, financial management practices (including through insurance), thereby protecting our financial capital.

Resilience of the built environment this includes the resilience of critical infrastructure (namely communications, energy, transport, and water), buildings and housing, effective urban design and planning, and the engineering and construction disciplines, for the protection of our physical capital.

Resilience of the natural environment including the sustainable use of natural resources, land-use, and the ecological system; managing long-term climate resilience, and improved understanding of how hazards impact the environment.

Governance of risk and resilience including leadership, policy, strategy, security, and the rule of law, for effective oversight, coordination, collaboration, and coherence of resilience activity.

Underpinning knowledge including up-to-date information on risks, and effective resilience practices.

These are shown in the diagram on the next page.

Figure 2 *Model of a Resilient Nation*

These types of resilience can operate – in some form – at a range of levels, from individuals, to households, organisations, communities, cities and districts, and at a national level.

For example, at a community level, the attributes of a safe and resilient community are that it

... **is connected** It has relationships within its network, and with external actors who provide a wider supportive environment, and supply goods and services when needed.

... **is healthy** it has a good level of individual and population health, access to medical treatment, education, and a range of other social welfare support, when needed.

... **has cultural norms** it has a strong identity, attachment to place, and sense of civic responsibility. It is inclusive, and looks to cultural norms and values to sustain it in times of upheaval.

... **has economic opportunities** it has a diverse range of employment opportunities, income, and financial services. It is flexible, resourceful, and has the capacity to accept uncertainty and respond to change.

... **has infrastructure, services, and safe buildings** it has strong housing, transport, power, water, and sanitation systems. It also has the ability to maintain, repair, and renovate them.

... **can manage its natural assets** it recognises their value, and has the ability to protect, enhance, and maintain them.

... **is organised** it has the capacity to identify problems, establish priorities, coordinate, collaborate, and act.

... **is knowledgeable** it has the ability to assess, manage, and monitor its risks. It can learn new skills, build on past experiences, and plan for its future.

Adapted from Characteristics of a Safe and Resilient Community, IFRC (2011)

This strategy asserts that broad attention to resilient practices within and across each of these environments is critical to the overall resilience of the nation, and protection of our capitals. The model is not a strategy itself, but a checklist, of kinds, to ensure we pay attention to the range of things that are important.

4.2.5 Resilience and Te Ao Māori

Any comprehensive framework for resilience in New Zealand needs to consider both the resilience of Māori and Māori conceptions of resilience. This reflects the status of Māori as the indigenous population of New Zealand and the principles of the Treaty of Waitangi.

Tangata whenua and resilience

Māori share a holistic and community perspective on resilience, which can be characterised as the social, physical, familial, spiritual and environmental wellbeing of whānau, the unit of cultural capital in Te Ao Māori. Sustainable wellbeing is achieved through having a secure Māori identity, that is intergenerationally linked through whānau, local communities, and different iwi, to the earth mother Papatūānuku (the land), from whom all Māori descend. This genealogy imposes moral obligations on Māori to enact guardianship roles and responsibilities to ensure the oranga – ongoing wellbeing, or more broadly the resilience – of all residents, flora, fauna and the wider environment (lands, rivers and seas) of New Zealand.

Tangata whenua and disaster risk reduction

When a disaster occurs, the responsibility of caring for others and Te Ao Tūroa (the natural world), falls to whānau, hapū and iwi with historical ties to the areas impacted by the disaster. Whakapapa creates a kinship-based form of capital understood by Māori as whanaungatanga (close relationships), that may be drawn on to aid communities during times of adversity. Whānau, hapū and iwi respond quickly and collectively to provide support and address the immediate needs of communities as well as to institute practices that will aid the recovery, and the development of disaster resilience in affected regions.

This process is considered whakaoranga – the rescue, recovery and restoration of sustainable wellbeing and may be applied to whānau, hapū, and iwi, tribal homelands as well as all communities and parts of New Zealand impacted by disasters. The whakaoranga 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.

Key values that shape Māori inter-generational practices for facilitating whakaoranga (restoration and resilience) include kotahitanga (unity), whānau (family), whakapapa (genealogy), marae (community centres), whakawhanaungatanga (building/maintaining relationships), manaakitanga (respect/support/hospitality), and kaitiakitanga (guardianship). From a Māori perspective, such values link with a set of practices that must be learnt and enacted through giving time and support for the good of all rather than the wellbeing of oneself, and such actions are a positive indicator of a person's mana.

Tangata whenua and a Resilient Nation

The effective response and significant community support facilitated by Māori in the aftermath of the Canterbury and Kaikōura earthquakes, the floods in Edgecumbe as well as in other emergencies, has generated considerable interest in Māori disaster resilience. Māori moral and relational attributes applied to creating community resilience promote a collaborative response to disaster recovery, commitment to environmental restoration, and the extension of hospitality to others experiencing adversity. Māori also have a significant asset base, which has, and will again be mobilised to secure community wellbeing in the aftermath of disasters.

These strengths are highly relevant to developing a resilient New Zealand, and partnering with Māori to build disaster resilience is essential to ensuring that outcome.

4.3 Conclusion: co-creating a resilient society

Today's world is turbulent and is likely to be so in the future. However, it is also dynamic, and characterised by huge opportunities for leadership and innovation. A critical question for the next 10 years will be how to enable and use those opportunities to effectively build resilience and address the many challenges that will continue to confront us.

One of the key messages is that **we need to look to a range of sources for inspiration and relevance** as we adapt to a shifting, and increasingly challenging environment. These include exploring new opportunities for engagement and action through technology, new sources of inspiration and activity driven by younger generations, and new methods for measuring and demonstrating impact.

We need to embody agility and flexibility. We need to monitor risks and trends, maintain a learning, growth mindset, and adapt and transform ourselves and our organisations as necessary.

We need to focus on adaptive capabilities – skills, abilities, and knowledge that allow us to react constructively to any given situation.

We need to work out how we **build our resilience in a smart, cost-effective way**, so that it's realistic and affordable, and so it isn't a 'sunk' cost, like insurance for a bad day – but rather enables better living standards today.

Above all, **we need to work together**. Building resilience as siloed sectors is not enough – government, the private sector, and civil society can no longer work in isolation. More effective ways of tackling challenges are required, which, by necessity, will transcend traditional sector barriers. This includes employing new business models that combine the resources and expertise of multiple sectors to address common challenges, as well as creating platforms that enable leaders across all sectors to participate effectively in decision-making.

Decision-makers working in areas of governance, policy and advocacy should continue to break down traditional barriers and silos so that private sector and civil society activity doesn't take place parallel to governmental processes. There are relatively few mechanisms whereby appropriate collections of leaders can collaborate across sectors to align incentives, set common agendas and find practical solutions. To this end, new platforms are needed, along with new rules of engagement, which bring together leading stakeholders to serve the common good.

It is in this cross-sectoral space that we have the opportunity and ability to underpin the resilience dynamism that we need, by engaging in ways that inspire, support and shape a change agenda that is needed for improved resilience at both the national and local levels. By developing these cross-sectoral opportunities, we can build powerful networks built on trust, commitment, and a focus on the collective good, which can be translated into positive outcomes for society.

Our priorities for improved resilience:

Managing risks

Effective response to and recovery from emergencies

Strengthening societal resilience

IMPORTANT CAVEAT

The goals and objectives of this Strategy represent **the collective work required to build a more resilient nation: no one agency, organisation, or sector can or is expected to implement all of these.** These are the outcomes that we seek for a more resilient New Zealand, irrespective of who delivers them.

Unless an organisation or agency is specifically stated, **the governance group overseeing the Strategy will be accountable for all actions until they are delegated to an agreed organisation to lead or champion.** A work programme and tracking mechanism will be developed.

This aside, most objectives are written in generic form and can be taken as recommendations that could apply to a range of organisations and businesses. Tailored recommendations are provided in Appendix 2.

5   Managing risks

What we want to see: New Zealand is a risk savvy nation that takes all practicable steps to identify, prioritise, and manage risks that could impact the wellbeing and prosperity of New Zealanders, and all who live, work, or visit here.

This priority is concerned with identifying and monitoring risks to our wellbeing, taking action to reduce our existing levels of risk ('corrective risk management'), minimise the amount of new risk we create ('prospective risk management'), and ensuring that everyone has the data, information, knowledge, and tools they need to be able to make informed decisions about resilience.

We have seen how we already have a considerable amount of risk in our society through the hazards we face, the assets we have exposed to those hazards, and the vulnerability of people, assets, and services to impacts. In New Zealand we have a national risk register framework, including assessment process, which rigorously considers our risks. It is important for us to try and reduce that level of existing risk so that the chances of disaster are reduced, and/or the impacts are reduced if or when hazardous events occur.

At the same time, it is critical to recognise how we inadvertently add to that risk through poor development choices, including land-use and building choices. Planning for resilience at the outset of new projects is by far the cheapest and easiest time to minimise risk and has the potential to significantly reduce disaster costs in the future.

Risk information provides a critical foundation for managing disaster risk across all sectors. In the construction sector, quantifying the potential risk expected in the lifetime of a building, bridge, or other critical infrastructure drives the creation and modification of building codes. In the land-use and urban planning sectors, robust analysis of flood (and other) risk likewise drives investment in flood protection and possibly effects changes in insurance as well. In the insurance sector, the quantification of disaster risk is essential, given that the solvency capital of most insurance companies is strongly influenced by their exposure to risk. At the community level, an understanding of hazard events—whether from living memory or oral and written histories— can inform and influence decisions on preparedness, including life-saving evacuation procedures and the location of important facilities.

A critical part of understanding and managing risk is understanding the full range of costs involved in disasters, both the direct costs from damage and the more indirect and intangible costs resulting from flow-on effects and social impact. We also need to look at the range of financial instruments that may be available to support the activities designed to reduce our risk and build our resilience, including those promoted in this Strategy.

The six objectives designed to progress the priority of **managing risks** are <u>at all levels</u> to

	Objective	What success looks like
1	Identify and understand risk scenarios (including the components of hazard, exposure, vulnerability, and capacity), and use this knowledge to inform decision-making	By 2030, there is an agreed, standardised, and widely-used methodology for assessing disaster risks at a local government, large organisation, and central government level. Risks can be aggregated and viewed at a national or sub-national level, and the results inform the risk assessment efforts of others. Businesses and small organisations can make use of a simplified version to assess their own risks, and make decisions about courses of action.
2	Put in place organisational structures and identify necessary processes to understand and act on reducing risks	By 2030, New Zealand takes a whole-of-society approach to the governance of risk and resilience, evidenced by multi-sectoral participation (including the private sector, civil society, and other community representatives) in governance groups charged with oversight of the risk and resilience of cities/districts, regions, and the nation. Progress on risk management and towards increased resilience is publicly tracked, and interventions evaluated for effectiveness.
3	Build risk awareness, risk literacy, and risk management capability, including the ability to assess risk	By 2030 we have an agreed 'plain English' lexicon for risk, including better visual products for describing the risk of any situation, hazard, product, or process; government agencies and science organisations regularly communicate with the public about risks in a timely and transparent manner, and in a way that is understandable and judged effective by the public.
4	Address gaps in risk reduction policy (particularly in the light of climate change adaptation)	By 2030 we have had a national conversation – including with affected and potentially-affected communities – about how to approach high hazard land, and we have national and local policy positions, and agreed funding models in place.
5	Ensure development and investment practices, particularly in the built environment, are risk-sensitive, taking care not create any unnecessary or unacceptable new risk	By 2030, communities value and accept having resilience as a core goal for all development, recognising that this may involve higher upfront costs though greater net benefits in the long term; plans, policies and regulations are fit for purpose, flexible enough to enable resilient development under a variety of circumstances, and can be easily adapted as risks become better understood; developers aim to exceed required standards for new development, and may receive appropriate recognition for doing so; earthquake prone building remediation meets required timeframes and standards.
6	Understand the economic impact of disaster and disruption, and the need for investment in resilience. Identify and develop financial mechanisms that support resilience activities.	By 2030, there is an improved understanding of the cost of disasters and disruption, including the economic cost of social impact; we are routinely collecting data on disruption, and using it to inform decision-making and investment in resilience; there is a clear mix of funding and incentives in place to advance New Zealand's disaster risk management priorities and build resilience to disasters.

6 Effective response to and recovery from emergencies

What we want to see: New Zealand has a seamless end-to-end emergency management system that supports effective response to and recovery from emergencies, reducing impacts, caring for individuals, and protecting the long-term wellbeing of New Zealanders.

Responding to and recovering from disasters remains – and may always remain – our toughest challenge. This is when we have most at risk, when human suffering is potentially at its greatest, and when there is most threat to our property, assets, and economic wellbeing. It is the phase of the fastest pace, of most confusion, of the most pressure, and the highest requirement for good decision-making and effective communications and action. It is also a phase when we have the chance to reduce impacts before they get out of control, to limit the suffering of individuals, families/whānau, communities and hapū, to manage risk and build in resilience for an improved future. In short it is the phase in which we all need to rise to the challenge, be the best that we can be, and work collectively to address the issues in front of us.

There are many strengths in New Zealand's emergency management system. Our system is set up to deal with 'all hazards and risks', we work across the '4Rs', and engage communities in emergency management. There is passion and commitment from all those who respond to emergencies, paid staff and volunteers alike.

In recent years, significant global and local events have changed how we think about emergency management. The Christchurch earthquakes are still fresh in our minds as a nation. A changing climate means we could get more frequent storms and floods. Globally, we see the impact of tsunami, pandemics, cyber-attacks, armed conflict, and other hazards that cause serious harm to people, environments, and economies. Our risks are changing. Our response system must change too to ensure it works when we need it.

This priority aims to take the progress we have made in responding to and supporting recovery from emergencies over the last 16 years since the CDEM Act came into force, it incorporates the findings and recommendations of the Ministerial Review into *Better Responses to Natural Hazards and Other Emergencies*, and it looks at the next generation of capability and capacity we require. It aims to modernise the discipline of emergency management and ensure we are 'fit-for-purpose', including to address some of the emerging issues of maintaining pace with media and social media, responding to new and complex emergencies, managing whole-of-society response, and the type of command, control, and leadership required to ensure rapid, effective, inclusive, and compassionate response and recovery.

The six objectives designed to progress the priority of **effective response to and recovery from emergencies** are to

	Objective	What success looks like
7	Implement measures to ensure that the safety and wellbeing of people is at the heart of the emergency management system	[To be completed on final decisions from Cabinet on agreed initiatives – expected progressively from late August to December 2018]
8	Strengthen the national leadership of the emergency management system	[To be completed on final decisions from Cabinet on agreed initiatives – expected progressively from late August to December 2018]
9	Improve policy and planning to ensure it is clear who is responsible for what, nationally, regionally, and locally, in response and recovery	[To be completed on final decisions from Cabinet on agreed initiatives – expected progressively from late August to December 2018]
10	Build the capability and capacity of the emergency management workforce for response and recovery	[To be completed on final decisions from Cabinet on agreed initiatives – expected progressively from late August to December 2018]
11	Improve the information and intelligence system that supports decision-making in emergencies	[To be completed on final decisions from Cabinet on agreed initiatives – expected progressively from late August to December 2018]
12	Embed a strategic approach to recovery planning that takes account of risks identified, recognises long-term priorities, and ensures the needs of the affected are at the centre of recovery processes	By 2030, there is significantly increased understanding of recovery principles and practice by decision-makers; readiness for recovery is based on a strong understanding of communities and the consequences local hazards might have on these communities; in particular, it focuses on long-term resilience by linking recovery to risk reduction, readiness, and response through actions designed to reduce consequences on communities.

Commented [TS7]: p.24. Objective 7. Consider using communities instead of people, so that it is broad. If to use only people, then suggest the need to also include '& animals'.

7   Strengthening Societal Resilience

What we want to see: New Zealand has a culture of resilience that means individuals, organisations, businesses and communities take action to reduce their risks, connect with others, and build resilience to shocks and stresses

This Strategy promotes the strengthening resilience in the social, cultural, economic, built, natural, and governance environments, at all levels from individuals and households, to business and organisations, communities, cities and districts, and at the national level. It promotes inclusive, integrated, collective, and holistic approaches and the goal of linking bottom-up, grassroots endeavours, with top-down policy and programmes that enable and support individuals and communities.

Inclusive and participatory governance of disaster resilience at the national, regional and local levels is an important objective, including the development of clear vision, plans, capability, capacity, guidance and coordination within and across sectors. Champions, partnerships, networks, and coalition approaches are crucial, as well as the development of increased recognition of the role culture plays in resilience, and a clear consideration of the future at all times.

25

The six objectives designed to progress the priority of **strengthening societal resilience** are <u>at all levels</u> to

	Objective	What success looks like
13	Build a culture of resilience, including a 'future-ready' ethos, through promotion, advocacy, and education	By 2030, the concept of, and requirements for, resilience are observably built in to more facets of New Zealand society, culture, and economy than in 2019. Resilience is an accepted part of who we are and what we need to do to maintain our wellbeing and prosperity, including in policy, plans, job descriptions, and other statutory or contractual obligations.
14	Promote and support prepared individuals, households, organisations, and businesses	By 2030, emergency preparedness is part of everyday life. More people are able to thrive through periods of crisis and change because they have a plan to get through an emergency that they regularly practise, and have emergency supplies that are regularly checked and updated. Public, private, and civil society organisations are able to thrive through periods of crisis and change because they understand what they can do to improve their resilience, and are investing in improving their resilience.
15	Cultivate an environment for social connectedness which promotes a culture of mutual help; embed a collective impact approach to building community resilience	by 2030, new methodologies and approaches mean that communities are more knowledgeable about risks, are empowered to problem-solve, and participate in decision-making about their future.
16	Take a whole of city/district/region approach to resilience, including to embed strategic objectives for resilience in key plans and strategies	by 2030, local authorities have adopted strategic objectives aimed at building resilience in their city/district, and work collaboratively with a broad range of partners to steward the wellbeing and prosperity of the city/district.
17	Recognise the importance of culture to resilience, including to support the continuity of cultural places and institutions, and to enable to the participation of different cultures in resilience	By 2030, there is an increased understanding and recognition of the role culture plays in resilience; there are improved multi-cultural partnership approaches to disaster planning and preparedness; and there is substantially increased resilience to disasters in the cultural heritage sector.
18	Address the capacity and adequacy of critical infrastructure systems, and upgrade them as practicable, according to risks identified	By 2030 we more fully understand infrastructure vulnerabilities, including interdependencies, cascading effects and impacts on society; we have clarified and agreed expectations about levels of service during and after emergencies, and see infrastructure providers that are working to meet those levels (including through planning and investment), and; we have improved planning for response to and recovery from infrastructure failure.

8   Our commitment to action

Producing a strategy is not the end of thinking about resilience – it's the beginning.

Two key features of this Strategy are, firstly, a determined effort to improve our national resilience to shocks and stresses, and secondly, taking a whole-of-society, inclusive, and collective approach to doing so.

This means holding ourselves to account is paramount.

We will do this in three main ways a principle of transparency and social accountability, formal governance mechanisms, and measuring and monitoring progress.

8.1   Transparency and social accountability

It is critical that we are transparent about both our risks and our capacities to manage them. It is only by exposing the issues and having open conversations that we will make progress on overcoming barriers, and build on strengths and opportunities.

Efforts to tackle the challenge of accountability have traditionally tended to concentrate on improving the 'supply side' of governance, including methods such as political checks and balances, administrative rules and procedures, auditing, and formal enforcement processes.

These are still important, and will be built into the process to monitor this Strategy. However, we also want to pay attention to the 'demand side' of good governance strengthening the voice and capacity of all stakeholders (including the public, and any groups disproportionately affected by disasters), to directly demand greater accountability and responsiveness from authorities and service providers.

Enhancing the ability of the public to engage in policy, planning, and practice is key.

We must find ever-more effective and practical ways to do this. This could include activities such as representation on governance or planning groups, deliberate efforts to engage different stakeholder groups on specific challenges, citizen or civil society-led action, or utilising the whole new generation of engagement offered by social media.

We are committed to integrating all of these into the process to implement this Strategy.

8.2   Governance of this strategy

The Strategy will be owned and managed by existing governance mechanisms, including those through the National Security System, and at a regional level by CDEM Groups.

A multi-stakeholder group will, additionally, help drive this work on this Strategy on behalf of the Minister of Civil Defence to ensure deliberate progress is made on its priorities and objectives. This will feed into existing governance mechanisms.

The stakeholder group will comprise central government, local government, private sector, science and research, civil society, and community representatives, and will aim to represent 'whole of society' interests.

8.3   Measuring and monitoring progress

The monitoring and evaluation of resilience building initiatives in New Zealand must capture progress along several points along the pathway to lasting change. A Theory of Change (Figure 3) helps us think about how to assess the process of social change, beginning by defining the desired impacts on society and working backward to programme design and required inputs. The desired *impact* of government policy in New Zealand is to enhance the intergenerational wellbeing of New Zealanders. Through a resilience lens that must include the continuity and enhancement of wellbeing in the face of acute and chronic shocks.

The decisive measure of the disaster risk reduction and resilience programmes that we implement in New Zealand will be the extent to which it can be associated with reductions in the negative effects of shocks and stresses (*outcomes*). In most cases, however, we will need to evaluate changes to resilience in the absence of shocks and we will need to assess the actions that have been shown through research and practice to contribute to disaster risk reduction and resilience (*outputs*). Finally, to assess our capacity to achieve outputs, we must consider the required resources or *inputs* across the systems supporting resilience building initiatives.

Figure 3 Theory of Change for Resilience
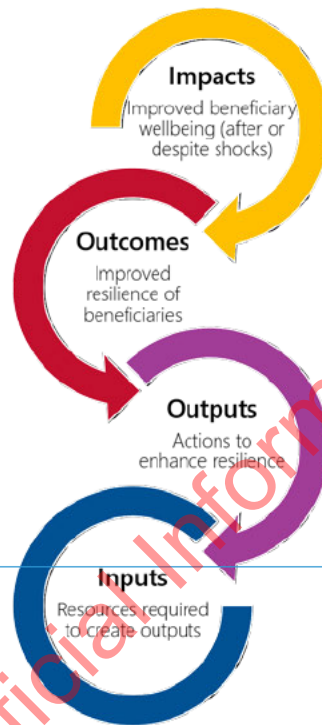
Each step will require a different monitoring and evaluation focus, will fall within the remit of different actors, and be guided by separate, but overlapping policy frameworks. The logframe in Figure 4 highlights the logical linkages between each step in the theory of change model to the guidance and indicators needed for monitoring.

Figure 4 Logframe for resilience monitoring and evaluation

> **Commented [TS8]:** p.28 – Figure 3 – unsure if the use of the word 'beneficiary' is appropriate as it could be interpreted as 'MSD client'; stakeholder, community of interest, end-user.

> **Commented [TS9]:** p.28. Figure 4 – bottom row, 2nd from right, consider expanding 'Rates of urban and rural development '

M & E Phase	Input	Outputs	Interim Outcomes	Outcomes	Impact
Nature of Indicator	Resources committed	Activities and measurable outputs	Resilience capacity indicators	Resilience outcome indicators	Wellbeing and post-shock indicators
Assessment & Intervention Framework	National Disaster Resilience Strategy Work Programme CDEM Group Plans		National Disaster Resilience Strategy Work Programme NZ Resilience Index		Living Standards Framework, Sendai Framework for Disaster Risk Reduction
Examples of Indicators	• Dollars/hours spent on building code enforcement • Staffing levels of first responder organisations	• Number of community networking events held • Number of grab and go kits distributed • Exercises with lifeline groups	• Household employment • Quality of land-use planning for hazards • Hospital response capacity	• Rates of development in areas prone to disasters • Water system redundancy • Health outcomes	• Number of disaster-related casualties • Cost of livelihood disruption • Quality and health of soil and water

8.3.1   Measuring inputs and outputs: progress on our goals and objectives

Inputs and outputs will be guided by the work programme that will accompany the National Disaster Resilience Strategy, at a regional level by CDEM Group Plans, and at a local level by those designing and implementing resilience outreach and enhancement programmes in communities across New Zealand.

8.3.2   Measuring outcomes: progress on resilience

Interim outcomes refer to proxies that have been identified through research and practice to reflect systems' capacity to absorb the negative effects of shocks and adapt and transform in dynamic environments. Outcomes are items that can directly confirm that targeted systems (e.g., individuals, communities, infrastructure systems) are able to absorb, respond, recover, adapt, or transform in the face of hazards and disasters.

A resilience index developed as part of the National Science Challenge Resilience to Nature's Challenges will capture progress on a series of indicators designed to measure resilience attributes.

8.3.3   Measuring impact: progress on reduced losses from disasters

Our progress towards the desired impact we want to have will be measured by tracking losses from emergencies on an annualised basis, compared against baseline data collected for 2005-2015. This reflects our Sendai Framework reporting requirements.

Definitions, scope, and baseline data for these monitoring mechanisms will be produced in a separate, supporting document.

8.3.4   Formal reporting

Progress on this Strategy will be reported biennially for the duration of its tenure, and will include

- Progress on goals and objectives
- Progress on resilience, and
- Progress on impacts

These will be publicly available.

Extras

Strategy-on-a-page

What can I do?

Individuals and families/whānau
Businesses and organisations
Communities and hapū
Cities and districts
Government and national organisations

Analysis of our current state as a
baseline for this Strategy

Released under the Official Information Act 1982

Appendix 1: National Disaster Resilience Strategy: Strategy on a Page

NATIONAL DISASTER RESILIENCE STRATEGY

Working together to manage risk and build resilience

a National CDEM Strategy under the CDEM Act 2002

OUR VISION

New Zealand is a disaster resilient nation that acts proactively to manage risks and build resilience in a way that contributes to the wellbeing and prosperity of all New Zealanders

OUR GOAL

To strengthen the resilience of the nation by managing risks, being ready to respond to and recover from emergencies, and by empowering and supporting individuals, organisations, and communities to act for themselves and others, for the safety and wellbeing of all.

WE WILL DO THIS THROUGH:

1 Managing Risks	2 Effective Response to and Recovery From Emergencies	3 Strengthening Societal Resilience

(left margin text: Manaakitanga • Whanaungatanga, kotahitanga • Rangitiratanga)

(right margin text: Kaitiakitanga, tūrangawaewae • Mātauranga • Tikanga)

OUR OBJECTIVES:

Managing Risks	Effective Response to and Recovery From Emergencies	Strengthening Societal Resilience
1 Identify and understand risk scenarios (including the components of hazard, exposure, vulnerability, and capacity), and use this knowledge to inform decision-making	7 Implement measures to ensure that the safety and wellbeing of people is at the heart of the emergency management system	13 Build a culture of resilience, including a 'future-ready' ethos, through promotion, advocacy, and education
2 Put in place organisational structures and identify necessary processes to understand and act on reducing risks	8 Strengthen the national leadership of the emergency management system	14 Promote and support prepared individuals, households, organisations, and businesses
3 Build risk awareness, risk literacy, and risk management capability, including the ability to assess risk	9 Improve policy and planning to ensure it is clear who is responsible for what, nationally, regionally, and locally, in response and recovery	15 Cultivate an environment for social connectedness which promotes a culture of mutual help; embed a collective impact approach to building community resilience
4 Address gaps in risk reduction policy (particularly in the light of climate change adaptation)	10 Build the capability and capacity of the emergency management workforce for response and recovery	16 Take a whole of city/district/region approach to resilience, including to embed strategic objectives for resilience in key plans and strategies
5 Ensure development and investment practices, particularly in the built environment, are risk-sensitive, taking care not create any unnecessary or unacceptable new risk	11 Improve the information and intelligence system that supports decision-making in emergencies	17 Recognise the importance of culture to resilience, including to support the continuity of cultural places and institutions, and to enable to the participation of different cultures in resilience
6 Understand the economic impact of disaster and disruption, and the need for investment in resilience. Identify and develop financial mechanisms that support resilience activities.	12 Embed a strategic approach to recovery planning that takes account of risks identified, recognises long-term priorities, and ensures the needs of the affected are at the centre of recovery processes	18 Address the capacity and adequacy of critical infrastructure systems, and upgrade them as practicable, according to risks identified

DRAFT // NOT GOVERNMENT POLICY

31

Appendix 2: What can I do?

Individuals and families/whānau — Pg 33

Businesses and organisations — Pg 34

Communities and hapū — Pg 35

Cities and districts — Pg 36

Government and national organisations — Pg 37

Individuals and families/whānau

1. **Understand your risk**

   ...the **hazards** or disruptions you could experience, your **exposure** – the things you have that are *at* risk to those disruptions, and your **vulnerability** – how you and your things might be adversely affected.

2. **Reduce your risk factors**

   Think about the range of ways you could reduce your exposure or vulnerability, and invest in doing so where possible.

3. **Future proof where possible**

   When making new purchases, think about how to future proof yourself and build in resilience.

4. **Prepare yourself and your household**

   Think about the things you would want to or need to have available to you after an emergency.

5. **Plan for disruption**

   ... including to consider how you would meet up with family/whānau and friends if there was a communications outage or access issues.

6. **Stay informed**

   Find out more; talk to others about risk and resilience; sign up for alerts and warnings.

7. **Know your neighbours**

   ...and participate in your community – you are each other's front line.

Businesses and organisations

1. **Understand your risk**

   in all its dimensions (in terms of the **hazards** or disruptions you could experience, your **exposure** – the assets you have that are *at* risk to those disruptions, your **vulnerability** – how your assets and business might be adversely affected, and your **capacity** – the strengths and resources you have available to manage it) so you can make good decisions about how to manage it.

2. **Make resilience a strategic objective and embed it in any high-level plans and strategies**

   the continuity of your business (and the wellbeing of the people that rely on your products/services) depends on it.

3. **Invest in organisational resilience**

   by a) reducing and managing the factors that are *causing* your risk, b) ensuring comprehensive business continuity planning, and c) considering and building your adaptive capacity.

4. **Benefit today, benefit tomorrow**

   Try to find solutions that have an everyday benefit and any crisis/disaster benefit is by-product.

5. **Consider your social impact**

   Consider how you can contribute to the resilience of your community, city or district – for social good, or because there are benefits for you.

6. **Collaborate with others and build your network**

   Find others with similar objectives in respect of risk and resilience, and collaborate with them – we are stronger together, and you have much to contribute and gain.

7. **Learn about response and recovery**

   Understand how response and recovery will work in your district or area of interest, and build your own capacity to respond to and recover from disruption.

Communities and hapū

1. ## Understand your risk

   Seek to build a collective understanding of your risks: the hazards or disruptions you could face, your collective exposure in terms of people, property, and assets, and your vulnerabilities – how your people/property/assets could be adversely affected.

2. ## Reduce your risk factors

   Consider whether there are ways to reduce your community's exposure or vulnerabilities – it needn't cost money, but there may be avenues if it does.

3. ## Keep the long-term in mind

   Consider the longer term changes in your environment, for example, the impact of climate change, and what you could do about them.

4. ## Learn about response and recovery

   Understand how response to and recovery from emergencies will work in your district.

5. ## Understand your collective resources

   Think about what resources you have, now or in an emergency, and how you could put them to work.

6. ## Make a plan

   Community response and recovery planning helps communities understand how they can help each other after a disaster. Ask your local emergency management office for help if you need it.

7. ## Benefit today, benefit tomorrow

   Try to find solutions that have an everyday benefit and any crisis/disaster benefit is by-product.

8. ## Organise community events

   Communities who know each other are stronger communities – in good times and in bad.

Cities and districts

1. **Understand your risk**

   Identify and understand risk scenarios, including what is driving high risk ratings, and use this knowledge to inform decision-making.

2. **Organise for resilience**

   Consider whether your governance of risk and resilience is fit for purpose; engage all interested parties and take a whole-of-city/district approach.

3. **Make resilience a strategic objective**

   Make resilience a cross-cutting strategic objective the economic prosperity of your city/district, and the wellbeing of your communities depend on it.

4. **Lead, promote, and champion**

   city/district-wide investment in resilience; ensure resilience is a vital partner to economic development.

5. **Tackle gaps in hazard risk management policy**

   including matters of retreat or relocation from high risk areas, and adaptation to climate change.

6. **Pursue resilient urban development**

   including risk-aware land-use decisions, and urban design and growth that incorporates resilience.

7. **Increase infrastructure resilience**

   Assess risk, and ensure the resilience of critical assets and continuity of essential services.

8. **Safeguard natural buffers**

   to enhance the protective functions offered by natural ecosystems.

9. **Strengthen financial capacity**

   Understand the economic impact of disasters in your area, and the need for investment in resilience. Identify and develop financial mechanisms that can support resilience activities.

10. **Strengthen societal capacity**

    Cultivate an environment for social connectedness which promotes a culture of mutual help. Support and enable grassroots efforts and organisations. Support diversity and promote inclusion.

11. **Invest in organisational resilience**

    by ensuring you have comprehensive business continuity planning in place, and by considering and building your adaptive capacity.

12. **Build your capability and capacity for response and recovery**

    including next-level, designed-for-the-future capability.

Government and national organisations

1. **Organise for resilience**

   Create/participate in a whole-of-society governance mechanism for the oversight of risk/resilience, and the implementation of this Strategy.

2. **Monitor, assess and publicly report**

   ... on a) national risks, b) economic loss from disasters, c) resilience, and d) progress on this strategy.

3. **Champion resilience approaches**

   ... and whole-of-society participation; promote stewardship | kaitiakitanga, wellbeing | manaakitanga, and working together | whanaungatanga.

4. **Make resilience easy**

   ... affordable, and common sense for clients, stakeholders, partners, decision-makers, and the public.

5. **Invest in organisational resilience**

   ... by a) understanding risk scenarios, including what is driving high risk ratings for your organisation and/or clients, b) reducing and managing the factors that are *causing* your risk, b) ensuring comprehensive business continuity planning, and c) considering and building your adaptive capacity.

6. **Invest in societal resilience**

   ... by understanding societal needs and values, before, during, and after emergencies. Ensure investments are multi-purpose, for stronger communities today *and* in case of emergency,

7. **Work together**

   ... and align risk/resilience-related policy and practice.

8. **Tackle our complex threats**

   Tackle and progress some of the most complex threats facing society, including approaches for addressing risk in the highest hazard communities, and adapting to climate change.

9. **Build capability and capacity**

   ... including next-level, designed-for-the-future response and recovery capability.

Appendix 3: Analysis of our current state as a baseline for this Strategy

In order to form an effective strategy for the future and move towards a state of enhanced resilience, it is useful to look at our current state – our strengths, barriers, and opportunities – and how we capitalise on areas of strength and opportunity, overcome obstacles to progress, and make the smartest possible choices about actions and investment. Furthermore, in the quest to be 'future ready', it is useful to consider what other environmental and societal trends are occurring around us, even now, and how we can use them to build our resilience.

Strengths

New Zealand already has a number of strengths in respect of disaster resilience.

1) We have **good social capital** in our communities. New Zealand communities are aware, knowledgeable, passionate, and well-connected. In general, they have a strong sense of local identity and belonging to their environment, a belief in manaakitanga and concern for their follow citizens, and a sense of civic duty.

2) We are a first world nation that has **comprehensive education, health, and social welfare** systems, which build our people and look after the most vulnerable in society.

3) We have a **strong cultural identity**, including the special relationship between Maori and the Crown provided through the Treaty of Waitangi.

4) We have a **high-performing and relatively stable economy**. The New Zealand economy made a solid recovery after the 2008-09 recession, which was shallow compared to other advanced economies. Annual growth has averaged 2.1% since March 2010, emphasising the economy's resilience.

5) We have **very high insurance penetration**. Most countries struggle to get their ratio of insured to non-insured up to an acceptable level. Because of the Earthquake Commission, New Zealand's insurance penetration is 98 per cent. This means that a good proportion of the economic costs of most natural hazard events are covered by re-insurance.

6) We have a **stable political system**, low levels of corruption, and freedom of speech.

7) We have **a good range of policy in place for disaster risk management**, including the Civil Defence Emergency Management Act 2002, the Resource Management Act 1991, the Building Act 2004, the Local Government Act 2002, and a range of other legislation and regulatory instruments. This includes regulation for land-use and building standards – critical factors in building more resilient futures.

8) We have **an effective national security coordination system** that is informed by a **national risk register framework**, takes an all-hazards approach and has governance at the political, executive, and operational levels.

9) At the regional level consortia of local authorities, emergency services, lifeline utilities, and social welfare agencies (government and non-government) form Civil Defence Emergency Management Groups that **coordinate across agencies and steward emergency management** in their regions.

10) We have **an engaged and well connected science community**, including a number of platforms specifically targeting the advancement of knowledge and understanding about natural hazards and resilience. In general, there are good links between scientists, policy makers and practitioners. Scientists practice an increasing level of community outreach, engage in a co-creation approach, and are focussed on outcomes.

11) **Organisations and agencies work well together**. While there's always room for improvement, a multi-agency approach is the 'norm', which means better coordination of activities, more efficient use of resources, and better outcomes.

12) We are a small country, which makes us **well-connected, uncomplicated, and agile.** We can 'get things done' in relatively short order.

13) **We are experienced**. We have seemingly had more than our fair share of crises, emergencies, and disasters over the last ten years. This has brought some bad times, but the silver lining is the awareness that it has built in everyone, the knowledge about 'what works' and what is needed, and the willingness to act.

Barriers to resilience

While we have a lot going for us, we also have some things that limit our resilience. The process to develop this strategy identified a number of barriers to resilience, and barriers to our *pursuit* of resilience.

What is limiting our resilience?

1) Some of our people still suffer considerable **poverty, social deprivation, and/or health issues** that limit wellbeing, quality of life, and resilience.

2) **Our level of individual and household preparedness for emergencies is patchy**, and not as high as it should be, given our risks.

3) **Our businesses and organisations are not as prepared as they could be**, leading to loss of service and losses in the economy when severe disruption strikes.

4) **Some of our critical assets and services are ageing and vulnerable**. These are in most places being addressed by asset management plans and asset renewal programmes, but these will take time (and resources) to implement.

5) **We live in some high-risk areas, and are continuing to build in high-risk areas** – particularly around the coast, on steep slopes, fault lines, reclaimed land, and flood plains. We live and build there because they are nice places to live, and because sometimes there is no other choice. However, at some point we need to consider – how much risk is too much?

6) **We are only just starting to tackle some of the 'truly hard' issues around existing levels of risk**, such as retreat and relocation from the highest risk areas, and adapting to climate change. There is likely high cost around many of these options.

7) **We have gaps in our response capability and capacity**, as outlined in a recent Ministerial Review into better responses to emergencies in New Zealand (Technical Advisory Group report, 2017). These are predominantly around capability of individuals, capacity of response organisations, and powers and authorities of those individuals and organisations to act. The review also identified issues with communication and technology, in particular, the challenges of response intelligence and communications staying apace with social media.

8) **Recovery is often underestimated.** The Christchurch earthquake recovery and many other smaller events have shown us just how complex, multi-faceted, difficult, expensive, and long-term recovery is. Other parts of the country need to consider how they would manage recovery in their city or district, and give priority to resourcing capability and capacity improvements.

What is limiting our pursuit of resilience?

1) **Not enough people and organisations are taking action to prepare or build their resilience for disasters**. This is generally either because it is seen as too expensive or difficult, because of other priorities, because it 'might never happen', or because of an expectation of a rapid and comprehensive institutional response.

2) **Perverse incentives don't encourage resilience** – too often we are aiming for the 'minimum' standard or 'lowest cost'. This can deter people from aiming higher or for the 'most resilient' solution.

3) **Building community resilience – even where playing a facilitative role – is resource intensive**. It also requires a high level of skill and understanding to navigate diverse communities and complex issues.

4) As a nation, we have traditionally invested most of our effort in readiness for response. **Reducing risk and recovery are perceived by many as 'hard'** and/or difficult to work through. These areas scored lowest in the 2012 and 2015 National Capability Assessment reports.

5) **Emergency management issues tend to be 'headline' issues that require immediate corrective action**. This is understandable, and needed, but means we often focus more on fixing the problems of the day, and addressing issues from the last event, than forecasting the future and taking action for the long-term.

6) **Risk reduction and resilience are often perceived as 'expensive'**, and limiting of economic development and business growth. At the same time, the full cost of disasters often isn't visible (particularly the cost of indirect and intangible impacts, particular social impact).

7) **We have had difficulty translating resilience theory into action**. There is an abundance of academic theory on resilience, but turning that theory into practical action has, until recently anyway, been difficult to come by.

Opportunities

As well as strengths and barriers, it is important to consider what opportunities we have or may have on the horizon. The opportunities the strategy development process has identified are

1) **Awareness and understanding of disasters, disaster impacts and disaster risk, is at an all-time high** following a series of domestic events over the last 5-10 years, including the Canterbury and Kaikōura earthquakes. This includes a willingness to act on lessons and to do so in a smart, coordinated, and collaborative way.

2) **Our hazards are obvious and manifest**. This is both a curse and an opportunity we have high risk, but we also have an awareness, understanding, and willingness to do something about them, in a way that countries with less tangible risks might not. If we address risk and build resilience to our 'expected' hazards, we will hopefully be better prepared for when the 'less expected' hazards occur.

3) We have **an incredible wealth of resilience-related research currently underway**, including several multi-sectoral research platforms that aim to bring increased knowledge to and improved resilience outcomes for New Zealanders. Over the next few years there will be a steady stream of information about 'what works', and tried and tested methodologies we can employ in all parts of society.

4) We also have a lot of other work – in terms of resilience-related policy and practice – underway in organisations at all levels and across the country. It should be a relatively easy endeavour to **connect the pieces of the jigsaw, share knowledge, and work together for vastly improved outcomes**.

5) There is a particular opportunity for building processes that support **collective impact.** Collective impact is a way of organising a range of stakeholders around a common agenda, goals, measurement, activity, and communications to make progress on complex societal challenges.

6) The introduction of the three post-2015 development agendas (**Sendai Framework, Sustainable Development Goals, and Paris Agreement for Climate Change**) brings an additional impetus and drive for action, as well as practical recommendations that we can implement. They also bring a strong message about integration, collaboration, and a whole-of-society approach.

7) The Government has a **strong focus on wellbeing**, particularly intergenerational wellbeing, and improved living standards for all. Simultaneously, local government has a renewed interest in the 'four wellbeings' with those concepts being re-introduced to the Local Government Act as a key role of local government. These priorities are entirely harmonious, and lead swiftly into a conversation with both levels of government on how to protect and enhance living standards through a risk management and resilience approach.

8) We have only just begun to scratch the surface of best resilience practice, including how to make the most of investment in resilience. There is much to learn from **the Triple Dividend of Resilience** – ensuring our investments provide multiple benefits or meet multiple needs, and are the smartest possible use of limited resources. The Triple Dividend also supports better business cases and allows us to better position our case for resilience.

9) We are a small agile nation. We are ambitious, innovative, motivated, and informed **we can lead the world in our approach to resilience**.

'Wild cards'

The world is changing at an unprecedented rate driven by technical innovation and new ways of thinking that will fundamentally transform the way we live. As we move away from the old structures and processes that shaped our past, a new world of challenges and opportunities await us. While there might be uncertainty about how some of these factors might shape our risk and our capacity to manage that risk, there are some common implications that are critical to take account of as we work to build resilience.

1) The **revolution in technology and communication** is a key feature of today's world. Regardless of the issue, technology is reshaping how individuals relate to one another. It shifts power to individuals and common interest groups, and enables new roles to be played with greater impact. Organisations and groups that can anticipate and harness changing social uses of technology for meaningful engagement with societal challenges will be more resilient in the future.

2) **Local organisations and grassroots engagement** is an important component. This is driven in part by the aforementioned technology and communication shifts that give local groups more influence and lower their costs for organising and accessing funding, but also the rising power of populations in driving actions and outcomes.

3) Following on from these, **populations currently under the age of 30 will be a dominant force** in the coming two decades – both virtually, in terms of their levels of online engagement, and physically, by being a critical source of activity. Younger generations possess significant energy and global perspectives that need to be harnessed for positive change.

4) The **role of culture as a major driver in society,** and one that desperately needs to be better understood by leaders across governments, the private sector, and civil society. Culture is a powerful force that can create positive or negative change, and is therefore a force with which stakeholders should prepare to constructively engage.

5) High levels of **trust across organisations, sectors and generations** will become increasingly important as a precondition for influence and engagement. This trust will need to be based on more than just the existence of regulations and incentives that encourage compliance. Organisations can build trust among stakeholders via a combination of "radical transparency" and by demonstrating a set of social values that drive behaviour that demonstrates an acknowledgement of the common good.

6) The **importance of cross-sector engagement, particularly between government, the private sector, and civil society.** The challenge of disaster risk can no longer be the domain of government alone. A collective approach is needed, including to utilise all resources, public and private, available to us, and to consider innovative approaches to managing and reducing risk. This includes the private sector and civil society having a greater influence in policy and planning, and participating in oversight and decision-making. This requires more active participation on the part of the private sector and more transparency, openness, and responsiveness on the part of politicians and public officials.

7) The **need for higher levels of accountability, transparency, measurement**. More work is required to ensure that those tackling societal challenges have the appropriate means of measuring impact. These mechanisms will need to be technology-enabled, customised to the challenge at hand, and transparent.

41

Working Together: Making Collective Impact

Collective Impact is a framework to tackle complex social problems. It is structured approach to making collaboration work across government, business, non-profit organisations and communities to achieve significant and lasting social change.

The Collective Impact approach is premised on the belief that no single policy, government department, organisation or program can tackle or solve the increasingly complex social problems we face as a society. The approach calls for multiple organisations or entities from different sectors to set aside their own, specific agendas in favour of a common agenda, shared measurement and alignment of effort. Unlike collaboration or partnership, Collective Impact initiatives have centralised infrastructure – known as a backbone organisation – with dedicated resources to help participating organisations shift from acting alone to acting in concert.

Collective Impact was first written about in the Stanford Social Innovation Review in 2011. Five key elements were identified

1. **A common agenda**. This means coming together to collectively define the problem and create a shared vision to solve it.
2. **Shared measurement**. This means agreeing to track progress in the same way, which allows for continuous improvement.
3. **Mutually reinforcing activities**. This means coordinating collective efforts to maximize the end result.
4. **Continuous communication**. This means building trust and relationships among all participants.
5. **A backbone organisation**. This means having a team dedicated to orchestrating the work of the group.

Figure 5 Common goals, before and after Collective Impact

This Strategy aims to emulate the intent and conditions of collective impact. The process to develop this Strategy was based on a series of workshops around the country over two years; a measurement and monitoring regime will track achievement of objectives and ensure we are making progress towards outcomes; the objectives of the Strategy detail focus areas in which we can undertake a series of mutually-reinforcing activities at all levels; the Strategy advocates strongly for relationship and partnership building, and a whole-of-society governance mechanism that can serve as an inclusive coordination mechanism; and the emergency management sector, through the National CDEM Plan, and regional CDEM Group Plans act as backbone organisations, driving the agenda and coordinating activity.

Changing the Narrative: the Triple Dividend of Resilience

In New Zealand we have first-hand, recent examples of how much disasters can cost. The direct costs alone can be significant; as we start to consider methodologies for counting the economic cost of social impact, the total cost of disasters and disruptive events will be significantly more – maybe even double the reported 'direct' costs.

Even so, it is often difficult to make a case for investment in disaster risk management and resilience, even as we cite research on benefit-cost ratios – how upfront investment in risk management can save millions in future costs. We know these ratios to be true, we have seen examples of it, even here in New Zealand, so why is it such a hard case to make?

Other than short-term political and management cycles, it is generally due to how we calculate 'value'. Traditional methods of appraising investments in disaster risk management undervalue the benefits associated with resilience. This is linked to the perception that investing in disaster resilience will only yield benefits once disaster strikes, leading decision-makers to view disaster risk management investments as a gamble that only pays off in the event of a disaster – a 'sunk' cost, that gives them no short-term benefit.

However, there is increasing evidence that building resilience yields significant and tangible benefits, even if a disaster does not happen for many years – or ever. A 2015 report outlines the 'Triple Dividend of Resilience', or the three types of benefits that investments in disaster risk management can yield. They are

1   Avoiding losses when disasters strike
2   Stimulating economic activity thanks to reduced disaster risk, and
3   Generating societal co-benefits

While the first dividend is the most common motivation for investing in resilience, the second and third dividend are typically overlooked. The report presents evidence that by actively addressing risk, there can be immediate and significant economic benefits to households, the private sector, and, more broadly, at the macro-economic level. Moreover, integrating multi-purpose designs into resilience investments can both save costs, and provide community and other social benefits (for example, strengthened flood protections works that act as pedestrian walkways, parks or roads).

New Zealand needs to learn from this concept and ensure that our investments in resilience are providing multiple benefits to both make smart use of our limited resources, and to assure decision-makers that their investment is worthwhile, and pay dividends – in the short *and* long term.

Figure 6 The Triple Dividend of Resilience Investment
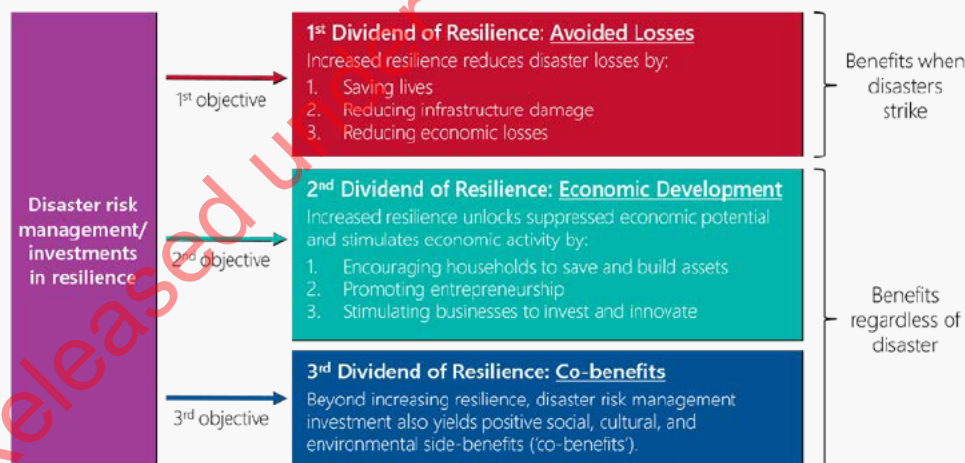
Adapted from The Triple Dividend of Resilience – Realising development goals through the multiple benefits of disaster risk management (Global Facility for Disaster Reduction and Recovery, the World Bank, Overseas Development Institute, 2015)

Released under the Official Information Act 1982

Item 2: Annotated Feedback on Draft National Disaster Resilience Strategy

From:	Jo Horrocks [DPMC]
Sent:	Wednesday, 26 September 2018 12:47 PM
To:	Amanda Kitto [DPMC]
Subject:	FW: Disaster Resilience Strategy - feedback on draft from s9(2)(a)
Attachments:	National Disaster Resilience Strategy s9(2)(a) feedback on draft.docx

From: s9(2)(a)
Sent: Tuesday, 11 September 2018 3:08 AM
To: Jo Horrocks [DPMC]
Subject: Disaster Resilience Strategy - feedback on draft from s9(2)(a)

Hello Jo,

My apologies for not getting feedback to you sooner, but we're all a bit too busy these days. s9(2)(a) which meant that I had heaps of time and had a copy of your draft with me – so here goes. s9(2)(a)

s9(2)(a) I am submitting these comments as an individual (s9(2)(a)). Hope you find them constructive and useful (s9(2)(a) .

Overall the Strategy it reads well, though in places it is let down by the structure, formatting, padding and tech speak, which undermine message clarity, while terminology needs standardising in places (particularly the use of disaster, hazard impact, natural hazards and emergency). I feel it is good to stick with few priorities and objectives, though I wonder if there would be benefit from trying to overlay differences in importance where applicable (at present all items are equal) – presumably that gets done in the Work Plan. The stakeholder engagement also seems to have led to a genuinely consultative document – s9(2)(a) . However, a couple of things seem to have been raised in consultation that have not made it through to the objectives (e.g. risk transfer, private sector engagement, integrated 'backbone' entity to drive cross-silo activity).

Other general comments are:

- In sections 5-7, the 3 tables listing 'objectives' and 'What Success Looks Like' are a good format for summarising intent, but they seem a little off target. Some items are almost 'business as usual' (i.e. not setting new strategic direction), while there is also inconsistency about whether the content should be in the objective or the 'what success looks like' column. I feel this needs a good looking at, to keep the Objectives high level and priority/future focused, with the descriptive column identifying specific initiatives. BAU need not appear in the table.

- It still feels like the focus is on response and recovery, and DRR struggles for balance in some places (in fact the term DRR is not used much).

- Vulnerability assessment is mentioned, but more often than not is alluded to in risk assessment/management, rather than being considered an important discrete step. My personal view (s9(2)(a)) is that the process goes: hazard assessment, vulnerability assessment; risk assessment, risk management, emergency response/recovery, build back better.

- Adaptation could receive substantially more attention, particularly as a vehicle where there is insufficient resource to eliminate or mitigate identified risk. Managed retreat is also mentioned, but is something that we really need to get focused on as it is a here and now issue for some coastal communities.

- Although climate change is mentioned in places, there is no explicit acknowledgement that DRR and climate change adaptation are more or less the same thing for hydrometeorological hazards.

- SFDRR gets good profile, but it is unclear to what extent its principles have been embodied within the Strategy.

- Definitions vary throughout the document, and I suggest they are presented once (in the Key Terms section, and that they are consistent with UNISDR definitions where possible.

- There is no international dimension, despite the support we have received in the past and will need in the future (as well as what we can teach/learn via international engagement, and MCDEM's close operating ties to Australia, the US and Canada. There is also the support MCDEM provides to some Pacific (and particularly Realm) countries.

- Resources and the cost of resilience is not dealt with in much detail, but will be vital to implementation (and will of course be less than is needed for full implementation, and so prioritisation is also needed).

- It doesn't explain how national strategic direction will influence regional, local and domestic initiatives that contribute to resilience (I appreciate that the reader is likely to understand the national framework, but without this the Strategy is not stand-alone).

The attachment has more specific comments and suggested edits, based on extracts from the PDF (hence the formatting glitches). s9(2)(a) I am happy to respond to any questions you may have – as an individual.

Regards

s9(2)(a)

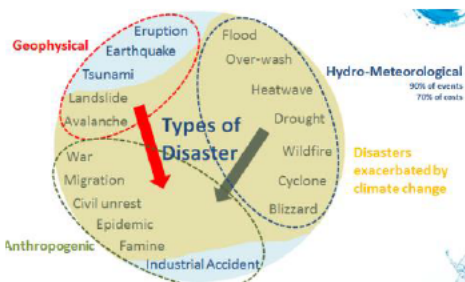# Feedback on Draft National Disaster Resilience Strategy (21 Aug draft)

s9(2)(a)

Foreword

New Zealand enjoys a relatively high standard of living, regularly coming high in global prosperity rankings with qualities such as an open market, free people and strong sense of society.

Not all is perfect. We have areas we need to work on, including to address inequalities in the distribution of living standards, and improve areas of weakness or decline, such as housing availability and affordability.

We also face risks to that standard of living. Increasingly complex and uncertain risks that represent a threat to our way of life, and to our prosperity and wellbeing.

New Zealand is exposed to a range of significant hazards. Natural hazards, such as earthquakes and extreme weather events, is only one type; our economy relies heavily on primary production and is thus vulnerable to adverse impacts from pests and diseases; the prospect of an infectious disease pandemic has always been present, but has been highlighted in recent years through the SARS, bird flu and swine flu crises; heavy reliance on technology and just-in-time supply chains means we are vulnerable to disruption from a wide range of domestic and international sources; and the global geopolitical environment means threats to our security are complex and often unpredictable.

If realised, these risks can be extremely costly. Globally, the economic cost of disasters has increased steadily over the last 40 years, in large part because of the expansion to the built environment: damage to infrastructure and buildings cause huge cost – public and private – when impacted.

It is the impact on wellbeing that can have the most profound effect. In 2011 New Zealand suffered one of its worst ever natural disasters in the 11 February Christchurch earthquake. New Zealand Treasury in 2013 estimated the capital costs to be over $40 billion, the equivalent of 20 per cent of gross domestic product. Beyond the tangible costs of damage and rebuild, lay a web of social and economic disruption and upheaval: flow-on effects to business and employment, psychological trauma, dislocation of communities, creation or exacerbation of existing social issues, disruption to normal lives and livelihoods, and uncertainty in the future.

Many of the risks we face both now and in the future can be readily identified. However, we also need to recognise that the future is uncertain: major, unexpected, and hard-to-predict events are inevitable. And the further we probe into the future, the ~~deepe~~ greater the level of uncertainty we encounter. Within this uncertain future environment, resilience s an important requirement for success. Resilience is our – or a system's – ability to anticipate, minimise, absorb, respond to, adapt to, and recover from disruptive events. In essence, it's about reducing vulnerabilities, adapting to change, developing a wide zone of tolerance – the ability to remain effective across a range of future conditions.

Commented [M1]: Interesting but is it directly relevant?

Commented [M2]: Perhaps better to paint the bigger picture, with reference to hydrometeorological, geophysical and anthropogenic disasters (see figure)

Commented [M3]: Illustrates how climate change can exacerbate most disaster categories, and how categories can interact

Commented [M4]: Some may wish to see acknowledgement of fatalities and injuries before costs are discussed

Commented [M5]: do these differ?

Commented [M6]: 1st mention of resilience is 2/3 of the way into the Foreward. I would expect it to feature right at the top, accompanied w th reference to vulnerabil ty

Commented [M7]: Perhaps 'survival, and maintaining development gains.

Commented [M8]: Not the UNISDR defin tion? Also inconsistent with the Key Terms on p.4

[Document ID]

Given our risk landscape, and the uncertainty of the wider domestic and global environment, it is important for us to take deliberate steps to improve our resilience and protect the prosperity and wellbeing of New Zealand – of individuals, communities, businesses, our society, the economy, and the nation as a whole. This Strategy proposes a three-pronged approach to improve our nation's resilience to disasters – what we can do to minimise the risks we face and limit the impacts to be managed, building our capability and capacity to manage emergencies when they do happen, and a deliberate effort to strengthen our wider societal resilience.

Thise Strategy promotes a holistic approach to strengthening resilience that connects with a range of agencies and sectors to deliver improved outcomes for New Zealanders. Disaster risk and disaster impacts can affectreach all parts of society; so, to the greatest degree possible disaster resilience should be integrated in to all parts of society Disaster resilience therefore requires a shared approach between governments (central and local), relevant stakeholders, and the wider public – a collective approach to a collective problem based on. The goodwill, knowledge, experience, and commitment and collaboration of all of parts of society are needed to make a difference.

Commented [M9]: Is t not: understand risk, act to avo d, reduce or accommodate impacts, and build our capability and capacity to respond to disasters where they occur? Perhaps align more closely with Sendai Framework.

Commented [M10]: Duplicates following text

Commented [M11]: Could be better placed as the introductory para.

Page 3:

[Document ID]

Our Vision & Goal	Purpose of this Strategy
	Our vision: a safe and prosperous nation
	Risks to our wellbeing and prosperity
	Our goal: a resilient future

Our priorities and objectives	Managing risks
	Understanding risk exposures and vulnerabilities
	Avoiding, reducing or accommodating impacts
	Effective preparation for, response to and recovery from emergencies
	Strengthening societal resilience

Commented [M16]: The following are ways of managing risks

Formatted: Font: +Body (Calibri), 11 pt, Font color: Text 1

Formatted: Font: +Body (Calibri), 11 pt, Font color: Text 1

Formatted: Font: +Body (Calibri), 11 pt, Font color: Text 1

Formatted: Font: +Body (Calibri), 11 pt, Font color: Text 1

Formatted: Font: +Body (Calibri), 11 pt, Font color: Text 1

Commented [M17]: Emergencies or disasters or hazards? It varies throughout the document. Suggest you standardise

Formatted: Font: +Body (Calibri), 11 pt, Font color: Text 1

Commented [M18]: If you do the above, it strengthens societal resilience. Isn't the actual prority to involve stakeholders across society?

Our commitment to action	Transparency and accountability
	Governance
	Monitoring and reporting progress
	Continual improvement?
Extras	Strategy-on-a-page
	What can I do?
	Individuals and households
	Businesses and organisations
	Communities
	Cities and districts
	Government and national organisations
	Analysis of our current state as a baseline for this Strategy

Formatted: Font: +Body (Calibri), 11 pt, Font color: Text 1

Formatted: Font: +Body (Calibri), 11 pt, Font color: Text 1

Formatted: Font: +Body (Calibri), 11 pt, Font color: Text 1

Commented [M19]: You can do the above, but t is only going through the process unless you use findings to address shortfalls & improve performance

Formatted: Font: +Body (Calibri), 11 pt, Font color: Text 1

Formatted: Font: +Body (Calibri), 11 pt, Font color: Text 1

Commented [M20]: Isn't much of it already on p.17 and Appendix 1? (and the version of Appendix 1 with stakeholder responsibil ties added to the bottom)

Commented [M21]: This is for an action plan, not a strategy. However, it would be useful to discuss MCDEMs understanding of the roles and responsibilities of the following list, as this will underpin effective implementation.

Key Terms

Capacity

The combination of all the strengths, attributes and resources available within an organization, community or society to manage and reduce disaster risks and vulnerabilities to strengthen resilience.

Disaster

A serious disruption of the functioning of a community or a society at any scale due to one or more hazardous events nteracting with conditions of exposure, vulnerability and capacity, leading to one or more of the following: human, material, economic and environmental losses and impacts.

Disaster risk

The potential loss of life, injury, or destroyed or damaged assets which could occur to a system, society or a community in a specific period of time, determined as a function of hazard, exposure, vulnerability and capacity

Disaster risk management

Disaster risk management is the application of disaster risk reduction policies and strategies to prevent new disaster risk, reduce existing disaster risk and manage residual risk, contributing to the strengthening of resilience and reduction of disaster losses.

Disaster risk reduction

Disaster risk reduction is aimed at preventingaims to prevent new, and reduceing existing disaster risk, and managing residual risk (, all of which contribute to strengthening resilience).

Emergency management

The application of knowledge, measures, and practices that are necessary or desirable for the safety of the public or property, and are designed to guard against, prevent, reduce, recover from, or overcome any hazard or harm or loss that may be associated with any emergency, including the planning, organisation, co-ordination, and implementation of those measures, knowledge, and practices.

Exposure

People, infrastructure, buildings, the economy, and other assets that are (or may be) affected by exposed to a hazard.

Hazard

A process, phenomenon or human activity that may cause loss

Loss

Fatalityof life, injury or other health impacts, property damage, social and economic disruption or environmental degradation arising from exposure to a disaster/risk/hazard

National risk

A national risk is an uncertain, yet conceivable, event or condition that could have serious, long-term effects on New Zealand's security and/or prosperity, requiring significant government intervention to manage.

Readiness

Disaster preparedness, underpinned by tThe knowledge and capacities developed by governments, response and recovery organizations, communities and individuals to effectively anticipate, respond to and recover from the impacts of likely, imminent or current disasters.

Reconstruction

The medium-and long-term rebuilding and restoration of critical infrastructures, services, housing, facilities and livelihoods required for the full functioning of a community or a society affected by a disaster. Ideally reconstruction will integrate, aligning with the principles of sustainable development and "build back better", to avoid or reduce future lossdisaster risk.

Recovery

The coordinated efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration and enhancement of a community following an emergency.

Response

Actions taken immediately before, during or directly after a disaster to save lives and property, reduce health impacts, ensure public safety and meet the basic subsistence needs of those people affected and to help communities recover.

[Document ID]

Comments (margin):

Commented [M22]: I suggest definitions from elsewhere in the document are pulled in to this section. The current defin t ons seem to range from user friendly to overly technical. Standardise with Sendai Framework (where possible) unless already done so

Commented [M23]: 'Manage' includes 'reduce'

Commented [M24]: Is there a more snappy defin tion out there?

Commented [M25]: Is it not simply the probabil ty of a disaster occurring?

Commented [M26]: It's a bit pedantic, but reducing risk of disaster x will not strengthen resilience relative to disasters y & z

Commented [M27]: Looks like the lawyers got loose on this one

Formatted: Font: Bold

Commented [M28]: Select one

Commented [M29]: Stronger houses don't reduce the risk of cyclones

Commented [M30]: B t of a mouthful

Commented [M31]: Sometimes t is animals

Residual risk
The disaster risk that remains ~~in~~ unmanaged ~~form~~, even when effective disaster risk reduction measures are in place, and for which emergency response and recovery capacities must be maintained.

Resilience
The ability to absorb the effects of a disruptive event, minimise adverse impacts, respond effectively post-event, maintain or recover functionality, and adapt in a way that allows for learning and ~~th iving~~development, while mitigating the risk of adverse impacts of future events.

> **Commented [M32]:** Is this required to be resilient....? If you genuinely are resilient there may not be a need to respond.

> **Formatted:** Tab stops: 5 87 cm, Left

Risk assessment _____
~~An assessment~~Quantitative or qualitative estimation of the nature and extent of risk ~~risk~~ exposure. This is done by analysing potential hazards and ~~evaluating existing conditions of exposure and~~the vulnerability of those exposed, to determine likel~~ihood and severity of possible~~y consequences.

Risk transfer
The process of formally or informally shifting the financial consequences of particular risk exposures from one party to another, e.g. via insurance.

Vulnerability
The conditions determined by physical, social, economic and environmental factors or processes which increase the susceptibility of an individual, a community, assets or systems to the impacts of hazards.

> **Commented [M33]:** Read this 3 times and have still not grasped what it is saying. Suggest rearranging to: susceptibil ty of an individual, a commun ty, assets or systems to the impacts of hazards associated with susceptibil ty of an individual, a commun ty, assets or systems to the impacts of hazards.

[Document ID]

1 Purpose of this Strategy

1.1 Delivering on the intent and purpose of the CDEM Act 2002

The purpose of this Strategy is to outline the vision and long-term goals for civil defence emergency management (CDEM) in New Zealand. CDEM in New Zealand is governed by the CDEM Act, which:

· promotes the sustainable management of hazards in a way that contributes to wellbeing and safety;

· encourages wide participation, including communities, in the process to manage risk;

· provides for planning and preparation for emergencies, and for response and recovery;

· requires local authorities to co-ordinate reduction, readiness, response and recovery activities through regional groups;

· provides a basis for the integration of national and local planning and activity; and

· encourages coordination across a wide range of agencies, recognising that emergencies are multi-agency events affecting all parts of society.

We interpret these as an overarching intent for a *resilient New Zealand*.

This is important because New Zealanders are, and will continue to be, at risk from a broad range of natural hazards.

There is much we can do to reduce our risks, through both a risk management approach, and by~~to~~ building our broader societal resilience to it. We can also ensure we have effective processes in place for responding to and recovering from emergencies and other types of disruption when they do happen.

The Strategy sets out what we as New Zealanders expect in respect of a resilient New Zealand, and what we want to achieve over the next 10 years. It explicitly links resilience to the ~~protection~~ maintenance and growth of living standards for all New Zealanders, and promotes a wide, whole-of-society, participatory ~~and inclusive~~ approach.

> **Commented [M34]:** Duplicates 'whole of society'

The Strategy provides the vision and strategic direction, including to outline goals, priorities and objectives for increasing New Zealand's resilience to disasters. The detail of *how* those objectives are to be achieved sits in an accompanying work plan. Other, ~~alongside other~~ related key documents includ~~eing~~ s9(2)(f)(iv) the *National CDEM Plan and Guide*, the *National Security Handbook*, and CDEM Group Plans and a range of other supporting policies and plans.

> **Commented [M35]:** Are these 'key documents'?

1.2 This is the third Strategy made under the Act

MCDEM's~~The~~ first National Strategy was made in 2003; the second in 2007. They were aimed at embedding the (then) new approach to emergency management in New Zealand, which was to take a comprehensive and integrated approach, utilising the '4Rs' of risk reduction, readiness, response, and recovery.

In [2019] we have reached a level of maturity where we are ready for the next step. A number of things have influenced our thinking on what that step should be:

· 6 years of lessons from incidents and emergencies since the CDEM Act came into force;

· s9(2)(f)(iv) and National Risk Register framework, that details New Zealand's risk landscape and current risk management;

· global agreements such as the *Sendai Framework for Disaster Risk Reduction 2015-2030* that outlines how nations should approach their wider societal risk from disasters;

· a Ministerial Review (2017) on *Better Responses to Natural Hazards and Other Emergencies* that resulted in a number of significant recommendations for the emergency management system, and

· a two-year long strategy development process involving~~with~~ a wide range of stakeholders, to analyse our current state and determine our national vision, goals, and objectives.

[Document ID]

Broad consultation ~~We have~~ identified areas where we can do more – to be more effective, more capable, fit-for-purpose, to have all the information we need to make the smartest choices, to keep pace with changing risks, and changes in society. This Strategy details the conclusions, and the areas we need to focus on for a more resilient New Zealand.

1.3 ~~Ring-fencing the S~~scope of this Strategy

~~While acknowledging B~~broad-based societal resilience underpins~~is desirable for achieving higher~~our living standards, ~~and optimal~~prosperity and ~~wellbeing~~well-being. However, this Strategy is confined to the *disaster* aspects of resilience, while other aspects of national resilience are dealt with by other government agencies engaged in areas such as~~.~~

~~Furthermore, while acknowledging the vital importance of wider social and economic attributes of disaster resilience (such as high levels of~~ health, ~~and~~ education, economic management, financial planning, social welfare ~~reduced inequalities and social deprivation, the building of fiscal and macro-economic strength, etc.), these issues are well-catered for by other policies and programmes across government and through society, and will not be duplicated here.~~

This Strategy is focussed on building a culture of resilience, and the actions we can all take – at all levels, from individuals and households, businesses and organisations, communities, cities, districts and regions, and Government and national organisations – to contribute to a more resilient New Zealand.

1.4 Intended audience

This Strategy is for all New Zealanders, and all those who live, work, or visit here.

1.5 Currency of the Strategy

This Strategy will be current for a period of 10 years from the date it comes into effect, unless it is replaced during that time|

> **Commented [M36]:** When will this strategy be reviewed?

2 Our vision: a safe and prosperous nation

National success is about more than just economic measures. It is about a healthy and happy life, a good education for our children, a clean and protected environment, family/whānau and communities we can rely on, a safe place to live and work, opportunities to start a business or get ahead, and the freedom to be who we want to be. This is prosperity.

New Zealand has seen much success over the past decade in global indices designed to measure wellbeing and prosperity. We hold up well in most categories of measurement, including in economic quality, business environment, and governance; for our health and education systems, our natural environment, and – in particular – for our personal freedoms and social capital. New Zealand topped the Legatum Prosperity Index in 2016 (and 2nd in 2017) principally due to our strong social capital and the openness of our economy.

> **Commented [M37]:** Interesting but not essential in a Strategy. Suggest the bits that are to be retained are woven in elsewhere

However, while we do well, we certainly can't afford to be complacent. New Zealand must continually adapt and evolve if it is to see prosperity grow.

For us to secure wellbeing and prosperity for all our people – in this generation and for future generations – we must think about prosperity in more than in economic terms. The New Zealand Treasury, in developing the Living Standards Framework, has initiated a shift of focus. The Living Standards Framework is based on an economic model, but puts intergenerational wellbeing as its core goal. Wealth matters, but as a means, not an end: wealth is only useful if it translates into higher living standards for everyone. Protecting and growing those living standards is paramount for securing a prosperous future. This Strategy is centred on how it can contribute to that vision.

2.1 The Living Standards Framework

The Living Standards Framework is a New Zealand-specific framework that draws on a range of national and international approaches to wellbeing. In particular, it builds on the Organisation for Economic Cooperation and Development's (OECD's) approach to wellbeing, based on the *How's Life?/Better Life* model.

The framework conceives of wellbeing as comprising a number of aspects of life experience, such as housing, income, employment, education, community engagement, enjoyment of environmental amenity and health and safety. Measures of these aspects provide a snapshot of current wellbeing. The wellbeing of future generations is represented by four 'capital stocks' – financial/physical, social, human, and natural capital.

06/18

Commented [M38]: Although the figure is OK, it omits to:
1. Show how capitals underpin resilience
2. Consider how externalities (i.e. disasters) impact upon capitals and thus resilience.

The capitals are seen as 'value stocks', which jointly produce wellbeing outcomes over time. Each of the dimensions of wellbeing is the result of all of the different capital stocks. Investments in the capital stocks will result in the levels of the relevant stocks increasing, while externalities such as market volatility~~depreciation~~, resource depletion, pollution/contamination,disasters ~~or waste~~— or other shocks or stresses— may reduce~~result in~~ capital stock levels ~~declining~~.

The four capitals in the Living Standards Framework help us to take into account the range of impacts that a policy option or practice may have on the material and non-material factors that affect New Zealanders' wellbeing, now and in the future. The underlying principle of the capitals framework is that good public policy and practice enhances the capacity of natural, social, human and financial/physical capital to improve wellbeing for New Zealanders.

> # Wellbeing is –
> *our quality of life, including: civic and human rights, culture and identity, housing, knowledge and skills, leisure and recreation, material standard of living, employment status and job satisfaction, the physical and natural environment, safety and security, health and social connectedness.*

Commented [M39]: Move to Key Terms

2.2 Risk and resilience, and our future wellbeing

Safety and security are integral to securing wellbeing and prosperity. People's wellbeing is dependent on having secure living conditions, personal safety, and trust and confidence in authorities, and their ability to manage threats and dangers. A secure and stable environment is necessary for securing freedoms, and for attracting investment and sustaining economic growth. In short, a nation can prosper only in an environment of safety and security for its citizens.

To this end, it is imperative that we look to vulnerability assessment, risk management and resilience ~~for~~ to protect all four capitals stocks.

New Zealand is relatively well placed in this regard with a comprehensive legislative framework in place for risk management, including the Civil Defence Emergency Management Act 2002, the Resource Management Act 1991, the Building Act 2004, the Local Government Act 2002, and a range of other legislation and regulatory instruments. We have a system of managing, coordinating, and overseeing national security, the National Security System, and emergency management arrangements at the local, regional, and national level.

Today, however, risk management is increasingly challenged by complexity in which multiple systems simultaneously impact on the four Living Standards Capitals. Risk management in this setting requires a greater acknowledgement of uncertainty and a shift from reactive to proactive risk management. Decision-makers in both the public and private sectors require more comprehensive strategies that combine the active management of specific risks with enhance~~dment of~~ generic resilience in society. This Strategy combines these elements and considers ways to improve our resilience across the four capitals. Our vision is:

> New Zealand is a disaster resilient nation that acts proactively to assess vulnerabilities manage risks and build resilience in a way that contributes to the wellbeing and prosperity of all New Zealanders

Commented [M40]: This is important to the Strategy and so should be in the foreward, and much more prominent in the early text

3 Risks to our wellbeing and prosperity

From the Hawkes Bay earthquake (1931) to the Wahine shipwreck (1968), the lower North Island floods (2004), the Pike River Mine Disaster (2010), the Christchurch (2011) and Kaikoura (2016) earthquakes, the 1080 milk powder crisis (2015), Port Hills fires (2017), or the M. Bovis disease outbreak (2018) – New Zealand has had its fair share of devastating events.

These events have caused loss of life, injury, damage and disruption. Some ~~have~~ caused impacts in the built and natural environments, and have cost millions of dollars ~~for~~in repair and reconstruction. Others have caused loss of productivity, ~~lost~~ livelihoods, and ~~lost~~ income. More than that, these events have caused untold trauma and social disruption ~~to individuals, family/whānau, communities and hapū~~, the effects and costs of which we might never fully know. In short, disasters, or other highly stressful events, impact all four capitals in a profound and costly way.

Disasters may seem inevitable and intractable, but there is much we can do to reduce the chance that hazards will affect us, and much we can do to lessen the impacts if and when they do.

This section explores some key concepts so that we have a common understanding about our key risks and how we can manage them.

> **Commented [M41]:** 'Social' is sufficiently inclusive. The additional terms introduce a bias toward one particular group, at the expense of other ethnic groups and social collectives.

> **Commented [M42]:** Better in the Foreward?

3.1 Our current risks

s9(2)(f)(iv) and the framework behind it, details New Zealand's national risk portfolios~~, as identified by a national risk assessment process~~. Its primary aim, though, wa~~s~~ to stimulate conversation and participation in further steps to better manage risks in New Zealand, including in all parts of society. It considers 22 risks over 5 categories, being: natural hazard risks, biological hazard risks, technological risks, security risks, and economic risks. For further information on each of these risks, please refer to the report.

The National Risk Register framework provides a platform for ~~and way of talking about~~underestanding, managing risks, and communicates~~some certainty about~~ the plans and actions of central government. ~~Its primary aim, though, is to stimulate conversation and participation in further steps to better manage risks in New Zealand, including in all parts of society.~~

s9(2)(f)(iv)

3.2 How our risks might change in the future

In assessing New Zealand's national risks we can learn from past events and crises, but we also need to develop foresight to think about possible new hazards/risks and how longer-term trends might affect national risks, and plan for the future.

s9(2)(f)(iv)

> **Commented [M44]:** It wont affect geophysical hazards.

- Challenges to the rules-based international order, which have the greatest effect on some of our economic and security risks, but could have further-reaching implications.

3.3 Cost of disasters

Past dDisasters over the decade or more, both in New Zealand and overseas, have shown the magnitude of costs that are involved in these events, both in terms of damage (the market value of losses), and in the response to and recovery from such events. It is important to note that the costs that are reported are often only direct costs. Less well defined is the flow-on, indirect costs, and – even less so – from other longer-term outcomes (also known as 'intangible costs'). A recent Australian study found that the indirect and intangible costs, when calculated, more than *doubled* the total reported cost of each of the three events studied[1].

[1] *The Economic Cost of the Social Impact of Natural Disasters* (2016) Australian Business Roundtable

While we intuitively know that the impact of disasters is much larger than the direct economic cost, it is only when we start to consider calculate the economic cost of these indirect and intangible impacts that we can see what these events really cost us as communities, and as a nation, and how critical it is to try to minimise these costs – economic and social – as far as we possibly can.

3.4 What is disaster *risk*?

Disaster risk is the chance that a hazard could impact us in a significant way.

Disaster risk is a function of three interlinked aspects: hazard, exposure, and vulnerability. Hazard refers to the likelihood and intensity of a process or phenomenon that could cause us harm, such as ground shaking induced by an earthquake, extreme winds associated with a cyclone, or a pathogen caused by a food safety issue or biological agent. Exposure refers to the location, attributes, and value of people and assets (such as buildings, agricultural land, and infrastructure) that are exposed to the hazard. Vulnerability is the potential extent to which physical, social, economic, and environmental assets may become damaged or disrupted when exposed to a hazard. Vulnerability includes physical vulnerability, which refers to the level of damage sustained by built structures due to the physical load imparted by a hazard event. It also includes social vulnerability, which refers to damage as it relates to livelihood, social connections, gender, and other factors that influence a community's ability to respond to, cope with, and recover from a disaster.

These three components can be countered by a fourth component, capacity, which refers to the strengths, attributes and resources available to reduce or manage the risks associated with the combination of the other three factors.

When these potential impacts are determined probabilistically, i.e., are multiplied by how likely the hazardous event is to occur, we can determine our risk – the chance of significant impacts.

3.5 Disaster risk reduction

Disaster risk reduction is the discipline concerned with assessing and reducing our risks of and from disasters.

Historically, dealing with disasters focused on emergency response, but towards the end of the 20th century it was increasingly recognised that many disasters are not 'inevitable' and that it is by reducing and managing conditions of hazard, exposure and vulnerability that we can prevent losses and alleviate the impacts of disasters. Since we cannot usually reduce the likelihood of hazards the main opportunity for reducing risk lies in reducing exposure and vulnerability. Reducing these two components of risk requires identifying and reducing the underlying drivers of risk, which are particularly related to economic and urban development choices and practice, degradation of the environment, poverty and inequality and climate change, which create and exacerbate conditions of hazard, exposure and vulnerability. Addressing these underlying risk drivers will reduce disaster risk, lessen impacts if they do happen, speed recovery and reduce the negative impacts on consequently, maintain development and growth.

Disaster risk reduction can be seen as a policy objective, a risk management process, or a social aspiration. Successful disaster risk reduction tends to result from a combination of 'top-down', institutional changes, strategies, and policies, and integrated with 'bottom-up', local and community-based approaches

[Document ID]

[Document ID]

3.5.1 Sendai Framework for Disaster Risk Reduction 2015-2030

In 2015 New Zealand signalled its commitment to the *Sendai Framework for Disaster Risk Reduction 2015-2030* (the 'Sendai Framework'). The Sendai Framework is one of three global agreements developed as part of the 'post-2015 sustainable development agenda'. Together with the *Sustainable Development Goals* and the *Paris Agreement on Climate Change*, the Sendai Framework ~~aims to be~~provides a blueprint for how nations should approach risks to their development – in this case, from disasters.

The Sendai Framework has a desired outcome of:

The substantial reduction of disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries

To attain this outcome, it has a goal to:

Prevent new and reduce existing disaster risk through the implementation of integrated and inclusive economic, structural, legal, social, health, cultural, educational, environmental, technological, political and institutional measures that prevent and reduce hazard exposure and vulnerability to disaster, increase preparedness for response and recovery, and thus strengthen resilience

The Framework has four priorities, and a series of recommended actions at the global, regional, national, and local levels. It promotes three key ideas:

1. A greater effort to understand risk (in all its dimensions), so that we can prioritise investment, make better risk-informed decisions, and build resilience into everyday processes.

2. A shift of focus from managing disasters to managing risk, including to reduce the underlying drivers of risk (exposure and vulnerability)

3. A broader 'whole-of-society' approach to risk – everyone has a role in reducing and managing risk.

The Framework sets 7 global targets for improved disaster risk reduction, which nations are asked to report on annually. The targets are:

T1 - Substantially reduce disaster mortality by 2030, aiming to lower average per 100,000 mortality between 2020-2030 compared with 2005-2015.

T2 - Substantially reduce the number of affected people by 2030, aiming to lower the average figure per 100,000 between 2020-2030 compared with 2005-2015.

T3 - Reduce disaster economic loss in relation to gross domestic product (GDP) between 2020-2030 compared with 2005-2015.

T4 - Substantially reduce disaster damage to critical infrastructure and disruption of basic services, among them health and educational facilities, including through developing their resilience by 2030.

T5 - Substantially increase the availability of and access to multi-hazard early warning systems and disaster risk information and assessments to the people by 2030.

Commented [M49]: Can we be more specif c? (signed, endorsed.....)

Commented [M50]: Only 5 below

Commented [M51]: T6 and T7 missing (7 targets stated above)

The Sendai Framework has been a key influence in the development of this Strategy. The principles and priorities of the Sendai Framework have been incorporated into it; many of the national and local recommended actions have been instrumental in developing the Strategy objectives, and forms the basis of the underlying work plan.

4 Our goal: a resilient future

In an effort to address our current known risks, manage uncertainty, and be ready for any events that may occur in the future, it is generally agreed that the overarching goal is resilience. But – what does resilience mean to us, as New Zealanders? How do we define it, what are the attributes of resilience, and how do we improve it?

4.1 Vision of a resilient nation

Resilience can mean a lot of different things to different people. In a series of workshops we asked participants to describe what a resilient nation meant to them and the aspirations they have for New Zealand in respect of its disaster resilience. The result is a description of our desired 'future state' – the end goal, 'what success looks like' for this Strategy. This is shown on pages 14-15

4.1.1 Guiding principles for this Strategy

> **Commented [M52]:** Better as an Annex? It disrupts flow in its present locat on.

> **Commented [M53]:** Vis on and Goal statements are not consistent with p.3 and Appendix 1 vers ons – suggest you st ck with Appendix 1 vers on as t is presented most coherently there.

> **Commented [M54]:** These guiding principles seem more applicable to any NZ government body, rather than for a strategy focused on resilience building. Suggest they refocus on resilience issues (e.g. leave no-one behind, increased emphasis on DRR, build back better etc). Alternatively, drop this section.

Within this vision of a resilient nation, we specifically looked at what principles and values are important to us in pursuing a resilience goal. We agreed that it is important to act with the following in mind:

Commented [M55]: Was this via the stakeholder engagement process?

Manaakitanga	**We respect and care for others** • Wellbeing, health and safety • Hospitality, kindness, goodwill
Whanaungatanga, kotahitanga	**We nurture positive relationships and partnerships** • Engagement and communication • Collaboration and collective action • Respect of individuality
Kaitiakitanga, türangawaewae	**We guard and protect the places that are special to us** • Protecting and enhancing our environment • Intergenerational equity • Stewarding our place in the world • Feeling enabled and connected
Matauranga	**We value knowledge and understanding** • Using scientific, historic, local, and traditional knowledge • Striving for a common understanding • Accountability and transparency
Tikanga	**Our customs and cultural practices are central to who we are** • Cultural identity and expression • Ethical and values-based • Accountability and transparency
Rangatiratanga	**We lead by example** • Values-based leadership • Self-determination, principle of subsidiarity

Commented [M56]: Please disregard if not politically appropriate:
Great to promote Te Reo, but the majority audience will not identify with the left hand column, and some may actively dis-engage. Māori words could be included in brackets after the bold heading to communicate the same information in a more space-efficient way.

4.2 Resilience: a working definition

In the wake of unprecedented disasters in recent years, "resilience" has become a popular buzzword across a wide range of disciplines, with each discipline attributing its own definition to the term. A definition that has long been used in engineering is that resilience is the capacity for "bouncing back faster after stress, enduring greater stresses, and being disturbed less by a given amount of stress". This definition is commonly applied to objects, such as bridges or buildings. However, most risks are systemic in nature, and a system – unlike an object – may show resilience not by returning exactly to its previous state, but instead by finding different ways to carry out essential functions; that is, by adapting and transforming to meet challenges.

In terms of *disaster* resilience, an important quality is also to anticipate and minimise threats to the system as far as possible, such that any impacts are manageable and recoverable.

The working definition of resilience for this strategy is therefore "*the ability to absorb 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.*"

Below we offer two additional explanations: one, a more technical explanation, and one, a simplified approach.

Resilience is –

the ability to absorb 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.

Commented [M57]: Inconsistent with definition in Key Terms

4.2.1 Getting more technical...

While risks tend to focus on the negative consequences from uncertainty, the concept of resilience encourages us to build capacity to help ~~p otect us f om~~reduce vulnerability, adapt to change, and to ~~be able to~~ better anticipate and deal with the impact from shocks and stresses as they occur. The degree of vulnerability we have then depends on the nature, magnitude, frequency and duration of the shocks or stresses that are experienced as well as the level of resilience to these shocks.

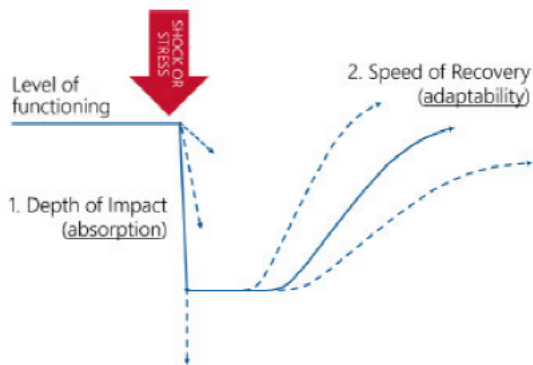Under this interpretation, resilience has two dimensions:

- ▮an absorption dimension, which comprises resistance and buffers that can reduce the depth of impact, and

- ▮an adaptability dimension, which focuses on elements of adaptability and innovation that maximise the speed of recovery.

Figure 1 below illustrates this idea. When a system is subject to a shock or stress, the level of functioning declines, and can fall rapidly. The depth of the fall in functioning can be thought of as the absorption capacity of the system. A system with a high absorption capacity experiences only a small loss in functioning (e.g., because it has sufficient buffers to absorb the stress or shock to ensure it continues to achieve desired outcomes). The speed of recovery dimension is captured by the time lag between the stress or shock and when functioning returns to a steady-state level. Systems that have high adaptability are able to recover faster than is otherwise the case. The two dimensions together acknowledge that the total impact of a shock is a function of both the depth of the impact and the time it takes to recover.

Figure 1 Two dimensions of resilience: absorption and adaptability

:ure it continues to achieve desired outcomes). The speed of recovery

Formatted: Font: Not Italic

Building resilience can reduce the depth of impact and speed recovery.

Vision of a Resilient NZ

Presumably this is taken from something else so I wont mess with it

4.2.2 Simplifying resilience...

A simpler way of thinking about resilience is our *tolerance for disruption* – how much disruption, in the form of hazards, that we, or the system, can cope with before it becomes a significant impact on our wellbeing.

The implicit suggestion here is that as we are able toThis implies that our tolerance to disruption grows as we remove, avoid, or minimise mo e risk factors, and build our people, assets, and systems to be responsive and adaptable, so our tolerance for disruption grows we can. This enables us to deal with a wider range and size of shocks and stresses, without them becoming a major crisis or disaster, and recover fast – and well – without significantly affecting our quality of life. The g eate ou ange of tole ance fo dis uption, the bette off we a e.

4.2.3 Types of Resilience

Resilience as a concept has wide applicability to a range of disciplines, and has become a popular area of academic study and organisational pursuit over recent years. As a result, it is routine to hear about many different types of resilience, for example ecological, environmental, institutional, infrastructural, organisational, economic, social, community, familial, and individual resilience – to name just a few. Within this context, it is particularly important to be clear about our goals and objectives, in particular: *Resilience of what, to what, why, and how?*

In terms of this Strategy, we have talked about *of what, to what,* and *why* – to protect and grow our capitals in the face of shocks, stresses, and uncertainty, in order to advance the wellbeing and prosperity of New Zealand. The remainder of this Strategy is about *how* we do that.

4.2.4 Model of a resilient nation: protecting our capitals from shocks and stresses

Our literature review and engagement process has identified the following types of resilience are important for protecting our capitals from shocks and stresses:

Social resilience: this includes promoting social connectedness and cohesion, and the effective operation of key social support functions, such as health, education, welfare, and justice, for the protection and strengthening of our social and human capital.

Cultural resilience: including aspects such as cultural values, places, institutions, and practices; our identity as New Zealanders, and our history and heritage.

Economic resilience: this includes the protection and continuity of the macroeconomic environment, businesses, financial markets, financial management practices (including through insurance), thereby protecting our financial capital.

Resilience of the built environment: this includes the resilience of critical infrastructure (namely communications, energy, transport, and water), buildings and housing, effective urban design and planning, and the engineering and construction disciplines, for the protection of our physical capital.

Resilience of the natural environment: including the sustainable use of natural resources, land-use, and the ecological system; managing long-term climate resilience, and improved understanding of how hazards impact the environment.

Governance of risk and resilience: including leadership, policy, strategy, resourcing, security, and regulationthe rule of law, for effective leadership, oversight, coordination, collaboration, and coherence of resilience activity.

Underpinning knowledge: including up-to-date information on risks, and effective resilience practices.

> **Commented [M58]:** These 2 pages are useful, but disrupt the flow of the document – probably better as an annex.

> **Formatted:** Border: Top: (No border), Bottom: (No border), Left: (No border), Right: (No border)

> **Formatted:** Font: 12 pt

> **Commented [M59]:** Restates the above

> **Commented [M60]:** This would have been a useful intro much earlier in the document - or something up front (Foreward maybe?) that introduces the structure of the document.

> **Commented [M61]:** Could usefully expand on the defin tion of resilience in the Key Terms

[Document ID]

These are shown in the diagram on the next page.

[Document ID]

Figure 2 – Model of a Resilient Nation

Commented [M62]: The figure lacks reference to the capacity, capability and resources that underpin implementation. Maybe add another arrow across the bottom?

These types of resilience can operate – in some form – at a range of levels, from individuals, to households, organisations, communities, cities and districts, and at a national level.

For example, at a community level, the attributes of a safe and resilient community are that it:

... is connected: It has relationships within its network, and with external actors who provide a wider supportive environment, and supply goods and services when needed.

... is healthy: it has a good level of individual and population health, access to medical treatment, education, and a range of other social welfare support, when needed.

... has cultural norms: it has a strong identity, attachment to place, and sense of civic responsibility. It is inclusive, and looks to cultural norms and values to sustain it in times of upheaval.

... has economic opportunities: it has a diverse range of employment opportunities, income, and financial services. It is flexible, resourceful, and has the capacity to accept uncertainty and respond to change.

... has infrastructure, services, and safe buildings: it has strong housing, transport, power, water, and sanitation systems. It also has the ability to maintain, repair, and renovate them.

... can manage its natural assets: it recognises their value, and has the ability to protect, enhance, and maintain them.

... is organised: it has the capacity to identify problems, establish priorities, coordinate, collaborate, and act.

... is knowledgeable: it has the ability to assess, manage, and monitor its risks. It can learn new skills, build on past experiences, and plan for its future.

Adapted from: Characteristics of a Safe and Resilient Community, IFRC (2011)

This strategy asserts that broad attention to resilient practices within and across each of these environments is critical to the overall resilience of the nation, and protection of our capitals. The model is not a strategy itself, but a checklist, of kinds, to ensure we pay attention to the range of things that are important.

[Document ID]

4.2.5 Resilience and Te Ao Māori

Any comprehensive framework for resilience in New Zealand needs to consider both the resilience of Māori and Māori conceptions of resilience. This reflects the status of Māori as the indigenous population of New Zealand and the principles of the Treaty of Waitangi.

Tangata whenua and resilience

Māori share a holistic and community perspective on resilience, which can be characterised as the social, physical, familial, spiritual and environmental wellbeing of whānau, the unit of cultural capital in Te Ao Māori. Sustainable wellbeing is achieved through having a secure Māori identity, that is intergenerationally linked through whānau, local communities, and different iwi, to the earth mother Papatūānuku (the land), from whom all Māori descend. This genealogy imposes moral obligations on Māori to enact guardianship roles and responsibilities to ensure the oranga – ongoing wellbeing, or more broadly the resilience – of all residents, flora, fauna and the wider environment (lands, rivers and seas) of New Zealand.

Tangata whenua and disaster risk reduction

When a disaster occurs, the responsibility of caring for others and Te Ao Tūroa (the natural world), falls to whānau, hapū and iwi with historical ties to the areas impacted by the disaster. Whakapapa creates a kinship-based form of capital understood by Māori as whanaungatanga (close relationships), that may be drawn on to aid communities during times of adversity. Whānau, hapū and iwi respond quickly and collectively to provide support and address the immediate needs of communities as well as to institute practices that will aid the recovery, and the development of disaster resilience in affected regions.

This process is considered whakaoranga – the rescue, recovery and restoration of sustainable wellbeing and may be applied to whānau, hapū, and iwi, tribal homelands as well as all communities and parts of New Zealand impacted by disasters. The whakaoranga 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.

Key values that shape Māori inter-generational practices for facilitating whakaoranga (restoration and resilience) include kotahitanga (unity), whānau (family), whakapapa (genealogy), marae (community centres), whakawhanaungatanga (building/maintaining relationships), manaakitanga (respect/support/hospitality), and kaitiakitanga (guardianship). From a Māori perspective, such values link with a set of practices that must be learnt and enacted through giving time and support for the good of all rather than the wellbeing of oneself, and such actions are a positive indicator of a person's mana.

Tangata whenua and a Resilient Nation

The effective response and significant community support facilitated by Māori in the aftermath of the Canterbury and Kaikōura earthquakes, the floods in Edgecumbe as well as in other emergencies, has generated considerable interest in Māori disaster resilience. Māori moral and relational attributes applied to creating community resilience promote a collaborative response to disaster recovery, commitment to environmental restoration, and the extension of hospitality to others experiencing adversity. Māori also have a significant asset base, which has, and will again be mobilised to secure community wellbeing in the aftermath of disasters.

These strengths are highly relevant to developing a resilient New Zealand, and partnering with Māori to build disaster resilience is essential to ensuring that outcome.

This would be a good place to reference the international dimensions of resilience building:

Commented [M63]: Presumably in collaboration with other recognised authorities?

Commented [M64]: Presumably this is not an exclusive responsibility? Isnt the main issue to try and align our respective systems?

Commented [M65]: It would be good to extend this into a statement regarding its alignment w th other emergency services pre and post disaster

Commented [M66]: Is the interest actually in Māori disaster resilience (what is this by the way), or is t actually in their values of humanitarian focus and social cohesion, that is extremely valuable when a community is challenged (and is in relatively short supply in contemporary western culture) – the following text acknowledges benefit from Māori, but doesn't elaborate on how it actually worked
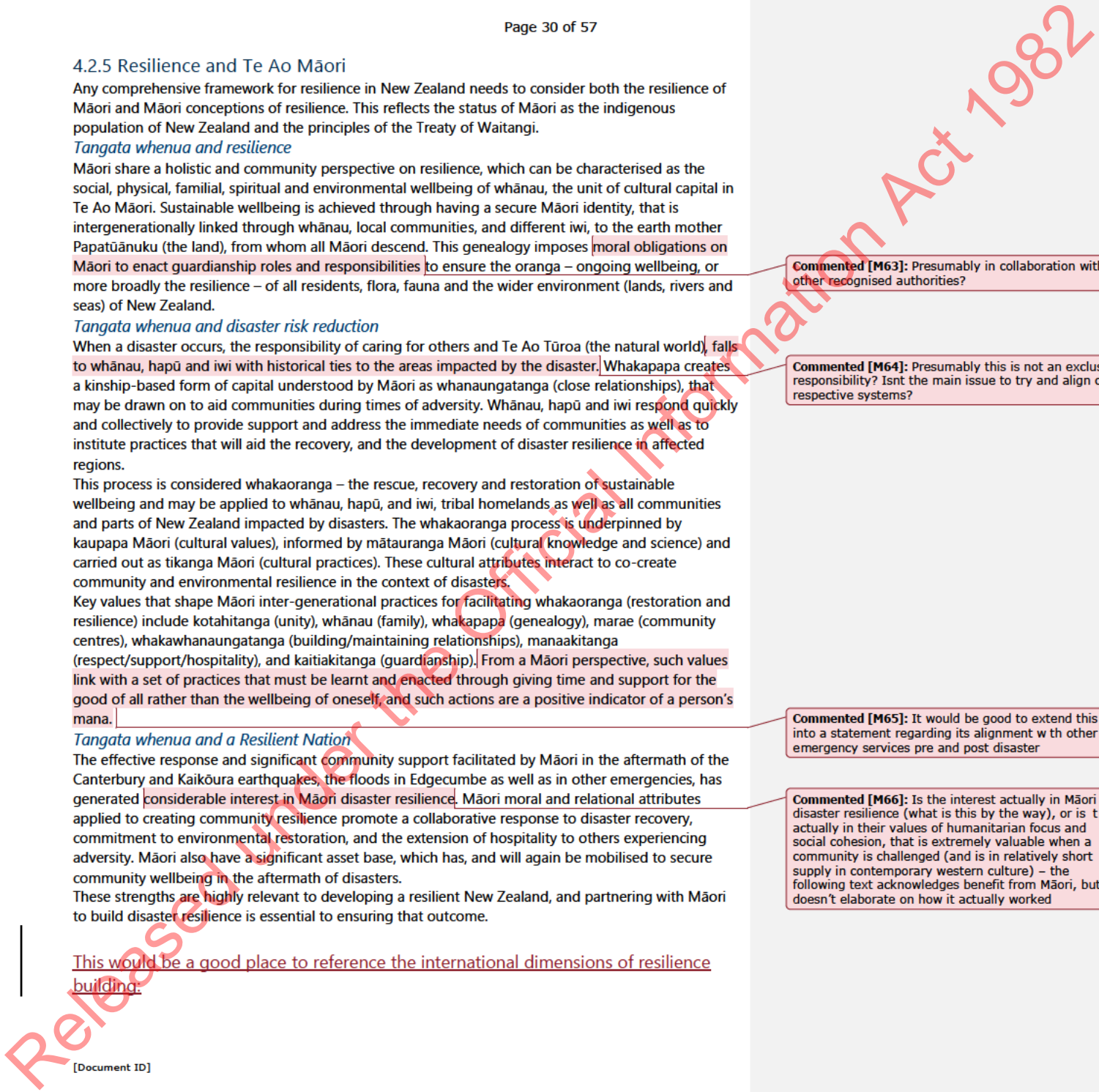
- We engage in international fora to progress international development agendas
- we share information to improve our respective national resilience services
- we support each other following disasters where assistance is required
- we have a particular focus on integrating DRR into NZ overseas development assistance, particularly in Relam countries and the Pacific.

Formatted: Bulleted + Level: 1 + Aligned at: 0 63 cm + Indent at: 1.27 cm

[Document ID]

4.3 Conclusion: co-creating a resilient society

Today's world is turbulent and is likely to be so in the future. However, it is also dynamic, and characterised by huge opportunities for leadership and innovation. A critical question for the next 10 years will be how to enable and use those opportunities to effectively build resilience and address the many challenges that will continue to confront us.

One of the key messages is that we need to look to a range of sources for inspiration and relevance as we adapt to a shifting, and increasingly challenging environment. These include exploring new opportunities for engagement and action through technology, new sources of inspiration and activity driven by younger generations, and new methods for measuring and demonstrating impact.

We need to embody agility and flexibility. We need to monitor risks and trends, maintain a learning, growth mindset, and adapt and transform ourselves and our organisations as necessary.

We need to focus on adaptive capabilities – skills, abilities, and knowledge that allow us to react constructively to any given situation.

We need to work out how we build our resilience in a smart, cost-effective way, so that it's realistic and affordable, and so it isn't a 'sunk' cost, like insurance for a bad day – but rather enables better living standards today.

Commented [M67]: These seem more like guiding principles than those in 4.1.1

Above all, we need to work together. Building resilience as siloed sectors is not enough – government, the private sector, and civil society can no longer work in isolation. More effective ways of tackling challenges are required, which, by necessity, will transcend traditional sector barriers. This includes employing new business models that combine the resources and expertise of multiple sectors to address common challenges, as well as creating platforms that enable leaders across all sectors to participate effectively in decision-making.

Decision-makers working in areas of governance, policy and advocacy should continue to break down traditional barriers and silos so that private sector and civil society activity doesn't take place parallel to governmental processes. There are relatively few mechanisms whereby appropriate collections of leaders can collaborate across sectors to align incentives, set common agendas and find practical solutions. To this end, new platforms are needed, along with new rules of engagement, which bring together leading stakeholders to serve the common good.

It is in this cross-sectoral space that we have the opportunity and ability to underpin the resilience dynamism that we need, by engaging in ways that inspire, support and shape a change agenda that is needed for improved resilience at both the national and local levels. By developing these cross-sectoral opportunities, we can build powerful networks built on trust, commitment, and a focus on the collective good, which can be translated into positive outcomes for society.

Commented [M68]: Repetition of silos and collaboration themes – could condense

Our priorities for improved resilience:

(see previous comments on p.3 content). Image - 3 Chevrons

> **Commented [M69]:** Is the size of chevrons important? Why is the middle one bigger?

> **Formatted:** Font: 12 pt

IMPORTANT CAVEAT
The goals and objectives of this Strategy represent the collective work required to build a more resilient nation: no one agency, organisation, or sector can or is expected to implement all of these. These are the outcomes that we seek for a more resilient New Zealand, irrespective of who delivers them.
Unless an organisation or agency is specifically stated, the governance group overseeing the Strategy will be accountable for all actions until they are delegated to an agreed organisation to lead or champion. A work programme and tracking mechanism will be developed.
This aside, most objectives are written in generic form and can be taken as recommendations that could apply to a range of organisations and businesses. Tailored recommendations are provided in Appendix 2.

Formatted: Border: Box: (Single solid line, Auto, 0 5 pt Line width)

Commented [M70]: Para 1 better placed in the Foreward
Para 2 best addressed in a Roles/Responsibil ties section
Para 3 should be incorporated into Appendix 2 (which it references)

[Document ID]

Pages 21-26

Suggested alternate (amalgamated) format based on existing material, but with (suggested) specific objectives & actions, and minimising BAU content. I have done this for Priority 1 only, just to illustrate how it could look for the others.

	Objectives	Specific Actions

Formatted: Font: Italic

Formatted: Font: Italic

Formatted: Left: 3 cm, Right: 3 cm, Top: 2.5 cm, Bottom: 2.5 cm, Width: 29.7 cm, Height: 21 cm

Formatted: Font: Italic

Formatted: Font: Italic

Formatted: Font: Italic

Formatted: Font: Italic

Commented [M72]: I feel this is more descriptive of the content than 'What Success Looks Like' (i.e. it focuses on what will get done, rather than what the outcome will be – making it more specific and measureable)

Formatted: Font: Bold

Formatted: Centered

Formatted Table

Formatted: Font: Bold

Formatted: Font: Bold

[Document ID]

	Objectives	Specific Actions

Priority 1: Managing Risks	1.1 Increased emphasis on disaster risk reduction.
	 1.2 Increase national capacity and capability to implement effective disaster risk reduction
	 1.3 Improve monitoring and reporting of vulnerability, risk exposures and disaster loss.
	 1.4 Improve analysis and reporting of disaster risk and loss data.
	 1.5 Improve communication and stakeholder literacy regarding disaster risk/loss.
	 1.6 Formally embed resilience and disaster risk reduction considerations into public sector planning and investment decision making.
	 1.7 Assess significant issues (including climate change) that may affect hazard risk and vulnerability for NZ in the next 25 years.
		1.1 Develop and promote standardised approaches and tools to help NZ organisations implement effective vulnerability assessment, risk assessment, prioritisation of intervention measures, risk reduction, response planning and build back better.
		 1.2 Establish an in-house technical and policy group focused on disaster risk reduction, and encourage tertiary education establishments to increase focus on DRR in their courses; and encourage cross-agency collaboration on DRR.
		 1.3 Ensure the capture and amalgamation of disaster risk and loss data collected by national agencies (Stats, MBIE, Treasury, EQC, NZTA, Maritime NZ etc).
		 1.4 Establish and deploy a national disaster risk and loss database (publicly accessible?) and use it for:
		     -an national hazard, vulnerability & loss portfolio
		     -a national 'gap analysis' of good DRR practice
		     -annual performance reporting
		     -annual reporting to the Sendai Monitor.
		 1.5 Develop national communications resources to improve stakeholder awareness and understanding of:
		     -hazards and vulnerability
		     -disaster risk reduction
		     -emergency response
		     -recovery & rebuilding phases (& build back better).
		 1.6 Incorporate formal requirements to consider resilience and disaster risk reduction aspects (appropriately weighted) in relevant national, regional and local planning and investment decision making processes for infrastructure, projects and regional development.
		 1.7 Conduct a future scan exercise with a 25 year horizon to assess impacts on:
		     -national, regional and local vulnerability profiles
		     -policy or regulatory adequacy
		     -viability of the EQC model and private sector insurers

Commented [M72]: I feel this is more descriptive of the content than 'What Success Looks Like' (i.e. it focuses on what will get done, rather than what the outcome will be – making it more specific and measureable)

Formatted: Font: Bold

Formatted: Centered

Formatted: Font: Bold

Formatted: Font: Bold

Formatted Table

Formatted: Outline numbered + Level: 2 + Numbering Style: 1, 2, 3, … + Start at: 1 + Alignment: Left + Aligned at: 0 cm + Indent at: 0.63 cm

Formatted: Font: Bold

Formatted: Centered

		Objectives	Specific Actions
Priority 2. **Effective Response**			
Priority 3. **Societal Resilience**	3.1 3.2 3.3		

Commented [M72]: I feel this is more descriptive of the content than 'What Success Looks Like' (i.e. it focuses on what will get done, rather than what the outcome will be – making it more specific and measureable)

Formatted: Font: Bold

Formatted Table

Formatted: Font: Bold

Formatted: Centered

Formatted: Font: Bold

Formatted: Font: Bold

Formatted: Centered

Commented [M73]: Rework existing content, but also add reference to formalising/maintaining international cooperation arrangements for disaster response.

Formatted: Font: Bold

Formatted: Font: Bold

Formatted: Centered

5 Managing risks

What we want to see: New Zealand is a risk savvy nation that takes all practicable steps to identify, prioritise, and manage risks that could impact the wellbeing and prosperity of New Zealanders, and all who live, work, or visit here.

This priority is concerned with identifying, assessing and monitoring risks to our wellbeing, taking action to reduce our existing levels of risk ('corrective risk management'), minimise the amount of new risk we create ('prospective risk management'), and ensuring that everyone has the data, information, knowledge, and tools they need to be able to make informed decisions about resilience.

We have seen how we already have a considerable amount of risk in our society through the hazards we face, the assets we have exposed to those hazards, and the vulnerability of people, assets, and services to impacts. In New Zealand we have a national risk register framework, including an assessment process, which rigorously considers our risk exposures. It is important for us to try and reduce that level of existing risk so that the chances of disaster are reduced, and/or the impacts are reduced if or when hazardous events occur.

At the same time, it is critical to recognise how we inadvertently add to that risk through poor development choices, including land-use and building choices. Planning for resilience at the outset of new projects is by far the cheapest and easiest time to minimise risk and has the potential to significantly reduce disaster costs in the future.

Risk information provides a critical foundation for managing disaster risk across all sectors. In the construction sector, quantifying the potential risk expected in the lifetime of a building, bridge, or other critical infrastructure drives the creation and modification of building codes. In the land-use and urban planning sectors, robust analysis of flood (and other) risk likewise drives investment in flood protection and possibly effects changes in insurance as well. In the insurance sector, the quantification of disaster risk is essential, given that the solvency capital of most insurance companies is strongly influenced by their exposure to risk. At the community level, an understanding of hazard events—whether from living memory or oral and written histories—can inform and influence decisions on adaptation and preparedness, including life-saving evacuation procedures and the location of important facilities.

A critical part of understanding and managing risk is understanding the full range of costs involved in disasters, both the direct costs from damage and the more indirect and intangible costs resulting from flow-on effects and social impact. We also need to look at the range of financial instruments that may be available to support the activities designed to reduce our risk and build our resilience, including those promoted in this Strategy.

Commented [M74]: How does this message relate to the one-liners on p.3? Can they be integrated (i.e. say it all once to avoid confusion about how this differs from previous vision and goal statements.

Commented [M75]: Or disasters or natural disasters?

Commented [M76]:

Commented [M77]: By how far? Can this be quantified/substantiated? Perhaps 'widely accepted' would be more appropriate

The six objectives designed to progress the priority of managing risks are at all levels to:

1	Identify and understand risk scenarios (including the components of hazard, exposure, vulnerability, and capacity), and use this knowledge to inform decision-making	By 2030, there is an agreed, standardised, and widely-used methodology for assessing disaster risks at a local government, large organisation, and central government level. Risks can be aggregated and viewed at a national or sub-national level, and the results inform the risk assessment efforts of others. Businesses and small organisations can make use of a simplified version to assess their own risks, and make decisions about courses of action.
2	Put in place organisational structures and identify necessary processes to understand and and act on reducing risks	By 2030, New Zealand takes a whole-of-society approach to the governance of risk and resilience, evidenced by multi-sectoral participation (including the private sector, civil society, and other community representatives) in governance groups charged with oversight of the risk and resilience of cities/districts, regions, and the nation. Progress on risk management and towards increased resilience is publicly tracked, and interventions evaluated for effectiveness.
3	Build risk awareness, risk literacy, and risk management capability, including the ability to assess risk	By 2030 we have an agreed 'plain English' lexicon for risk, including better visual products for describing the risk of any situation, hazard, product, or process; government agencies and science organisations regularly communicate with the public about risks in a timely and transparent manner, and in a way that is understandable and judged effective by the public.
4	Address gaps in risk reduction policy (particularly in the light of climate change adaptation)	By 2030 we have had a national conversation – including with affected and potentially-affected communities – about how to approach high hazard land, and we have national and local policy positions, and agreed funding models in place.
5	Ensure development and investment practices, particularly in the built environment, are risk-sensitive, taking care not create any unnecessary or unacceptable new risk	By 2030, communities value and accept having resilience as a core goal for all development, recognising that this may involve higher upfront costs though greater net benefits in the long term; plans, policies and regulations are fit for purpose, flexible enough to enable resilient development under a variety of circumstances, and can be easily adapted as risks become better understood; developers aim to exceed required standards for new development, and may receive appropriate recognition for doing so; earthquake prone building remediation meets required timeframes and standards.
6	Understand the economic impact of disaster and disruption, and the need for investment in resilience. Identify and develop financial mechanisms that support resilience activities.	By 2030, there is an improved understanding of the cost of disasters and disruption, including the economic cost of social impact; we are routinely collecting data on disruption, and using it to inform decision-making and investment in resilience; there is a clear mix of funding and incentives in place to advance New Zealand's disaster risk management priorities and build resilience to disasters.

6 Effective response to and recovery from emergencies

What we want to see: New Zealand has a seamless end-to-end emergency management system that supports effective response to and recovery from emergencies, reducing impacts, caring for individuals, and protecting the long-term wellbeing of New Zealanders.

Responding to and recovering from disasters remains – and may always remain – our toughest challenge. This is when we have most at risk, when human suffering is potentially at its greatest, and when there is most threat to our property, assets, and economic wellbeing. It is the phase of the fastest pace, of most confusion, of the most pressure, and the highest requirement for good decision-making and effective communications and action. It is also a phase when we have the chance to reduce impacts before they get out of control, to limit the suffering of individuals, families/whānau, communities and hapū, to manage risk and build in resilience for an improved future. In short it is the phase in which we all need to rise to the challenge, be the best that we can be, and work collectively to address the issues in front of us.

There are many strengths in New Zealand's emergency management system. Our system was~~is~~ set up to deal with 'all hazards and risks', we work across the '4Rs', and engage communities in emergency management. There is passion and commitment from all those who respond to emergencies, paid staff and volunteers alike.

In recent years, significant global and local events have changed how we think about emergency management. The Christchurch earthquakes are still fresh in our minds as a nation. A changing climate means we could get more frequent storms and floods. Globally, we see the impact of tsunami, pandemics, cyber-attacks, armed conflict, and other hazards that cause serious harm to people, environments, and economies. Our risks are changing. There is also an increased focus internationally

Commented [M78]: MCDEM, government, NZ or everybody?

on disaster risk reduction, guided by the Sendai Framework. Our response system must change too to ensure it works when we need it.

This priority aims to ~~take~~ build on the progress we have made in responding to and supporting recovery from emergencies over the last 16 years since the CDEM Act came into force. It also, ~~it~~ responds to ~~incorporates~~ the findings and recommendations of the Ministerial Review into *Better Responses to Natural Hazards and Other Emergencies*, and it looks at the next generation of capability and capacity we require. It aims to modernise the discipline of emergency management and ensure we are 'fit-for-purpose', including to address some of the emerging issues of maintaining pace with media and social media, responding to new and complex emergencies, managing whole-of-society response, and the type of command, control, and leadership required to ensure rapid, effective, inclusive, and compassionate response and recovery.

Commented [M79]: There are quite a few generic statements here – can it be more specific? Perhaps more explicit on DRR, and taking into consideration the forecast impacts of climate change.

[Document ID]

Following table lacks reference to international CDEM/DRR linkages (could be in this section or the next)

	Objective	What success looks like
7	Implement measures to ensure that the safety and wellbeing of people is at the heart of the emergency management system	[To be completed on final decisions from Cabinet on agreed initiatives – expected progressively from late August to December 2018]
8	Strengthen the national leadership of the emergency management system	[To be completed on final decisions from Cabinet on agreed initiatives – expected progressively from late August to December 2018]
9	Improve policy and planning to ensure it is clear who is responsible for what, nationally, regionally, and locally, in response and recovery	[To be completed on final decisions from Cabinet on agreed initiatives – expected progressively from late August to December 2018]
10	Build the capability and capacity of the emergency management workforce for response and recovery	[To be completed on final decisions from Cabinet on agreed initiatives – expected progressively from late August to December 2018]
11	Improve the information and intelligence system that supports decision-making in emergencies	[To be completed on final decisions from Cabinet on agreed initiatives – expected progressively from late August to December 2018]
12	Embed a strategic approach to recovery planning that takes account of risks identified, recognises long-term priorities, and ensures the needs of the affected are at the centre of recovery processes	By 2030, there is significantly increased understanding of recovery principles and practice by decision-makers; readiness for recovery is based on a strong understanding of communities and the consequences local hazards might have on these communities; in particular, it focuses on long-term resilience by linking recovery to risk reduction, readiness, and response through actions designed to reduce consequences on communities.

7 Strengthening Societal Resilience

What we want to see: New Zealand has a culture of resilience that means individuals, organisations, businesses and communities take action to reduce their risks, connect with others, and build resilience to shocks and stresses

This Strategy promotes the strengthening resilience in the social, cultural, economic, built, natural, and governance environments, at all levels from individuals and households, to business and organisations, communities, cities and districts, and at the national level. It promotes inclusive, integrated, collective, and holistic approaches and the goal of linking bottom-up, grassroots endeavours, with top-down policy and programmes that enable and support individuals and communities.

Inclusive and participatory governance of disaster resilience at the national, regional and local levels is an important objective, including the development of clear vision, plans, capability, capacity, guidance and coordination within and across sectors. Champions, partnerships, networks, and coalition approaches are crucial, as well as the development of increased recognition of the role culture plays in resilience, and a clear consideration of the future at all times.

[Document ID]

Following table lacks reference to international CDEM/DRR linkages (could be in this section or the previous)

[Document ID]

	Objective	What success looks like
13	Build a culture of resilience, including a 'future-ready' ethos, through promotion, advocacy, and education	By 2030, the concept of, and requirements for, resilience are observably built in to more facets of New Zealand society, culture, and economy than in 2019. Resilience is an accepted part of who we are and what we need to do to maintain our wellbeing and prosperity, including in policy, plans, job descriptions, and other statutory or contractual obligations.
14	Promote and support prepared individuals, households, organisations, and businesses	By 2030, emergency preparedness is part of everyday life. More people are able to thrive through periods of crisis and change because they have a plan to get through an emergency that they regularly practise, and have emergency supplies that are regularly checked and updated. Public, private, and civil society organisations are able to thrive through periods of crisis and change because they understand what they can do to improve their resilience, and are investing in improving their resilience.
15	Cultivate an environment for social connectedness which promotes a culture of mutual help; embed a collective impact approach to building community resilience	by 2030, new methodologies and approaches mean that communities are more knowledgeable about risks, are empowered to problem-solve, and participate in decision-making about their future.
16	Take a whole of city/district/region approach to resilience, including to embed strategic objectives for resilience in key plans and strategies	by 2030, local authorities have adopted strategic objectives aimed at building resilience in their city/district, and work collaboratively with a broad range of partners to steward the wellbeing and prosperity of the city/district.
17	Recognise the importance of culture to resilience, including to support the continuity of cultural places and institutions, and to enable to the participation of different cultures in resilience	By 2030, there is an increased understanding and recognition of the role culture plays in resilience; there are improved multi-cultural partnership approaches to disaster planning and preparedness; and there is substantially increased resilience to disasters in the cultural heritage sector.
18	Address the capacity and adequacy of critical infrastructure systems, and upgrade them as practicable, according to risks identified	By 2030 we more fully understand infrastructure vulnerabilities, including interdependencies, cascading effects and impacts on society; we have clarified and agreed expectations about levels of service during and after emergencies, and see infrastructure providers that are working to meet those levels (including through planning and investment); and; we have improved planning for response to and recovery from infrastructure failure.

8 Our commitment to action

Producing a strategy is not the end of thinking about resilience – it's the beginning.

Commented [M80]: Valid, but states the obvious in a style like 'thought of the day' outs de a coffee shop

Two key features of this Strategy are, firstly, a determined effort to improve our national resilience to shocks and stresses, and secondly, taking a whole-of-society, inclusive, and collective approach to doing so.

This means holding ourselves to account is paramount.

We will do this in three main ways: a p inciple of transparency and social accountability; formal governance mechanisms; and measuring and monitoring progress.

8.1 Transparency and social accountability

It is critical that we are transparent about both our risks and our capacities to manage them. It is only by exposing the issues and having open conversations that we will make progress on overcoming barriers, and build on strengths and opportunities.

Efforts to tackle the challenge of accountability have traditionally tended to concentrate on improving the 'supply side' of governance, including methods such as political checks and balances, administrative rules and procedures, auditing, and formal enforcement processes.

These are still important, and will be built into the process to monitor this Strategy. However, we also want to pay attention to the 'demand side' of good governance: strengthening the voice and capacity of all stakeholders (including the public, and any groups disproportionately affected by disasters), to directly demand greater accountability and responsiveness from authorities and service providers. Enhancing the ability of the public to engage in policy, planning, and practice is key.

We must find ever-more effective and practical ways to do this. This could include activities such as: representation on governance or planning groups, deliberate efforts to engage different stakeholder groups on specific challenges, citizen or civil society-led action, or utilising the whole new generation of engagement offered by social media.

We are committed to integrating all of these into the process to implement this Strategy.

8.2 Governance of this strategy

The Strategy will be owned and managed by existing governance mechanisms, including those through the National Security System, and at a regional level by CDEM Groups.

A multi-stakeholder group will, additionally, help drive this work on this Strategy on behalf of the Minister of Civil Defence to ensure deliberate progress is made on its priorities and objectives. This will feed into existing governance mechanisms.

The stakeholder group will comprise central government, local government, private sector, science and research, civil society, and community representatives, and will aim to represent 'whole of society' interests.

8.3 Measuring and monitoring progress

The monitoring and evaluation of resilience building initiatives in New Zealand must capture progress along several points along the pathway to lasting change. A Theory of Change (Figure 3) helps us think about how to assess the process of social change, beginning by defining the desired impacts on society and working backward to programme design and required inputs. The desired *impact* of government policy in New Zealand is to enhance the intergenerational wellbeing of New Zealanders. Through a resilience lens that must include the continuity and enhancement of wellbeing in the face of acute and chronic shocks.

The decisive measure of the disaster risk reduction and resilience programmes that we implement in New Zealand will be the extent to which ~~it can be associated with reductions in~~they reduce vulnerability, support response and speed recovery~~the negative effects of shocks and stresses (outcomes)~~. In most cases, however, we will need to evaluate changes to resilience in the absence of shocks and we will need to assess the actions that have been shown through research and practice to contribute to disaster risk reduction and resilience (*outputs*). Finally, to assess our capacity to achieve outputs, we must consider the required resources or *inputs* across the systems supporting resilience building initiatives.

Each step will require a different monitoring and evaluation focus, will fall within the remit of different actors, and be guided by separate, but overlapping policy frameworks. The logframe in Figure 4 highlights the logical linkages between each step in the theory of change model to the guidance and indicators needed for monitoring.
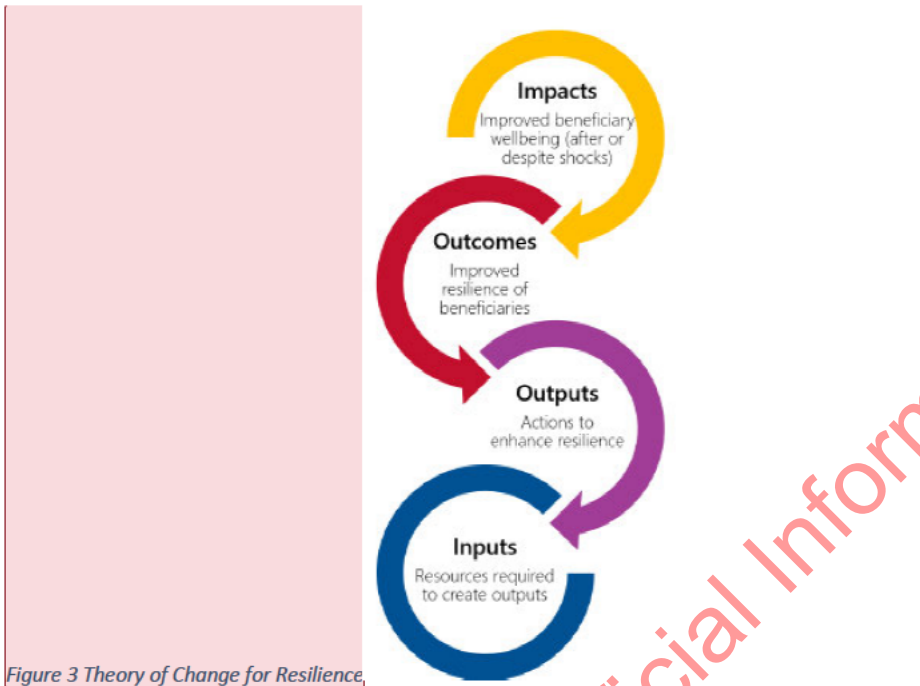
Figure 3 Theory of Change for Resilience

Commented [M81]: Don't inputs and outputs precede impacts and outcomes (i.e. should the sequence not be inputs-outputs-impacts-outcomes....?). that would be consistent with the accompanying log frame diagram (although the interim outcomes step is not included

Figure 4 Logframe for resilience monitoring and evaluation

8.3.1 Measuring inputs and outputs: progress on our goals and objectives

Inputs and outputs will be guided by the work programme that will accompany the National Disaster Resilience Strategy, at a regional level by CDEM Group Plans, and at a local level by those designing and implementing resilience outreach and enhancement programmes in communities across New Zealand.

8.3.2 Measuring outcomes: progress on resilience

Interim outcomes refer to proxies that have been identified through research and practice to reflect systems' capacity to absorb the negative effects of shocks and adapt and transform in dynamic environments. Outcomes are items that can directly confirm that targeted systems (e.g., individuals, communities, infrastructure systems) are able to absorb, respond, recover, adapt, or transform in the face of hazards and disasters.

A resilience index developed as part of the National Science Challenge: Resilience to Nature's Challenges will capture progress on a series of indicators designed to measure resilience attributes.

8.3.3 Measuring impact: progress on reduced losses from disasters

Our progress towards the desired impact we want to have will be measured by tracking losses from emergencies on an annualised basis, compared against baseline data collected for 2005-2015. This reflects our Sendai Framework reporting requirements.

Definitions, scope, and baseline data for these monitoring mechanisms will be produced in a separate, supporting document.

8.3.4 Formal reporting

Progress on this Strategy will be reported biennially for the duration of its tenure, and will include:

· Progress on goals and objectives

· Progress on resilience, and

· Progress on impacts

These will be publicly available.

[Document ID]

Appendix 1: National Disaster Resilience Strategy: Strategy on a Page

NATIONAL DISASTER RESILIENCE STRATEGY

Working together to manage risk and build resilience

a National CDEM Strategy under the CDEM Act 2002

OUR VISION

New Zealand is a disaster resilient nation that acts proactively to manage risks and build resilience in a way that contributes to the wellbeing and prosperity of all New Zealanders.

OUR GOAL

To strengthen the resilience of the nation by managing risks, being ready to respond to and recover from emergencies, and by empowering and supporting individuals, organisations and communities to act for themselves and others, for the safety and wellbeing of all.

WE WILL DO THIS THROUGH:

1 Managing Risks	2 Effective Response to and Recovery From Emergencies	3 Strengthening Societal Resilience

OUR OBJECTIVES:

1 Identify and understand risk scenarios (including the components of hazard, exposure, vulnerability, and capacity), and use this knowledge to inform decision-making

2 Put in place organisational structures and identify necessary processes to understand and act on reducing risks

3 Build risk awareness, risk literacy, and risk management capability, including the ability to assess risk

4 Address gaps in risk reduction policy (particularly in the light of climate change adaptation)

5 Ensure development and investment practices, particularly in the built environment, are risk-sensitive, taking care not create any unnecessary or unacceptable new risk

6 Understand the economic impact of disaster and disruption, and the need for investment in resilience. Identify and develop financial mechanisms that support resilience activities.

7 Implement measures to ensure that the safety and wellbeing of people is at the heart of the emergency management system

8 Strengthen the national leadership of the emergency management system

9 Improve policy and planning to ensure it is clear who is responsible for what, nationally, regionally, and locally, in response and recovery

10 Build the capability and capacity of the emergency management workforce for response and recovery

11 Improve the information and intelligence system that supports decision-making in emergencies

12 Embed a strategic approach to recovery planning that takes account of risks identified, recognises long-term priorities, and ensures the needs of the affected are at the centre of recovery processes

13 Build a culture of resilience, including a 'future-ready' ethos, through promotion, advocacy, and education

14 Promote and support prepared individuals, households, organisations, and businesses

15 Cultivate an environment for social connectedness which promotes a culture of mutual help; embed a collective impact approach to building community resilience

16 Take a whole of city/district/region approach to resilience, including to embed strategic objectives for resilience in key plans and strategies

17 Recognise the importance of culture to resilience, including to support the continuity of cultural places and institutions, and to enable the participation of different cultures in resilience

18 Address the capacity and adequacy of critical infrastructure systems, and upgrade them as practicable, according to risks identified

Rangatiratanga • Manaakitanga • Whanaungatanga, kotahitanga

Kaitiakitanga, tōrangawaewae • Mātauranga • Tikanga

<u>**Appendix 1**</u>

[Document ID]

Item 3: Submissions and Analysis on the Draft National Disaster Resilience Strategy

Submissions on the proposed National Disaster Resilience Strategy (from 11 October 2018)

#	Name	Organisation/ Source	Date received	Submitter comments and recommendations	Analysis	TEMP: degree of action likely needed
1	Donna Vitasovich	-	22/10/18	1. The media education/training and private sectors of the media engaged and or guided (a discussion on whether or not this be voluntary, consultative guidance or compulsory requires media legislative input (there being facility to command with regard to public safety under broadcasting legislation but not for print or new media) and is not discussed herein but differing motives and governing legislation require some consideration) to have a civil defence column, segment and specialist reporters as a law enforcement/crime reporting sub topic. 2. That academic discourse regarding Civil Defence, as a semi-subtopic of crime news reporting, be supported to take place, this in turn supports the creation of specialisation. Judy McGregor's1 'Crime News as Prime News'2 is an example of such a study. 3. A study of a Civil Defence section in print and online, be undertaken.	JH 5/12 Of limited relevance to the document and I can't see anything we would/could act on.	None
2	Kim Lund	-	25/10/18	Thank you for an interesting read. I have a comment. We believe that the M&E Phase should include as "input " a priority to ensure that the infrastructure of the road systems provide for multiple "escape" routes. Living in the Greater Wellington area, we are regularly reminded of our vulnerability with respect to access and egress in emergencies.	JH 5/12 Nothing to act on for the Strategy document. Send to Joanne S for consideration	None
3	Michael Delceg	-	30/10/18	I've been involved in Emergency Welfare Centre preparations here in Golden Bay for a number of year now. While the situation has improved here there is an obvious need to have a community wide drill involving the schools so that students and family members who are available can be exposed to the procedures and placement of Welfare Centres. This would enable them to engage appropriately in the event of a real emergency. The second advantage would be to get emergency services and volunteers practiced for the real thing and would allow for inadequacies in preparedness and procedure to be recognised an addressed. These kind of drills are standard procedure in other parts of the world and should be accepted practice nationally here. With that in mind, there are doubtless lessons to be learned from examining other nation's programmes as they might be relevant to New Zealand. I am dismayed at the slow pace of progress in this vital effort heretofore.	JH 5/12 Could consider a reference to community practice as part of readiness (if one of the objectives is going to be angled more to community readiness and response, AND for the community and hapu one pager)	Ensure 'practice' is in any new objective on community response
4	Pātaka Moore	-	31/10/18	Our iwi have offered a number of disaster resilience options to our local district council - Kapiti Coast District Council. These policy suggestions are all explained in a document called Te Haerenga Whakamua and there is a section of this publication that could be of interest to your people if they interested in getting input from Tangata whenua.	JH 5/12 A lot of relevance in this document. Pataka wished his email and this document to be considered part of his submission. Requires more in-depth analysis (have only scanned so far)	For consideration
				We have removed ourselves (and our Marae) off the regional list of venues for use in a disaster. We learned that in a certain disaster event the governement would take our Marae for public use. We are opposed to that and therefore have made our Marae unavailable to disaster relief efforts - instead we will take control of our Marae on such occasions and will run our own support centre	JH 5/12 Nothing for the Strategy - referral to WREMO, and for consideration as part of the EMSR work. A formal reply or conversation with them might be appropriate to clarify issues.	None
5	David Middleton		8/11/18	I would like to make a comment on Appendix 3 of the Strategy, in particular Strength number 5 about NZ's level of insurance penetration. I have written a paper and sent it to Treasury in response to their Discussion Paper in the Living Standards Series, Number 18/05, entitled Resilience and Future Wellbeing. I repeat the first few paragraphs of this paper below and would be happy to discuss this subject more fully with you or send you the entire paper.	JH 5/12 This whole paper is quite relevant, and in ways he hasn't raised here. Better addressing insurance issues (reinsurance etc) in the Strategy is needed (and commented in the agency consultation round).	For consideration: insurance

				1. The Treasury report states that well-functioning insurance markets are critical to enabling New Zealanders to adapt to financial shocks. The insurance industry is a cornerstone of financial resilience, and nowhere more so than in New Zealand. This can be illustrated by the proportion of the total economic cost of an earthquake contributed by the insurance market: Northridge (USA) 1994　　　< 40%　　　Kobe (Japan) 1995　　　3% Taiwan 1999　　　5%　　　Chile 2010　　　< 30% Canterbury 2010-2012　　　70%　　　Fukushima (Japan) 2011　　　<20% Italy 2012　　　10% 　Source: Aon	JH 5/12 The first sentence could be incorporated somewhere	For consideration: insurance
				2. The insurance market for physical damage caused by natural disasters in New Zealand is changing rapidly. The conditions that have been common in many countries for decades are now being applied in this country, with the same result: insurance for homes is becoming unaffordable and many homeowners will have no alternative but to let their insurance cover lapse. Without an insurance policy, homeowners also do not have EQC's natural disaster protection (unless they apply for it direct from EQC).	JH 5/12 This issue should be mentioned somewhere - an increasing issue, referenced by many	For consideration: insurance
				3. New Zealand's version of what other regimes such as California, Florida, France and Turkey have been forced to enact in response to insurance market failure – EQC – is being marginalised, with its coverage becoming decreasingly meaningful. The very perils EQC covers are the cause of insurance company withdrawal or punitive pricing in some areas of the country.	JH 5/12 Could be incorporated as part of the below - a general comment in support of EQC	For consideration: insurance
				The point of my paper to Treasury is to make a case for substantial reform of EQC's insurance cover, in particular to adjust the maximum amount claimable to reflect construction industry inflation since the "cap" was first set in 1993. This would mean an EQC "cap" on cover of $400,000. The present plans are to increase EQC's maximum to $150,000 next year. MCDEM and Treasury are right that insurance penetration is a key to resilience, both in the commercial and domestic areas. EQC is a potentially vital part of maintaining the high level of penetration for residential property that the Strategy lists as a strength. I hope MCDEM, through its Natural Disaster Resilience Strategy, will support this realignment of EQC's role.		For consideration: insurance
6	Joanne Stevenson	Resilient Organisations	9/11/18	There are slightly different descriptions of the term resilience on page 2 and page 5. The explanation on page refers to the ability to "anticipate, minimise, absorb, respond to, adapt to, and recover from disruptive events." The definition of resilience (derived from Stevenson 2015) does not include the term anticipate. This term should be integrated into the definition on page 5 as it captures the element of risk reduction.	JH 5/12 Agree with this. Propose to change the defintion to: "The ability to anticipate and resist the effects of a disruptive event, respond effectively, maintain or recover functionality, and adapt in a way that allows for learning and thriving" (picks up suggestions from other submissions)	Definition of resilience
				It would be good to see more clearly how this strategy fits in a wider legislative context. Perhaps a diagram linking international strategy, national legislation/strategies, and a range of local legislation etc. There are some references on P10 to the National Security System and emergency management arrangements at the local, regional, and national level. P13 refers to the Sendai Framework, the Sustainable Development Goals, and the Paris Agreement on Climate Change. P. 18 refers to the Treaty of Waitangi. P.27 "This Strategy supports other key policy and programmes in emphasising the importance of infrastructure resilience." P43 Local Government Act. It also will influence District Plans, Infrastructure and Asset Management Plans and so on.	JH 5/12 Agree with this. However, we have tried to do this and it is VERY difficult and/or contentious, and I don't know if we could agree on something in the time available. I will continue to think about it.	For consideration
				It feels like there is an important element missing from this discussion of risk and that is the phenomena of risk transfer. If a construction firm builds a home that doesn't cope well in a disruption the life-safety risk is borne by the occupants and the financial risk is borne by the insurer. It is only through code enforcement and often through the court system that risk is transferred back to the construction firm. Perhaps a statement about the fact that risks created by one segment of society may be borne by another segment of society would be a useful reminder. Not everyone knows the risk they are "accepting" and therefore it is important to treat it as an all-of-society issue.	JH 5/12 There is merit in building this awareness. Worth referencing if we can find a place for it.	For consideration: risk transfer
				While social capital (connectedness), culture, and infrastructure are singled out clearly in the objectives and the economy and governance are implied in objectives 14 and 16 respectively. There is no mention of the natural environment in the objectives. This feels like a good place to mention the importance of considering planning and stewardship of the natural environment as part of local, district, and regional resilience planning. Perhaps even something about a goal of aligning the national strategies for the Sustainable Development Goals and the Paris agreement with the Sendai Framework. Perhaps this relates back to the Managing risks (objective 4) "Address gaps in risk reduction policy (particularly in the light of climate change adaptation."	JH 5/12 Agree. Will consider options for including.	Addition of a sentence, para, or idea

	Comments on the Business and Organisations Appendix • Understand your risk section is a bit wordy. Here is a suggested revision: Be aware of the hazards or disruptions you could experience, how your assets (people and capital) might be impacted and the strengths and resources available to manage those disruptions. • Invest in organizational resilience – I wonder if adaptive capacity is a bit theoretical (especially if read out of context of rest of document). Suggest changing this to "ability to respond to the unexpected" • Keep the long term in mind – some people might read this and think they can't do anything about climate change. So suggest rewording: Consider the longer-term changes in your environment, for example the impact of climate change, and how you can position your organisation to see these changes as an opportunity. • First paragraph (Understand your risk): have previously used '…' to signal that text is a continued sentence from the heading • Under the heading "Invest in organizational resilience" saying "contributing to your risk" would be better to say than "causing your risk" • Under the heading "Benefit today, benefit tomorrow" the term "by-product" sounds a bit offhand (i.e., don't be intentional). Perhaps reword to "Try to find crisis/disaster preparedness solutions that have everyday benefits for your organization." • Under the heading "Consider your social impact" the reason 'or because there are benefits for you' sounds a bit flippant. Suggest changing to "as well as helping your community, you will also be reducing the risks to your organization of being disrupted."	JH 5/12 Agree. Happy to amend all as suggested.	Moderate wordsmithing, as suggested
	Comments on the Cities and Districts Appendix Understand your risk section, I think needs to include understanding of your communities capacity to cope with disruptions as well as their risk tolerance. So I suggest: "Identify and understand hazards and disruptions you could face, and the willingness and ability of your community to cope with disruptions" I think there is a section missing here around education and risk literacy. I cannot see these risks being effectively managed if residents are not informed to engage in the process. So I suggest a section titled: Create risk literacy and awareness. The content could be something like this: "Create informed communities that can actively engage in risk management processes"	JH 5/12 Agree. Happy to amend all as suggested.	Moderate wordsmithing, as suggested
	Comments on the Cities and Districts Appendix The thing I think is missing here is around policy and legislation. Perhaps as an add-on to 'Make resilience easy' include "Create policies and legislation that enable and encourage resilient behaviours."	JH 5/12 Agree. Happy to amend all as suggested.	Moderate wordsmithing, as suggested
	Minor/ Editing comments • P2. Change "Resilience is our- or a system's…" to "Resilience is the …". The original wording feels clunky. • P4. Your definition of exposure is reads as though the people, infrastructure etc are the exposure rather than are exposed. The UNISDR definition is clearer, "The situation of people, infrastructure, housing, production capacities and other tangible human assets located in hazard-prone areas." • I like the definition of Recovery that you're using • P7. Possibly reword "The Strategy sets out what we as New Zealanders expect in respect of a resilient New Zealand…" to "The Strategy sets out what we as New Zealanders expect of a resilient New Zealand…" • P10 (Section 2.2) Possibly reword "Safety and security are integral to securing wellbeing and prosperity. People's wellbeing is dependent on having secure living conditions, personal safety, and trust and confidence in authorities, and their ability to manage threats and dangers." TO "Safety and security are integral to attaining wellbeing and prosperity. People's wellbeing is dependent on having secure living conditions, personal safety, trust and confidence in authorities, and an ability to manage threats and dangers." • P11 (Global economic growth and productivity) It's unclear whether the reference to the state is referring to the 'nation state' or to the state of the economy. Resilience is a steady state description and a process – so the sentence seems quite circular. • P12 Paragraph two is one long complex sentence. Suggest separating. • P 15-16 I like the definitions of resilience and accompanying elaboration in section 4.2. o P16 I would further clarify in section 4.2.2 that "resilience is our tolerance for disruption – how much disruption, in the form of hazards, that we, or the system, can cope with before it becomes a significant negatively impacts on our wellbeing". • P21 – words along the bottom. "range of action" should be "range of actions" • P28 – Item 14. "practise" is a noun. It should be replaced with the verb "practice" • I really like Appendix 2. What can I do? It is keeping with the claim that this strategy is applicable to and executable by all of society. • P37 – Missing period after the "Keep the long term in mind" item.	JH 5/12 Agree. Happy to amend all as suggested.	Moderate wordsmithing, as suggested

#	Name	Organisation	Date	Submission	Response	Action
7	Sharon Cousins-O-Donnell	EASI Ltd	12/11/18	Good afternoon and thank you for the opportunity to offer a submission on the Proposed National Disaster Resilience Strategy. I understand the thought process which has driven the prioritisation used to form this document. However, I am concerned at overarching Top Down approach to community resilience. I believe a more holistic approach starting at the community level would aid national resilience, locally, regionally and nationally. The strategy acknowledges the importance of 'grassroots' actions on only three occasions. The remainder of the document reads as if community level social collateral is in need of assistance from a higher power. I note the Strategy mentions a series of workshops around the country over a two year period, but as a community level responder, I am left to wonder who the audience at those was, and if infact they had any awareness of the resilience a strong community can provide. I would like to see a strategy which works across existing community agencies (e.g. Neighbour Support) to build and strengthen a culture of resilience. Good Neighbours are the background of social recovery. Thank you again for the opportunity to comment.	JH 5/12 Disagree with the assertion that this is "a Top Down approach to community resilience" - I think this is about as bottom up as you will get from a "Crown" document - it is VERY cognisant of community level issues (notwithstanding some wordsmithing that could improve it further, per other submissions) - the whole point of the document is recognising we all have a role - individuals, communities, local, regional, national - we all have our part to play. That's the point of the document. It isn't a community response plan.... That said, it is worth a read-through with this lens on and ensuring it acknowledges "grassroots" wherever possible. The development process (workshops) could be better explained, and Neighbourhood Support referenced (per discussion with them)	For consideration - likely minimal action, the odd wordsmithing
8	Charlie Johnson	-	15/11/18	Hi after reading the new proposed emergency management strategy I would like to add that a review if staffing and activity of officers at a council level is an urgent requirement. You currently have staff sitting effectively doing nothing in areas of low risk and no activations. And less staff run off their feet in areas of high risk and multiple activations, whanganui, Taranaki, Ruapehu need at least one more staff member. Funding could be spread across all councils in that catchment to employ a floater to assist in prep and planning and activations as needed.	JH 5/12 No action for the Strategy.	None
9	John Coster	Heritage Management Consultant		The Christchurch earthquakes demonstrated the lack of preparedness of emergency services and government, at both national and local levels, to deal sensibly with issues relating to the retention and conservation of cultural heritage, particularly buildings. I suggest that more emphasis be placed in the strategy on appropriate responses to threats to tangible cultural heritage (buildings, structures, collections) in the event of a disaster. In particular, emergency services and agencies should be required to establish and maintain links with national and international sources of expertise and assistance, such as the International Council for Monuments & Sites (ICOMOS), the International Council of Museums (ICOM), Museums Aotearoa, and major museums, libraries and archives in the principal cities, all of which have personnel with expertise in the management of cultural heritage in the event of disster. The attached link to a recent publication by ICCROM (the International Centre for the Study of the Preservation and Restoration of Cultural Property) demonstrates some possibilities. https://www.iccrom.org/news/pioneering-resource-first-aid-cultural-heritage-now-available	JH 5/12 Good points, but probably a level of detail too far for the Strategy. Objective 17 is aimed at all of this.	None

10	Mike Lomax	-		27/11/18	My name is Mike Lomax, of 40 Beach Road, North Beach. Christchurch 8083. I am 82 years of age. I wish to make a submission, based on local experience, but I am sure it is relevant to other areas of New Zealand. It is both a criticism and a suggestion. I have previously made these comments to our local CD/CCC with no acknowledgement or comment. Costal Christchurch has Tsunami Warning Sirens in place and well tested, so everyone knows what they are about. On the occasion of the Kaikoura Earthquake, November 2016, the tsunami alarms were sounded, all-be-it two hours later. The coastal population knows the general advice to either head for higher ground or inland. The result? 20,000 or 30,000 people jump into their cars. 40% head for the hills. 40% head inland. The remaining 20% car-less people put on ear muffs and ignore 4 hours of the mindless cacophony. The result for those in their cars - gridlock. Had there been a tsunami, we would have drowned in our cars like trapped rats. Personally, I managed to get about 2k northwards in my car, but no further away from the coast. At which point I turned around and returned home to bed. My suggestion is gleaned from my knowledge of Capetown, South Africa. In Capetown, there is a costal Nuclear Power Plant (think Fukushima) which has a siren emergency warning system in a 10 kilometre radius surrounding it. Although their concern is more Plant failure, rather than tsunami, I think their planning offers a lot of ideas. Every year, every household within that area receives a Calendar to hang up on back of toilet door, refrigerator, or wherever. The inside cover gives specific instructions as to which streets and direction the people of that household should take to evacuate.There is also space to enter the neighbour(s) who can assist you or whom you can assist with transport. (A kind of Neighbourhood Watch) Evacuation Streets on each plan are designated as 'One Way' for the duration of the emergency, thus doubling the traffic volume capacity and avoiding gridlock. This is all a long way from 1956, when a 'Tidal Wave' warning was given on the local radio (3ZB) and everyone rushed down to Brighton to stand on the sand dunes to watch.	JH 5/12 No action for the Strategy. Very operational/tactical suggestions.	None
11	John Seccombe	-		25/11/18	I belong to neighbouring hood watch/crime watch and there is 90 volunteer basic trained with 3 support vehicles kitted out like police cars, with radios etc. Have you set up a data base of these, have you got their contact details. Have you got on data base of skilled plumbers electricians, whom have generators, water pumps etc. Contractors with diggers and earth moving equipment. Our local community of Maraetai beach after a tidal surge took out the boat ramp damaged property's and without civil defence or council help used our Facebook Grapefine help and in 3 hours had 200 persons on beach working. Within 24 hours we fixed a smashed boat ramp in 4 hours that we estimated council would have taken 6 months to do costing $60,000 this was featured in our local news paper. There is around NZ motorsport rescue marshals and teams trained in first aid and firefighting have you got them on your data base? I think you advise in go to high ground is dumb advice, it should be followed up with a picture of a power pole showing go inland 1klm and to at least height of a power pole (plus 6 meters.) High ground means nothing to our multicultural society.	JH 5/12 No action for the Strategy.	None
12	Trev Margolin	-		27/11/18	1. Do you agree with the purpose, vision and goal of the proposed strategy? If not, which of these do you disagree with and what changes would you suggest? We would also appreciate your views if you do agree with these factors. Answer: Yes, do agree fully.	JH 5/12 No action for the Strategy.	None
					2. Do you agree with the priorities of the proposed strategy? If not, which of these do you disagree with and what changes would you suggest? We would also appreciate your views if you do agree with these factors. Answer: Yes, do agree.	JH 5/12 No action for the Strategy.	None
					3. Do you agree with the objectives and success factors of the proposed strategy? If not, which of these do you disagree with and what changes would you suggest? We would also appreciate your views if you do agree with these factors. Answer: Yes, do agree. No further comments.	JH 5/12 No action for the Strategy.	None
					4. Do you agree that a broader range of stakeholders needs to be involved in governance of the strategy? If so, what ideas do you have for achieving this aim? We would also appreciate your views if you disagree with this proposition. Answer: Yes, do agree. The problem will be getting all the (laudable) aims achieved. Will be very hard to do that I think. It is so very easy (for governments, organisations and the public) to put off till (far too late) tomorrow the (excellent) suggestions to improve tomorrow when the problems of today are so very pressing (and to the forefront of decision makers) and resources (time and money) are often so stretched. Certainly any (publc) reviews of progress will help push progress.	JH 5/12 No action for the Strategy.	None
					5. Are there particular strengths of the proposed strategy that you would like to comment on? Answer: No comment.	JH 5/12 No action for the Strategy.	None
					6. Are there any gaps or challenges with the current national civil defence emergency management strategy current strategy that are not addressed by the proposed strategy? Answer: Do not know the previous strategy well-enough (in practical terms) to be able to comment.	JH 5/12 No action for the Strategy.	None

13	Gerald Walker	–	27/11/18	Several years ago my family and I living in Warkworth were caught at home in a serious storm. Following the storm we were stuck at home for nearly 3 days with no power. However, nearby Orewa where the local radio station is based suffered little effect from the storm. This meant that for 3 days in order to get even the smallest amount of useful information I had to listen to hours of commercial drivel, literally! Furthermore, I had one radio that required 2 AA batteries to operate. The supermarkets and hardware stores sold out of batteries within hours. So now I had to try and save my batteries but not miss the completely random broadcast of important messages. This is a riduculous scenario for a civil defence emergency. People need to know exactly when to tune to the radio for important messages. Part of your plan should include a specific time when all important messages are broadcast. For example they commence every hour at quarter to the hour. This time should then be advertised/ published/ promoted and used as the national official CD radio watch time. Such an approach was used by shipping for years where all radio transmissions were ceased at 5 past and 35 past the hour so the frequencies were silent for emergency calls to cut through the traffic. SOS signals were always repeated at those times. Makes sense, doesn't it?	JH 5/12 Iona acting on suggestion. No action for the Strategy.	None
14	Marie McCarthy	Resilience to Nature's Challenge team	27/11/18	1. Ring-fencing the scope of the Strategy • It is problematic to separate out the social and economic factors from resilience (i.e. per section 1.3) – in very many cases they are the driving factor in the resilience of people and communities • For impoverished communities these are the most significant factors in determining their resilience • For Maori there are a range of factors that compound in times of disasters- low SES, low educational attainment levels, high health risks, poor housing etc. Maori are confronted with a multi-risk environment, as a consequence of history. • To ring fence, neglects to include Maori as a community given the current demographics. Essentially the document becomes and/or only speaks to those who can afford to be resilient and in this way could be viewed as privileging certain sectors of the community. The reference to insurances and business recovery in absence of concern for Maori communities contradicts the Treaty of Waitangi statement and also supports the position of concern being located in a sector of society that does not necessary equate to Maori communities • Notably, the ring fencing statement outlines reasons for not extending the strategy as the issues are the portfolio of other government agencies. This would then assume that within the strategy would be specific outputs that align with other agencies making links and contributions to resilience. • There is mention of the Treaty of Waitangi, however, the link back to success measures is not strongly represented	JH 5/12 Absolutely note all these concerns and agree with them. Unsure how far this document can go in addressing them. Consider re-wording the 'ring fencing' section, but note that several people also support this section. Need to find a way to better acknowledge SES without the strategy trying to solve them.	For consideration
				2. Resilience needs to be a multi-faceted approach- our Kaikoura case for example viewed resilience to be a multi-faceted plan that was based on the strengthening and further development of their own community (Maori). This development was centred on the marae and as such based on cultural constructs and values. The marae, the whanau and hapu as a social/cultural/economic/political mechanism were viewed to be the strength. As such, development should also include the strengthening of this mechanism	JH 5/12 An extension of point #1	For consideration
				3. The Kaikoura case study illustrated that the marae as an institution was pivotal to the over 1000 tourist and impacted community members survival. Reported reasons for the marae's success was based on cultural investment into collectivism and cooperative modes of operating, established networks and economic capital of the Ngai Tahu Runanga and leadership	JH 5/12 I like this point and description - for consideration on whether it can be incorporated.	For consideration
				4. The Kaikoura case study illustrated that the cultural cooperative and collective ways of operating were a strength to resilience development and operation		For consideration

					5. Key drivers towards resilience - Having a stable economic base (savings) – in order to buy out of a disaster - Leadership development within communities that has developed extensive networks - Cultural understanding developed within communities – the Kaikoura case study for example identified that cultural competencies and Treaty of Waitangi development programmes were necessary for local government (Council) - The further strengthening of the marae and whanau – the marae whanau is viewed as an investment in a collective that can mobilise quickly and can operate in ways to respond to disaster. Finding common ground within the community, is one key factor. This for example could be rolled out as a marae, church group, school group etc. The advantage of the marae is not only the facilities but also the group is likely to comprise of a core group of people who are united under forms of commonality - The cultural institution of the marae, whanau and hapu can be viewed as a resilience mechanism that needs to be strengthened and developed - Strengthening of local and central government networks – networks (social capital) is recognisably pertinent - Relationship building needs to also occur between CD and Aid Organisations – there is anecdotal evidence of how Aid Organisations, Council and CD had weak relations with the community to the extent that there existed 'varying levels of discomfort working with the Maori community' – there were a range of issues that intersected, however, the need for relationships to be developed and strengthened with Maori communities remains central to resilience. - Participatory planning processes with Maori communities - Establishment of strong communications plan - Plans that take into consideration the inequities - Learning/educative approaches adopted - Resilience needs to be viewed beyond the 4rs to include a multi-faceted approach to community development, an approach that seeks to not only develop those wo maybe considered privileged but further a plan that lifts the levels of those communities/sub-communities that lack the resources to prepare, to recovery, to regain their lives. For some Maori communities the emphasis on insurances and home mortgages is so far from their own reality, that we need to be thinking about how the government may intend a response. - - Unequal inputs for equal outcomes - policies need to be developed that take cognisance of the unevenness that exists within society – this would impact resource distribution, the nature of good governance that has Maori representation, local and central government relationships, what safe affordable housing looks like, development of educative processes, what environmental security looks like, how health care will respond, whether the resources allocated in disaster scenarios are distributed according to need; what effective information sharing looks like and with whom, nature of institutional partnerships, Maori representation at the decision making table; and ways in which cultural knowledge is included. The above needs to be linked into the success measures.	JH 5/12 A lot of good points. For consideration on whether we can include them anywhere.	For consideration
					6. Section on Te Ao Māori and integration into success factors • Section 4.3 is theoretically fine, but on its own it is a bit conceptual • There is a need to provide more than a description of a Maori worldview – how does this worldview coupled within a contemporary context translate in terms of resilience success measures • Doesn't reflect the reality of some Māori communities, many of which are impoverished (as above, noting that the average personal income of Māori is approximately $22k – versus $30-37k for NZ European; median age of Māori is 24yr, versus NZ European at 41yr) • Would like to see some of this page (and issues relating to social and economic factors, as above) translate through to the objectives and success factors in an explicit way. • Research shows that key factors are: access to and participation in decision-making processes; knowledge and access to learning and resources.	JH 5/12 as above	For consideration
					7. Definition of resilience • The inclusion of 'absorb' is potentially problematic (from the point of view of absorbing impacts, taking on damage and disruption). This is a lot to take for an already-impoverished community. That is, absorbing disruption would equate to the compounding of prior inequities with the current disaster and what entails • Some definitions refer to "moving through, moving beyond" – might be more preferable. • "Recover functionality" is also somewhat problematic – assumes there is functionality to recover, that there was a functional relationship, or a good standard of living to recover. Doesn't translate well to people who don't have anything. Functionality also assumes the position that there are functional relationships between the council and Maori community; functionality assumes that Maori communities have a good social network; functionality also assumes that Maori communities are in a position to 'buy themselves' out of a disaster event. In our case studies, there was a clear link between social, cultural and economic capital and the capability/capacity to respond.	JH 5/12 Agree on absorb. Disagree on recover functionality (understand the point, and agree on it, but I think it's an important part of the definition).	For consideration

15	s9(2)(a) on behalf of the Group	Northland Civil Defence Emergency Management Group	3/12/18	The Group supports the intent of the Proposed National Disaster Resilience Strategy but provides the following comments for consideration. 5. Purpose, visions and goal: We support these as stated in the Strategy and consider this to be an improvement on the previous 2015 version. 3. Northland is one of New Zealand's least urbanised region, with around 50% of the population living in urban areas and an average density much lower than the NZ average. As a consequence of this dispersed and often isolated population, the general approach to Civil Defence Emergency Management (CDEM) is one of centralised coordination with localised delivery. The Northland region has a current Civil Defence Emergency Management Plan in place for the period 2016-2021. The plan was developed in accordance with the Director's Guideline for CDEM Group Plan Review and sets out how the Group will deliver on its functions and roles in relation to the National CDEM plan and the Act.	JH 5/12 Noted	None
				The Sendai Framework: 6.1. We support use of the Sendai Framework in the Strategy and use of clear and measurable targets and timeframes (Page 13). However, if it is anticipated that regions are to compile data to inform reporting against these measures, it would be useful if some guidance was developed for this purpose. For example, targets 2 and 4 would appear to require some form of criteria or measure to ensure consistent data collection. We would also expect a strong link between the Sendai targets and the indicators used to measure progress toward objectives as set out in Section 8.3 and Figure 4. For example, Sendai targets 2 and 4 could be better represented – indicators under 'inputs' and 'outputs' in figure 4 could include: • the number of / increase in early warning systems developed (such as drought, flood and tsunami warning systems) • Resources committed to hazard identification (such as flood and coastal hazard mapping at a regional scale). 6.2. We understand the indicators in Figure 4 are indicative and will be refined in light of the resilience index. We recommend the Ministry work closely with stakeholders and CDEM groups in particular to develop a clear and practical monitoring and evaluation regime that uses easily measurable indicators (see examples above). We look forward to further consultation on this.	JH 5/12 Noted - this will be the purpose of the accompanying M&E paper (when completed)	None
				Managing risks: 7.1. We support objectives 1-6 and the associated measures of success (page 24). The Group is especially supportive of a standardised methodology for assessing and managing risks – this could take the form of national and regional risk registers and associated plans / measures for risks with high likelihood and impact. This would bring greater consistency and ability to identify gaps in assessments and or response capacity.	JH 5/12 Noted	None
				7.2. One area that could be developed further (probably under Objective 3 or 4) is identifying an 'acceptable level of risk' in collaboration with communities particularly those in hazard prone areas – this will be a fundamental element in responding to the effects of sea level rise and we should be as transparent as possible about the limitations on mitigating such risks (E.g. the costs of defending built development from coastal inundation).	JH 5/12 Yes, this is a good point, and something we always intended to put in. Wording it is hard, however.	For consideration
				Effective response and recovery: 8.1. The Group considers local awareness is vital in response and recovery. We think this should be embedded in the objectives and / or success measures (probably in Objectives 12, 14 and 15). A measure of success could be added to the effect that: Increased awareness of risk by communities and how to respond to a variety of local disasters / hazards (a measure of this could be the increase in public awareness as measured by repeatable targeted surveys).	JH 5/12 Agreed, several have mentioned this. Need to consider a specific objective on community response, and/or more emphasis on it somehow, somewhere.	For consideration
				9. Strengthening societal resilience: 9.1. The Group supports the objectives and measures of success in Section 7 of the Strategy. However we suggest that community vulnerability assessments (using a consistent suite of resilience criteria) at a regional or district scale could be completed by 2025 would be a useful outcome for objective 16. This would identify those communities that are particularly vulnerable to hazards and are a priority for resilience 'building' and hazard management planning (this is similar in nature to Objective 18 that relates to infrastructure).	JH 5/12 Agree with this concept and suggestion. Just need some though on how to word it, and where to put it.	For consideration

				10. Timeframes for objectives The Group consider the measures of success for a number of Objectives could be more ambitious in terms of the target timeframe – most aim for a completion date of 2030. We consider that the sector is sufficiently advanced that many of these could be brought forward. Our recommendations are as follows: • Objective 1: we consider an agreed standardised methodology for assessing disaster risk could be developed by 2025 and widely used by 2030. • Objective 2: this measure could be brought forward to 2025 as there are no significant impediments to the development of governance / organisational structures. • Objective 3: 2030 seems an inordinately long timeframe for development of a plain English lexicon for risk. There is enough knowledge / expertise to start this immediately with a completion date of 2020. • Objective 4: The climate change debate is urgent and should be progressed as a priority. We note in many places this has already started and the Ministry for the Environment has developed a range of guidance on the subject – we therefore suggest a completion date of 2025 for this objective. • Objective 7: Again we consider elements of this measure could be brought forward, particularly those relating to engagement with iwi. A goal to implement this measure by 2022 seems realistic. • Objective 8:– We see strengthening national leadership as a priority. A date of 2025 seems overly slow given much implementation of the other objectives will rely on this happening (E.g. developing national standards for emergency management). We strongly recommend this be achieved by 2020 and be prioritised. • Objective 9: A target date of 2025 seems too long given the importance of this objective and that much of the expertise / knowledge to achieve this objective is available now. Clarifying roles and functions will be critical to effective response and it should therefore be prioritised and the completion date brought forward to 2020. • Objectives 13 – 16: The Group consider the timeframes for these objectives could be brought forward to 2025 on the basis there has been good progress to date and the capability is available at regional and district levels. The other objectives tend to be ongoing and in the nature of continuous improvement and the 2030 date seems appropriate.	JH 5/12 Some good thinking and suggestions here – useful as we were considering what to do about the dates. To add into that mix.	For consideration
				Subject to the comments above, the Group supports the Proposed Strategy. However, we note it is high-level and much more detail will be required for effective implementation, particularly in relation to the actions needed and clear allocation of roles. We see leadership and clear, practicable implementation planning as the key to an effective emergency management system.	JH 5/12 Noted	None
16	s9(2)(a) on behalf of Dave Cull, Mayor of Dunedin	Dunedin City Council	3/12/18	Do you agree with the purpose, vision and goal of the proposed strategy? If not, which of these do you disagree with and what changes would you suggest? We would also appreciate your views if you do agree with these factors. The DCC agrees with the proposed purpose, vision and goals set out in the draft strategy. The proposed vision and goal provides a high-level statement that fits with the purposes of emergency management plans and Council strategies and plans. The DCC also supports aligning the strategy with the four wellbeing capitals as it supports the framework of the four capitals.	JH 5/12 Noted	None
				Do you agree with the priorities of the proposed strategy? If not, which of these do you disagree with and what changes would you suggest? We would also appreciate your views if you do agree with these factors. The DCC agrees with the proposed priorities.	JH 5/12 Noted	None
				Do you agree with the objectives and success factors of the proposed strategy? If not, which of these do you disagree with and what changes would you suggest? We would also appreciate your views if you do agree with these factors. The DCC agrees with the proposed objectives and success factors set out in the strategy. The DCC recommends linking the final strategy (Appendix 1) and objectives back to the wider context and the four capitals of the LSF. This would clarify how the strategy itself, and the 18 deliverables, are supporting the disaster response preparedness as well as the New Zealand's wellbeing. This would also allow alignment and integration with other national strategies, government priorities and initiatives. The DCC notes certain objectives will impact on local councils, for example objectives 5 and 18.	JH 5/12 This relates to the idea of describing or depicting the wider operating environment, and/or linkages. For consideration in that mix	For consideration
				Do you agree that a broader range of stakeholders needs to be involved in governance of the strategy? If so, what ideas do you have for achieving this aim? We would also appreciate your views if you disagree with this proposition. The DCC agrees with having a broad range of stakeholders involved in governance and is already encouraging and supporting broad stakeholder involvement in disaster resilience.	JH 5/12 Noted	None
				Are there particular strengths of the proposed strategy that you would like to comment on? The DCC and Otago CDEM have been working with local communities of interest to develop relevant and practical community response plans. Community board areas have existing plans that are being reviewed and will align with the strategy. We are already seeing benefits in terms of the level of engagement in planning and preparedness. The DCC also supports the move to refocus on the wellbeings. This aligns with the DCC's strategic framework.	JH 5/12 Noted	None

#	Name	Organisation	Date	Comment	Response	Action
				Are there any gaps or challenges with the current national civil defence emergency management strategy current strategy that are not addressed by the proposed strategy? None were identified.	JH 5/12 Noted	None
17	Garry Towler, District Manager	Thames Coromandel District Council	4/12/18	1- Thames Coromandel District Council supports the purpose, vision and goal of the proposed strategy. The experiences New Zealand has had in recent times, the introduction of the global Sendai Framework and the overall maturity of emergency management this country has achieved necessitates a revised and broader national strategy be implemented.	JH 5/12 Noted	None
				Priorities as referenced in section 5, page 23 refer to planning documents such as District and Long Term Plans. To influence these and make it a priority of the strategy will need to involve many partners; Local Government, SOLGUM, infrastructure industry and a number of Ministries. The objectives as outlined on page 24 describe a 12 year timeframe for community and partner discussion and acceptance. Thames Coromandel District Council believe this timeframe, at acceptance level only, will lead to another decade of debate before formal implementation of the priorities is imbedded in the Council and Government planning processes. The strategy states in objective; 16 page 28 that by 2030 local authorities have adopted strategic objectives aimed at building resilience. This is inconsistent with the objectives as outlines on page 24 Council recommend the Strategy bring this priority forward and engage much earlier with all partners in order to better align with existing initiatives and discussions already taking place.	JH 5/12 Related to the question of dates on the objectives, + one inconsistency to check on	For consideration
				The draft strategy refers to types of resilience on page 17 and comments at the base of the page reflect a number of comments that follow on pages 21, 23 and 27 that relate directly to core council infrastructure asset management as it relates to community well being and resilience/recovery The strategy states that measures need to be in place to monitor this broad area yet none are presented, even as a guide for Councils to understand the thinking behind this.	JH 5/12 Don't quite understand the point being made here - for checking	For checking
				Council also believe this draft strategy has overtures of the introduction of 'League Tables' as a form of measuring council performance, if so, Thames Coromandel District Council is concerned that a global measuring table to determine poverty and infrastructure assets at a local level is not appropriate. Council seeks to see a draft suite of measures be included in the strategy to provide clarity to the social resilience section.	JH 5/12 Disagree with the idea that any of the strategy suggests or is leading to League Tables. The measuring regime will be in a supporting document, which I'm sure we will have to consult on.	None
				Thames Coromandel District Council supports all of the objectives as presented on page 26. A professional, well trained and well resourced emergency management system is vital.	JH 5/12 Noted	None
18	Brian Paton, Group Manager	Marlbororugh CDEM	4/12/18	Do you agree with the purpose, vision and goal of the proposed strategy? If not, which of these do you disagree with and what changes would you suggest? We would also appreciate your views if you do agree with these factors. We question the extent to which this document is in fact a strategy. A strategy is defined as a 'plan of action', but much of the document is commentary and description, and aspirational rather than focused on action. Although the Strategy clearly sets out its desired outcomes and outcome measures, there is no plan of action by which those outcomes can be achieved.	JH 5/12 Disagree that a Strategy is a plan of action in the way that is being suggested here (a series of actions - that would make it a plan). It sets a desired vision (outcome), and a series of sub outcomes (what success looks like) - the objectives are the means for achieving them - broadly at least. If we get into any more detail it becomes and action plan or work programme - which is the point of the Roadmap.	None
				Do you agree with the priorities of the proposed strategy? If not, which of these do you disagree with and what changes would you suggest? We would also appreciate your views if you do agree with these factors. As worded, it is hard to disagree with the priorities of the proposed Strategy. Our concern is that the priorities are presented at such a high (i.e. aspirational) level, that they risk being ineffective outside a very narrow context.	JH 5/12 Noted, but disagree.	None

				Comment	JH Response	Action
				Do you agree with the objectives and success factors of the proposed strategy? If not, which of these do you disagree with and what changes would you suggest? We would also appreciate your views if you do agree with these factors. See specific comments below. Do you agree that a broader range of stakeholders needs to be involved in governance of the strategy? If so, what ideas do you have for achieving this aim? We would also appreciate your views if you disagree with this proposition. We support a broad range of stakeholders as part of a governance structure for the Strategy's implementation, bearing in mind the challenges in gaining broad representation within a workable structure. It is, however, critical that a governance structure has the ability to be effective and is not limited to government agencies. Having said this, the Strategy is unclear about exactly what is being governed. The way in which the draft Strategy is written provides little indication of why governance is needed. This could result in increased reporting requirements for CDEM Groups, without achieving the desired change.	JH 5/12 Noted, but disagree.	None
				Are there particular strengths of the proposed strategy that you would like to comment on? It is good to see a focus on resilience and the acknowledgment that this involves all of society.	JH 5/12 Noted	None
				Are there any gaps or challenges with the current national civil defence emergency management strategy that are not addressed by the proposed strategy? The draft resilience strategy should support the national CDEM strategy by recognising that resilience is an evolving process that is impacted by, and impacts on, each of the 4Rs.	JH 5/12 Noted, I don't think there's any action needed	None
				Definitions: Define 'risk'. Stakeholders commonly confuse risk and hazard.	JH 5/12 It is defined in the document, pretty clearly, in 2 or 3 places	None
				The statement that 'we have reached a level of maturity' should be supported by evidence. How has this been assessed?	JH 5/12 A lot of things could be cited here, but - I don't think it's needed to go into this level of detail or justification. Not many would disagree we are all much more sophisticated in our approach that 10 years ago.	None
				We recommend qualifying the statement 'we will have all the information we will need to make the smartest choices'. Often we will not have all the information we need, and in hindsight our choices may not have been the best. We will continue to make the smartest choices at the time based on what we know (despite that information being incomplete) and the resources available.	JH 5/12 Noted, fair point. Again, that statement is the aspiration, or 'what success looks like'... Consider whether a word or two change could improve it.	For checking
				The ring-fence is important and is well-stated. However, the Strategy would benefit from repeating the ring-fence throughout. .	JH 5/12 Noted	None
				Include 'wellbeing and prosperity' for consistency with previous statements.	JH 5/12 Noted	For checking
				Suggest caution in being seen to imply that wellbeing is cdem responsibility alone.	JH 5/12 Noted	For checking
				This figure is overly-simplistic. A community that is perceived as highly resilient may in fact be severely impacted and may not recover well, just as a community that is not considered resilient may in fact function well in recovery. The diagram also suggests a similar start point; some individuals or communities go into a disaster event already 'in crisis'.	JH 5/12 Noted, worth checking on whether we can improve it, but - diagrams will always be overly simplistic. It's just trying to convey a couple of key ideas, not depict the full complexity of it.	For checking
				The Strategy asserts the usefulness of a particular model without being convincing or giving any indication of the costs / benefits of using this model, or of its applicability across communities and cultures.	JH 5/12 Don't' think I agree, but worth checking wording.	For checking
				We recommend that spirituality be included in cultural resilience.	JH 5/12 Noted	For checking
				The statement that various sectors need to be 'joined up' has been a catch-phrase in central government for at least a decade (e.g. whole-of-government, all-of-government, joined-up thinking, cross-agency). It is unclear whether this statement is directed primarily at MCDEM in terms of working with other government organisations; at government organisations needing to work with MCDEM and CDEM Groups, or towards CDEM Groups. The way in which the need for collaboration and cooperation is presented in the draft Strategy, suggests that the CDEM sector is lagging behind the rest of government. CDEM Groups already need to work collaboratively to achieve results; for most of us, this is a core aspect of our day-to-day business.	JH 5/12 Noted	For checking

	Comment	JH Response	Action
	This section could be strengthened by including a focus on the dynamic nature of risk and resilience; we are constantly learning. Further, we are unlikely to reach an endpoint where we can say that we have achieved all that is set out here – we're not starting from a blank slate, with all parties on an equal footing.	JH 5/12 Noted	For checking
	We are cautious about the apparent assumption that communities will accept the cost of reducing risk. Not all communities will see this as a priority, particularly those that have immediate socio-economic needs, or where risk-reduction conflicts directly with cultural values.	JH 5/12 I don't think that's meant definitively - again, it's an aspiration	For checking
	The reference to the 4Rs should note that FENZ also work within the 4Rs.	JH 5/12 Disagree. No need to mention specific organisations (in fact very few are, even MCDEM). Lots of organisations work within the 4Rs.	None
	We note the reference to maintaining pace with social media. The necessary constraints on social media use by government organisations mean that we are not operating in the same environment as the news media and influential private individuals. These constraints should not, however, prevent us from effectively using social media.	JH 5/12 Noted	None
	We support this statement and would like to see it reflected across government. However, the definition of 'success' fails to recognise that not all people are receptive to information before / during an emergency, and CDEM Groups are not the only source of information.	JH 5/12 Noted	None
	This objective needs both clarification and a definition. Directive leadership is only one style of leadership; where is the consensus that this is the most appropriate leadership style for MCDEM and/or CDEM Groups? How will directive leadership result in a consistent standard of care?	JH 5/12 Agree	For consideration
	Objective 9 relates primarily to the public sector, and would benefit from reflecting the fact that the government policy and planning is more effective when it also reflects the dynamics of the private and community sectors	JH 5/12 Agree	For consideration
	It's great to see the acknowledgment that not everyone has the same capacity to engage, prepare or become resilient to the same level. It may be also useful to reflect that fact that some people will choose not to engage or be prepared, or will be unfamiliar with emergency management in New Zealand. Emergency planning should not discriminate against those individuals.	JH 5/12 Agree in principle, but don't know that it's necessary to include this.	None
	For some people an emergency will become a disaster and will threaten their prosperity and/or their wellbeing. We are concerned that this goal seems to be directed towards removing all vulnerability, without acknowledging that we are all vulnerable to different events, at different times.	JH 5/12 Agree in principle, but don't know that it's necessary to include this.	For checking
	The phrase 'build back better' does not sit well with the working definition of resilience on page 15, which refers to adaptation.	JH 5/12 ?? That's exactly what it means - building back better is adapting to your new environment and/or taking opportunities to address risks and vulnerabilities for the future.	None
	There is a significant difference between people who thrive amidst change and those who thrive through a period of crisis. We are concerned that statements such as this will act to decrease resilience, by sending a message that struggling to get through in a crisis is somehow shameful. This may reduce the ability of people to seek support, impact on their recovery and ultimately reduce resilience.	JH 5/12 I don't think this suggests that, but will check.	For checking
	We feel some caution about the statement that stakeholders can demand greater accountability and responsiveness from authorities and service providers. Simply demanding accountability and responsiveness do not necessarily result in better outcomes or response. In addition, demands are not necessarily realistic nor informed; perhaps what we are seeking is for people and organisations to be able to make informed demands. Further, CDEM Groups and their partners are unlikely to be able to provide the level of response that will be demanded by some in a large scale event (e.g. an Alpine Fault event).	JH 5/12 Agree in principle, sort of, but still think it's a useful statement to make, and don't think it's helpful to go into a lot of detail here.	For checking/None
	It is inaccurate to refer to social media as providing a new generation of engagement; social media has been in use for between 20 and 40 years (depending on definition).	JH 5/12 Disagree - I think most know that social media refers to the new breed of online engagement.	None
	The statement about the desired impact of government policy needs to be supported by a reference.	JH 5/12 I don't think this is needed....	For checking

				Comment	Response	Action
				The number of networking events is a poor example of an output indicator. Frequency, attendance or location may be more useful examples. The example of 'grab and go' kits distributed raises the expectation that CDEM Groups are responsible for this.	JH 5/12 These are examples, not agreed indicators. But even if there were, there's going to be some 'input' style indicators that are not great outcome indicators. The aim is for a mix.	None
				For a useful example of outcomes in recovery (closely linked to resilience) see the Canterbury Wellbeing Index. https://www.cph.co.nz/your-health/canterbury-wellbeing-index	JH 5/12 Noted	None
				This paragraph makes no sense without further explanation of 'future proofing' in relation to new purchases. Although the words 'wherever possible' are used, it is likely that this is an option only available to those with reasonable levels of disposable income.	JH 5/12 True. This a perennial dilemma we have - appreciate that not all people can afford preparedness, but that doesn't mean to say we shouldn't promote it at all? We just need to find ways to support those that can't, and/or support their independence and agency in other ways. The strategy tries to do that in a number of ways, not least of all, a very communitarian, collective approach.	None
				As currently worded, this statement simply asks that a new 'buzzword' (i.e. resilience) be included in organisational plans. There is little point in requiring 'resilience' to be part of organisational planning, unless those plans include action. We suggest that this be referred to as 'disaster or emergency resilience' or similar, to focus back on the purpose of the Strategy.	JH 5/12 Disagree	None
				This section could usefully refer to the local CDEM Group Plans. Without that reference, we are potentially asking communities to repeat work that has already been undertaken, on their own. Issues such as long-term planning for communities could suggest using local / regional authority planning documents as well.	JH 5/12 Reasonable, but there's probably a lot of sources of information, and don't want to suggest one (even if it should be top of their list) - would have to do this in a lot of places then	None
				Check the fit of this statement with page 19 (para 6) in reference to silos. This statement should be supported by a reference to evidence.	JH 5/12 Disgree, but worth a check	For checking
				We understand the need to significantly increase personal, community and organisational resilience. This paragraph fails to account for the fact that some people will be less resilient (in terms of preparedness) as a result of factors such as age, disability, poverty and their resilience may be better served by knowing how to seek help in an emergency.	JH 5/12 Possible minor amendment to explain	For checking
				It is good to see the acknowledgment that building community resilience is resource intensive. It may be helpful to include the importance of this as a multi-agency effort.	JH 5/12 Possible minor amendment to explain	For checking
				Social uses of technology are important but we do need to acknowledge that for some people, and in some situations, this is not the best way to engage.	JH 5/12 Possible minor amendment to explain	For checking
				The term 'radical transparency' needs to be defined and an explanation offered as to why this particular approach is recommended.	JH 5/12 Possible minor amendment to explain	For checking
				This statement needs to be clarified. Accountability is not simply achieved by increased reporting mechanisms, which often lead to perverse incentives. Unless accountability is implemented in a way that is meaningful to stakeholders, it is no more than jargon.	JH 5/12 For possible minor amendment	For checking
				Is it useful to include a major emergency event as a wild card? An Alpine Fault quake or similar event would dramatically change the world in which we operate, so fits into the 'wild card' definition.	JH 5/12 Fair point. For possible inclusion.	For consideration
19	s9(2)(a) on behalf of Tom Cloke, Taranaki CDEM Group Chair	Taranaki CDEM	5/12/18	The front end of the document is very wordy – the key vision, strategy and objectives should be right at the front of the document, but the clear and simple overview is relegated to Appendix 1. REASON FOR CHANGE: This strategy is the 'song-sheet' that everyone in the CDEM sector needs to be singing from so put it up front. Everything else is just explanation and expansion upon that so belongs afterwards.	JH 5/12 I appreciate that some people prefer to get straight to the point, but I am against flipping the order in this way. We've tried to minimise the narrative as much as possible to avoid this. We could look at better 'signposting' of key sections	For consideration

	Comment	Response	Action
		in order to make it easy for people to skip whole sections.	
	We agree with the three priorities laid out in the plan of managing risks, effective response and recovery, and strengthening societal resilience.	JH 5/12 Noted	None
	There are four different articulations of the strategic vision throughout the document. • 2. Our vision: a safe and prosperous nation (page 9) • 4.1 Vision of a resilient nation (page 14) • Vision of a resilient New Zealand (page 21) • Our Vision: New Zealand is a disaster resilient nation that acts proactively to manage risks and build resilience in a way that contributes to the wellbeing and prosperity of all New Zealanders (page 34 – Appendix 1) Which vision is the correct one? Our suggestion is the fourth iteration and shortened where necessary to A Disaster Resilient Nation	JH 5/12 Fair point. But there are necessary in different ways. Worth considering whether any minor amendment could help (e.g. removing 'our vision' from heading 2)	For consideration
	There is also more than one articulation of goals. This needs to be clarified. Page 14: Goal – a resilient future Page 34: Our goal - To strengthen the resilience of the nation by managing risks, being ready to respond to and recover from emergencies, and by empowering and supporting individuals, organisations and communities to act for themselves and others, for the safety and wellbeing of all. This goal is actually three goals in one sentence – why not separate them into three goals?	JH 5/12 As above. Worth considering whether any minor amendment could help (particularly the heading again) Disagree with the 3 goals thing - that's the point of the three priorities.	For consideration
	Where are the four R's? only risk reduction, response and recovery are mentioned in any detail in the strategy. Is resilience now the replacement R for readiness? The draft strategy refers to disaster planning and preparedness in relation to section 7 – strengthening societal resilience. REASON FOR CHANGE:Clarify whether the readiness element of the four Rs is being dropped.	JH 5/12 DISAGREE. Actually, if we're really being pedantic, there's no response and recovery, only READINESS for response and recovery. A Strategy only needs to aim for readiness - response and recovery are the 'doing', and need to be covered in a plan, but not a strategy. So thinking about it this way, fully two-thirds of the Strategy is about readiness!	None
	There is no mention of the special challenges faced by the rural sector with regards to disaster resilience either in the Appendix 3 Analysis of our current state as a baseline for this strategy nor anywhere else in the document REASON FOR CHANGE: There is a tendency in this document to focus on urban resilience at all levels of planning and decision making. The voice of isolated rural communities and the lack of ability of small councils to pay for and maintain resilient infrastructure is not mentioned anywhere. Funding mechanisms need to be adjusted to enable disaster resilience work to take place equitably across both rural and urban areas.	JH 5/12 Agree. Very good point, in line with 'rural proofing' and definitely one that needs to be addressed (because no, obviously, that isn't the intention).	For consideration and several (quick) references to improve the balance of urban to rural
	There is no mention of MCDEM as a user of this strategy and how it relates to your work programmes etc, or how regional CDEM groups need to take this strategy into account when making decisions etc. REASON FOR CHANGE: It should be recognised that the key users of this strategy are MCDEM and the CDEM Groups around the country, but they are not mentioned in this section.	JH 5/12 This is kind of implicit, and ideally, we don't want to make this to overtly MCDEM and Groups. I would hope that this is entirely understood without having to hammer the point. Plus, we will emphasise it in a lot of other ways.	For checking

Comment	JH Response	Action
The Living Standards Framework and the four capitals should be referred to but not sit in front of the strategy as it confuses things. REASON FOR CHANGE: This should sit in appendix or further back in the document in a place where the Disaster Resilience Strategy is linked to and contributes to the government's broader strategies such as this. The four capitals would sit nicely as a focus for strategic recovery planning.	JH 5/12 Disagree. The point is to contextualise the strategy in the overall quest for wellbeing and intergenerational wellbeing. There's a subtle but momentous shift doing things more for wellbeing than "safety" alone. I think that will be lost if it is languishing in an appendix.	None
We really like this explanation of resilience	JH 5/12 Great!	None
ORIGINAL TEXT: What we want to see: New Zealand is a risk savvy nation.....SUGGESTED CHANGE:What we want to see: New Zealand is a risk intelligent nation..... REASON FOR CHANGE: Suggest substituting intelligent for 'savvy' as don't think the informal language is appropriate.	JH 5/12 Not against this. Others have said that they dislike the word savvy, but couldn't offer something better (for example, merely being risk aware, or risk informed, is not the same as being 'savvy". Risk intelligent is a better suggestion....	For consideration (single word change)
ORIGINAL TEXT: By 2030, communities value and accept having resilience as a core goal for all development, recognising that this may involve higher upfront costs though greater net benefits in the long term; plans, policies and regulations are fit for purpose, flexible enough to enable resilient development under a variety of circumstances, and can be easily adapted as risks become better understood; developers aim to exceed required standards for new development, and may receive appropriate recognition for doing so; earthquake prone building remediation meets required timeframes and standards. ADD AT THE END: and the level of remediation required is proportional to the risk. REASON FOR CHANGE: Small district councils are facing very tough financial decisions due to the requirement for EQ remediation. Important and useful public buildings requiring EQB remediation are now being vacated permanently with no plans for replacement due to a lack of ratepayer funds to remediate or rebuild. Losing public buildings in small communities does nothing to improve community resilience so the decision stop using a building must be entered into carefully. The Taranaki CDEM Group are mindful of other dominant causes of death in the region that far outweigh the potential loss of life from an earthquake induced building collapse (e.g. cardiovascular disease, cancers, suicide, road accidents). These also need positive spending programmes from district councils in order to improve the statistics. With that in mind it is requested that Earthquake Prone Building remediation is treated sensitively and takes into account relative risk.	JH 5/12 Fair point. Is in line with a request to consider "acceptable risk" - responses need to be proportional to what risk we can live with.	For consideration
ORIGINAL TEXT: Objective 18 Address the capacity and adequacy of critical infrastructure systems, and upgrade them as practicable, according to risks identified SUGGESTED CHANGE: We believe this objective should be strengthened to: Improve the resilience, capacity, and adequacy of critical infrastructure systems; upgrade them as practicable according to risks identified REASON FOR CHANGE: To strengthen the objective	JH 5/12 I'm not against this, but I don't know that adding the word resilience to the sentence adds much here? I agree (and another submitter has also mentioned it), that this objective could ideally be strengthened a bit. It might be particularly useful to make reference social resilience considerations (rather than cost-benefit considerations alone)	For consideration
ORIGINAL TEXT: Inputs and outputs will be guided by the roadmap of actions that will accompany the National Disaster Resilience Strategy SUGGESTED CHANGE: Where is the roadmap of actions as referred to as accompanying the Disaster Resilience Strategy? Should that be consulted on too? REASON FOR CHANGE: Clarity	JH 5/12 They likely will. No action required.	None

20	Iain Dawe on behalf of the RHRM SIG	Greater Wellington Regional Council	5/12/18	Do you agree with the purpose, vision and goal of the proposed strategy? If not, which of these do you disagree with and what changes would you suggest? We would also appreciate your views if you do agree with these factors. GENERALLY AGREE Yes, we broadly agree with the purpose, visions and goal of the proposed strategy. However, a safe and prosperous nation taken at face value would possibly preclude leaving nature to take its course (managed retreat or not rebuilding after disaster) which is not well articulated in the strategy. i.e. under this strategy would a person be encouraged to engineer their way out of coastal erosion? There are also four different articulations of the strategic vision throughout the document. • 2. Our vision: a safe and prosperous nation (page 9) • 4.1 Vision of a resilient nation (page 14) • Vision of a resilient New Zealand (page 21) • Our Vision: New Zealand is a disaster resilient nation that acts proactively to manage risks and build resilience in a way that contributes to the wellbeing and prosperity of all New Zealanders (page 34 – Appendix 1) We suggested that this is clarified, and a single vision statement is adopted. Our suggestion is to use the fourth iteration and shorten where necessary to A Disaster Resilient Nation.	JH 5/12 Different articulations of vision noted by another submitter - agree to making changes to clarify, although I don't think a single sentence is likely to be possible, and I don't want to lose the nuance of the full sentence by going to "A disaster resilient nation' (though that is snappy)	For consideration
				Do you agree with the priorities of the proposed strategy? If not, which of these do you disagree with and what changes would you suggest? We would also appreciate your views if you do agree with these factors. AGREE Agree with content and order – but they are not clearly stated. They appear to be: - • Identify and monitor risks • Reduce existing risk levels • Minimise new risk • Everyone gets the data and knowledge Recommend these are extracted and clearly stated at the start of chapter 5 (page 23)	JH 5/12 Disagree - don't want to oversimplify, and I'm not keen to repeat them at the top of section 5, when they're outlined in the table on the next page. If it was a longer chapter, sure...	None
				Objective 1 The RHRM SIG agree with this objective. We would like to see a risks aggregated and viewed at a national level by a designated and accountable ministry or department. We note that it will require significant investment across smaller and less wealthy territorial authorities to improve their level of hazard information and disaster risk assessment. This is required in order to reach any uniformity or standardisation of methodologies in a useful manner. For example, the recent government decision to provide funding from the Provincial Growth Fund to support the acquisition of LIDAR data across the country was a great decision but it may not have nationwide uptake due the to 50:50 ratio of central to local government funding still creating a significant funding burden on less wealthy local authorities	JH 5/12 Some useful additional commentary here, but no action required for the strategy.	None
				Objective 3 The RHRM SIG agree with this objective and believe there needs to be strong central government leadership by a designated and accountable ministry or department on this issue to develop a common language and common operating picture for risk communication. Achieving this objective is reliant on developing common levels of information about risk across the country which will not occur until the issue of regional inequities are addressed. New Zealand is a small nation with a small taxpayer base. The collection of information pertaining to many hazards needs to be led and funded nationally to create economies of scale and to ensure compatibility of data.	JH 5/12 Some useful additional commentary here, could possibly amend the 'what success looks like' in a minor way to reflect some of these good points	Potential for minor word improvements
				Objective 5 The RHRM SIG agree with this objective. We support the intention of developing plans, policies and regulations that enable resilient development. We do note that this objective does not contemplate the treatment of existing development to reduced risks other than for earthquake prone building development. What about managed retreat in the face of sea-level rise or other hazards such as landslide? National legislation and regulation is needed to clearly enable territorial authorities to extinguish existing use rights where necessary in order to save communities from exposure to unacceptable levels of risk. Additionally we suggest a slight word change. Objective 5 uses phrase "risk-sensitive". A suggested alternative is "risk-aware". The basis of the comment is that in analysis "sensitivity" is an undesired property, it means big swings in outcome for small swings in inputs or conditions.	JH 5/12 Existing risk is covered in objective 4. This objective is more about prospective risk management. (consider whether objective 4 covers their point here sufficiently) Agree to the slight word change suggested	Minor wordsmithing

#	Submitter	Org	Date	Submission	Comment	Action
				Do you agree that a broader range of stakeholders needs to be involved in governance of the strategy? If so, what ideas do you have for achieving this aim? We would also appreciate your views if you disagree with this proposition. AGREE Yes, we agree that a broad range of stakeholders need to be involved in the implementation and governance of the strategy. However, it is also very important to have a clear leading agency with ultimate responsibility for encouraging and supporting other agencies with their implementation and holding them publicly to account if they choose not to keep up with their efforts. It should be recognised that the key users of this strategy are MCDEM and the CDEM Groups around the country, but they are not mentioned in this section.	JH 5/12 Also mentioned by another submitter. I have extreme reluctance to referencing "MCDEM and CDEM Groups" as primary users of the Strategy (even if, in fact, they are). Nevertheless, for discussion.	For consideration
				Are there particular strengths of the proposed strategy that you would like to comment on? The definition of resilience has merit. Having this strategy now is a very positive step.	JH 5/12 Noted	None
				GAP identified The devolved model of civil defense planning and implementation has one fatal weakness: Regional resources available do not match regional risk (or national risk arising within each particular region). It is always the nation that pays (insurer of last resort) when a region is overwhelmed by a disaster. A national level disaster reduction funding regime must be developed if the resilience strategy is to have any real world meaning and impact.	JH 5/12 Very good point in principle (although we do have a national disaster fund - EQC - just not a risk reduction fund!). I don't think the Strategy can be explicit about this (raises more questions that we can answer, and nothing is going to happen in the short or medium term), but worth being aware of, and discussing internally. At most, we could reference something like this in the 'barriers' section.	For consideration
				GAP identified Ref Chapter 4.2.4 - Models When held against the stated key capitals in Chapter 2 (Natural - Social - Human and Physical /Financial) this page 17 model over-represents Social Capital (3 blocks - being Social, Cultural, Governance) and under-represents Human Capital (0 blocks). A more consistent representation can be achieved in this way:- Rename block 1 to Human Resilience (From social) and reword slightly to reflect this Rename block 2 to Social Resilience (from Cultural) and rework slightly to reflect this An additional suggestion is to colour code the Page 17 blocks to match the colours in the Four Capitals model	JH 5/12 Mostly disagree. Social resilience in our model incorporates both human and social capital (health, education etc is human capital). Cultural capital is different from social capital (and would NOT be a good look to lose at this point - many people are very supportive of recognising this separately). Colour coding is unfortunately not an option, as our branding (and colour 'rules') are different. That said, I would like to 'play' with the colours in Figure 3, if possible - natural should be green, for a start (being pedantic)	None
21	s9(2)(a) on behalf of John Pfahlert, Chief Executive	Water New Zealand	5/12/18	The traditional characterisation of civil defence processes in New Zealand distinguishes between risk reduction, community readiness, emergency response, and long term recovery. The Ministry of Civil Defence (MCDEM) has progressively adopted a relatively narrow interpretation of its role in implementing the 2002 Act with a focus on community readiness programmes and response aspects. After the Christchurch and Kaikoura earthquakes central government quickly intervened through necessity, as it was obvious MCDEM had no operational capability. This situation led in turn to the 2017 Ministerial Review (Better Responses to Natural Disasters and Other Emergencies in New Zealand), which sought to find a better approach to civil defence and emergency management.	JH 7/12 No action required (and disagree on many points)	None
				Water New Zealand is a member of the Engineering Leadership Forum, which made an extensive and carefully researched submission to the 'better responses' enquiry. That submission argued that better responses can be achieved by developing new 'surge' support processes to quickly support TLAs and utilities in a disaster; that the MCDEM should be tasked and funded to deliver a national CDEM training programme for both CDEM professionals and prospective volunteers; that minimal requirements on TLAs and utilities for compliance with the Act were essential; and that detailed consideration of a wider range of risk reduction programmes was needed. The submission argued that new approaches were needed to deal with reducing impact – being more resilient, but that otherwise all that was needed was that the Act be implemented properly.	JH 7/12 Noted. This is what the Strategy is trying to do (promote the importance of reducing risks - as an important part of the Act)	None

				Concerns have been expressed about the fragmented ownership and oversight of the infrastructure sector, the lack of any control of standards and technology implementation, and the disparate methods of infrastructure management and operational skills in organisations in both Local Government and privately owned utilities. Best practice infrastructure management depends on the preparation and interpretation of detailed long-term asset plans that are underpinned by accepted standards, practices, and methodologies, and prepared by asset management specialists along with well trained and competent operational staff. Asset management planning can facilitate the identification of critical infrastructure resiliency investments. These are measures taken to save repair costs and minimise economic disruption after earthquake or other natural hazards, and can be quite different from routine maintenance. However, notwithstanding the CDEM Act requirements as discussed, and that resilience building technologies are widely understood by engineers, little effort has been made by infrastructure owners to build more resilient utilities. Instead efforts tend to be focused on critical maintenance, and service expansion. This has created a vast legacy issue across the infrastructure sector – but especially in water supply, sewage and stormwater systems. The state of 3 water systems is such that even in moderate earthquakes, significant delays will be experienced in returning businesses to normal. Up until recently businesses were able to purchase business interruption insurance, but on current trends, and as a result of Christchurch and Kaikoura, most businesses will be unable to afford this in future. The economic impact of disasters will therefore rapidly escalate and may threaten the very survival of cities and communities. We are therefore wholly in favour of the proposed extension of the scope of the NDRS to finally deal with resiliency issues.	JH 7/12 Noted.	None
				To assist with this situation, we propose that there needs to be a new focus on the implementation of good engineering practice and conformity of standards across the infrastructure sector in all aspects of infrastructure investment, operation and maintenance and, if necessary, by regulation or statute. In addition, Government needs to develop the capability, perhaps in a new organisation like the proposed Infrastructure Body, to start assessing the situation at a national level, prioritising threats to the economy, develop mitigation strategies to deal with the most serious situations, and to oversee their implementation. This may also include consideration of how to fund resilience building investments. It may also include consideration of how to prioritise a national approach to the rapidly increasing demands from TLAs for assistance in dealing with rising sea levels and the retreat from the coastline.	JH 7/12 Noted.	None
				The good performance of lifeline utilities and infrastructure in disaster is the key to an effective response to and recovery from disaster. However, we believe this issue is dealt with in passing and superficially in the NDRS.	JH 7/12 Noted.	None
				Our view is that there are numerous ways that utility and infrastructure governance and management can be improved and strengthened. a) In the interim, the intent of the CDEM Act 2002 in regard to utilities and infrastructure being as resilient as possible needs to be proactively implemented by TLAs and asset owning utilities. b) Proposals for the creation of the new Infrastructure Body are currently being developed by Treasury. A role of the new Body could be the setting of standards for the management and operation of utilities and infrastructure and the proactive development of asset management skills capability in the infrastructure sector generally. c) The government also has a major role to play in co-ordinating the understanding of risk and to facilitate the investment in resiliency in utilities and critical infrastructure. The oversight of this activity could also sit within the new Infrastructure Body, or be an emergent new organisation base on the Treasury Infrastructure Unit but separated from Treasury.	JH 7/12 Noted. No specific action for the Strategy here.	None
				MCDEM should in our view be funded and resourced to develop a community-focused NDRS with a particular focus on preparedness and response, and in the preparation of materials and programmes for regional CDEM groups to implement.	JH 7/12 Noted. A specific, community-focussed version or resource may be produced at some point.	None
				In conclusion, the draft NDRS sets out 18 objectives under three headings - managing risks (surely identifying risks is what is meant), effective response to and recovery from emergency, and strengthening societal resilience. We propose that these be repackaged into three separate programmes: a) Risk and Resiliency – potentially part of the new Infrastructure Body b) Utility and Infrastructure Governance and Management – potentially part of the new Infrastructure Body c) Improving Societal Resilience – MCDEM.	JH 7/12 Disagree. This is quite radical change that is not supported by other comments and submissions (or evidence on the balance of what's important).	None
22	s9(2)(a) on behalf of	Queenstown Lakes District Council	5/12/18	We support the Strategy's vision and goal, and the three main action areas- Manage Risks; Effective Response to and Recovery from Emergencies; and Strengthening Societal Resilience - are a useful framework for the work we are undertaking at the Queenstown Lakes District Council (QLDC) around risk management and building community resilience. Some of the indicators of success are also useful, particularly around community and hapu planning, business continuity, and personal preparedness.	JH 7/12 Noted. Good to hear.	None

	Mike Theelen, Chief Executive			There are two key opportunities in acknowledging and developing the citizen responder role: • Citizen responders as engaged participants: many people caught up in a disaster situation have the ability to take on a participatory rather than a passive role. Active participation can potentially reduce the impression that emergency services will be available as soon as, and for as long as, they are needed. This assumption is an issue in developed countries, such as New Zealand, where heavy reliance on formal responders and their affiliated volunteers has developed. With the growing likelihood of disasters occurring, particularly with climate change impacts, formal response agencies are likely to be overstretched. The Strategy could provide the opportunity for communities and individuals, who are usually the first on the scene, to develop an understanding of how they might respond in a coordinated manner. This is the rationale behind the QLDC's Community Response Pla ns. Effectively, these plans provide a framework in which local individuals and households, agencies, organisations, vulnerable populations, and formal responders will work together during and after a crisis. • Citizen responders as effective support: Citizen responders can be a valuable and skilled resource for formal responders who may not always be on ground immediately. The Strategy could take a broader view of " informal volunteerism" to include the role of "digital volunt eers" who are in a position to deliver effective " real-time" communications during emergency situations. Emphasising the role of citizen responders will strengthen the National Disaster Resilience Strategy by acknowledging the time, knowledge, skills and resources that ordinary people can contribute in times of crisis . It can reduce reliance on formal emergency responders, and build community confidence and resilience.	JH 7/12 Agreed. Some good points here. This is supported by other submissions as well (a strong theme, in fact)	Theme to add, including a specific objective
23	Richard Bentley	Engineering Leadership Forum	5/12/18	The traditional characterisation of civil defence processes in NZ distinguishes between risk reduction, community readiness, emergency response, and long term recovery (the 4 Rs, for example see the MCDEM Act). The Ministry of Civil Defence (MCDEM) has progressively adopted a relatively narrow interpretation of their role in implementing the 2002 Act with a focus on community readiness programmes and response aspects. After the Christchurch and Kaikoura earthquakes central government quickly intervened through necessity, as it was obvious MCDEM lacked operational capability. This situation led in turn to the 2017 Ministerial Review (Better Responses to Natural Disasters and Other Emergencies in New Zealand), which sought to find a better approach to civil defence and emergency management.	JH 7/12 No action required (and disagree on many points)	None
				The Engineering Leadership Forum made an extensive and carefully researched submission to the 'better responses' enquiry. Our submission argued that better responses can be achieved by developing new 'surge' support processes to quickly support TLAs in disaster, that the MCDEM should be tasked and funded to deliver a national CDEM training programme for both CDEM professionals and prospective volunteers, that minimal requirements on TLAs and utilities for compliance with the Act were essential, and that detailed consideration of a wider range of risk reduction programmes was needed. The submission argued that new approaches were needed to deal with reducing impact – being more resilient, but that otherwise all that was needed was that the Act be implemented properly.	JH 7/12 Note the previous submission, and point on 'surge' support processes. This point is in line with other submissions on community response. Disagree with some later assertions. Overall no action recommended.	None
				The current National CDEM Strategy has four objectives – awareness and preparedness, reducing risk, enhancing CDEM capability and enhancing recovery capability. Although being more resilient features everywhere in the strategy the concept has in our view been put into the too hard basket, while the Treasury Infrastructure Unit started to look more closely as to what being resilient actually meant. In our view a significant new step in the draft strategy is the specific and proactive inclusion of building resilience and to being more resilient.	JH 7/12 Noted.	None
				Up until recently businesses were able to purchase business interruption insurance, but on current trends, and as a result of Christchurch and Kaikoura, most businesses will be unable to afford this in future. The economic impact of disasters will therefore rapidly escalate and may threaten the very survival of cities and communities. We are therefore wholly in favour of the proposed extension of the scope of the NDRS to finally deal with resiliency issues.	JH 7/12 Noted.	None
				Our view is that there are numerous ways that utility and infrastructure governance and management can be improved and strengthened. a) In the interim, the intent of the CDEM Act 2002 in regard to utilities and infrastructure being as resilient as possible needs to be proactively implemented by TLAs and asset owners. b) Proposals for the creation of the new Infrastructure Body are currently being developed by Treasury. A natural and core role of the new IBody could be the setting of standards for the management and operation of utilities and infrastructure and the proactive development of asset management skills capability in the infrastructure sector generally. c) The government also has a major role to play in coordinating the understanding of risk and to facilitate the investment in resiliency in buildings, utilities and critical infrastructure. The oversight of this activity could also sit within the new Infrastructure Body, or be an emergent new organisation base on the Treasury Infrastructure Unit but separated from Treasury.	JH 7/12 Noted. No specific action for the Strategy here.	None
				MCDEM should in our view be funded and resourced to develop a community - focused NDRS with a particular focus on preparedness and response, and in the preparation of materials and programmes for regional CDEM groups to implement.	JH 7/12 Noted. A specific, community-focussed version or resource may be produced at some point.	None

				22. In conclusion, the draft NDRS sets out 18 objectives under three headings - managing risks (surely identifying risks is what is meant), effective response to and recovery from emergency, and strengthening societal resilience. We propose, that these be repackaged into three separate programmes: A. Risk and Resiliency – potentially part of the new Infrastructure Body B. Utility and Infrastructure Governance and Management – potentially part of the new Infrastructure Body C. Improving Societal Resilience – MCDEM	JH 7/12 Disagree. This is quite radical change that is not supported by other comments and submissions (or evidence on the balance of what's important).	None
24	Paul Cull		5/12/18	First of all, I would like to congratulate the Ministry of Civil Defence and Emergency Management on the draft National Disaster Resilience Strategy document. I am very impressed with the way that it incorporates the priorities of the Sendai Framework for Disaster Risk Reduction in a New Zealand context and ties in with the Living Standards Framework and our existing CDEM structure and legislation.	JH 7/12 Noted. Positive comment on the alignment of SFDRR, LSF and CDEM.	None
				Consequently, it does appear that there is a need for grass-roots CBDRTs which are prepared for immediate response following a major disaster, as outlined in the Sendai Framework in article 33 item (d), which refers to the stockpiling of equipment in community centres for immediate rescue and relief, and item (f), which includes the training of disaster response volunteers. Both international and local experience has shown that bystanders will respond immediately and attempt to provide assistance to those around them during a disaster, and it is therefore imperative that basic-level training, similar to that provided by the 24-hour CERT course, is made available to diverse segments of society in both urban and rural communities, including the priority groups specified under item (a) of article 36 of the Sendai Framework.	JH 7/12 This is getting a bit too specific for the Strategy, but is generally in line with the call for great acknowledgement of community response	For consideration in the 'community response' mix
				I do wonder, however, if the widescale adoption of basic CBDRT training throughout New Zealand will require something of a "culture shift" among the emergency services and emergency management authorities, where the emphasis over recent years has been on increasingly higher levels of professionalisation for both full-time and volunteer first responders. The wholescale implementation of Community-Based Disaster Response Teams, which have minimal levels of training, entry criteria and time commitment, could appear to be a move in the opposite direction, although overseas experience, such that of the Los Angeles Fire Department, has proven that such teams can successfully integrate with and augment the capabilities of the professional emergency services and also provide an essential response resource in the event of a major disaster.	JH 7/12 This is getting a bit too specific for the Strategy, but is generally in line with the call for great acknowledgement of community response	For consideration in the 'community response' mix
				It is for these reasons that I would like to propose that consideration be given to including a specific mention of the importance of Community-Based Disaster Response Teams in the National Disaster Resilience Strategy, possibly under objectives 10, 14 or 15 or in the accompanying text.	JH 7/12 This is getting a bit too specific for the Strategy, but is generally in line with the call for great acknowledgement of community response	For consideration in the 'community response' mix
25	Grant Huwyler, Group Chief Executive Officer	Te Rūnanga o Ngā Wairiki - Ngāti Apa	6/12/18	I attended the presentation that was led by Ngā Tangata Tiaki o Whanganui, and Chris Kumeroa, on 29 November in Whanganui, which was attended by the DPMC. This presentation outlined the aspirations of Whanganui Iwi, supported by other Iwi including Ngā Wairiki – Ngāti Apa, for the role of Whanganui iwi to be recognised and supported. It was presented in collaboration with the CD leadership based in Whanganui. I am aware that this presentation has been submitted as part of a submission to the national strategy, and we strongly endorse this.	JH 7/12 Noted.	None
				In direct response to the strategy, from our own Iwi perspective, we will always state that we want Iwi to have a role in the co-design of important strategies that are a priority to our whānau, hapū and Iwi. We can see that there is substantial "Māori" content in the strategy, that our practitioners and advocates can work from to increase the influence that we can have in this space, however genuine co-design remains our firm aspiration, and there is no evidence of this in the document. We have forums now like the Iwi Chairs Forum which is the best collective voice for our Iwi groups in Aotearoa, which seeks to engage with the Crown advocating for the exclusive role of Iwi and hapū as the Treaty partner. We are quite cynical of the Crown's approach to group us as "Māori" as this is consistently telling us that the Crown will exercise full and exclusive control, and will choose which "Māori" voices to listen to. We therefore do not trust and support this approach to characterising the Treaty relationship, and we want to be clear on this as an Iwi group. This is our political stance.	JH 7/12 Noted. No specifics to act on, but need to review the whole thing with this lens (i.e. to ensure there isn't a "them and us" flavour anywhere, as that certainly isn't the intent).	For consideration in the question of how Te Ao Maori is represented in the Strategy
				On the ground, we will continue to work within our pan Iwi system, and with leaders like Chris Kumeroa, to develop our Iwi disaster response system. There is a compelling bottom up process going on here that will continue to grow and integrate at the local level in response to the increasing number of flooding events, and we will continue to support this growth and integration. However, it would be good to see adequate resourcing coming into this system from government sources sooner rather than later to expedite its growth and development, with the object being to be as prepared as possible before the next event.	JH 7/12 Noted.	None
26	Ros Rice	Community Networks Aotearoa	6/12/18	We are writing to you, to clarify officially that Community Networks Aotearoa fully support the submission on the National Disaster Resilience Strategy made by our membership group SEWN (Social Equity and Wellbeing Network) from Christchurch and we ask that you officially note that support for their submission.	JH 7/12 Noted.	None

#	Submitter	Organisation	Date	Comment	Response	Action
27	s9(2)(a) on behlf of Janelle Coradine, Strategic Analyst	Ruapehu District Council	6/12/18	Communities throughout New Zealand have become increasingly challenged by natural events as recognised in the proposed strategy, and a holistic approach to preparedness, resilience, recovery and ultimately survival is paramount.	JH 7/12 Noted.	None
				Structure - Whilst resilience is a vital element in reducing the impact of disasters, the overarching principle of recovery, (the speed at which a community recovers for example) remains at the core of disaster related thinking. RDC therefore believes the title of the strategy should more appropriately reflect this.	JH 7/12 Noted. Disagree re. title (later recommendation)	None
				The document is extensive in content. RDC feels though that the strategy itself is not initially identifiable, and the document is at times prescriptive and thus blurs the distinction between a strategy and a plan.	JH 7/12 Noted. The intent to include an executive summary and (Appendix 1) overview at the front should help.	None
				RDC recommends reviewing the content of the strategy and ensuring a clear distinction is made between the strategic intent and planning. Additionally, an overview of the strategy such as that at appendix 1 on page 34, should be at the forefront of a strategic document.	JH 7/12 Agree on both counts. I think the distinction is hopefully clear? (with the separation of actions into a Roadmap; it was always intended that the Strategy stick to strategic intent and choice only, not prescribe or determine how or what).	None
				Application: Resilience is pivotal in reducing the impact of disasters. RDC wishes to highlight that funding of local authorities has traditionally been focused on recovery.	JH 7/12 Noted (though unsure what the comment on funding means - disagree with on face value)	None
				Meaningful resilience building will require meaningful resourcing. This is especially the case for small authorities challenged by low rate payer bases, limited internal resources, widely dispersed populations and large territorial land masses.	JH 7/12 Agree in principle. No action for Strategy.	None
				Communities, whanau, individuals Whilst RDC commends the aspirational and inclusive nature of the proposed strategy, the strategy in its current form is not easily accessible for many sectors of society.	JH 7/12 No action; we have tried to make it as accessible as possible, but by its wide intended audience it is never going to be ideal for everyone. This is the purpose of the 1-pager in appendix 2.	None
				The document is relatively sizable and academic in nature. It is 46 pages long and includes for example, logframes and theories of change under sections 8. As articulated in the strategy, it is hoped that "individuals, households and whanau" will be able to "use it to prompt thinking" as per section 1.4 of the strategy, in its current iteration, this will be a significant challenge.	JH 7/12 No action; we have tried to make it as accessible as possible, but by its wide intended audience it is never going to be ideal for everyone. This is the purpose of the 1-pager in appendix 2.	None
				RDC encourages the Ministry to give consideration as to how the strategy will become practical and realisable in light of the capabilities of all individuals, households and whanau.	JH 7/12 Noted. We are.	None
				RECOMMENDATIONS RDC acknowledges the work that has resulted in the proposed strategy and commends the aspirations it sets forth for a safer more resilient New Zealand.	JH 7/12 Noted.	None
				RDC encourages the Minister and Ministry to give consideration to the practical application of the strategy to ensure its aspirations are realisable. This includes, but is not limited to, resilience funding, ensuring the strategy is engaging and appropriate for each target audience - especially at the individual, household and whānau levels, and clearly delineates between its strategic and planning aspirations.	JH 7/12 Noted. We are.	None
				RDC also recommends that 'National Resilience and Recovery Strategy' would be a more appropriate name.	JH 7/12 Disagree. A "recovery strategy" would suggest something quite different.	None
28	Geoff Meadows, Policy Manager	Waimakariri District Council	6/12/18	The draft Strategy proposes a three-pronged approach (pages 2, 7, and 34) of i) managing risks, ii) effective response and recovery, and iii) strengthening societal resilience. This three-pronged approach is sensible and supported by this Council. The Strategy then goes on to be internally inconsistent with itself by ring-fencing the scope of the Strategy (1.3 on page 8) with the statement that "while acknowledging broad societal resilience is desirable....this Strategy is confined to the disaster aspects of resilience", confining the Strategy to focus on building a culture of resilience. This reads as though there is a two and a quarter-pronged strategic approach, and that one of the forks of the three prongs is broken. It would be better not to have the statements throughout the document of a three-pronged approach if patently one of the prongs is half-hearted and piece-meal. Alternatively the National Strategy should include measures and directions towards strengthening societal resilience so that there is a truly three-pronged approach.	JH 7/12 Disagree. The Strategy can promote societal resilience and can point to action within the scope of the Act (community, lifelines etc) but can't solve ALL societal resilience, especially of a non-disaster nature.	None

#	Submitter	Organisation	Date	Comment	Response	Action
				Key terms on pages 4 provides a different definition for the term "hazard" from that of the Civil Defence and Emergency Management Act 2002 (section 4 (c)). It is recommended the Strategy uses common definitions with its parent Act.	JH 7/12 Agree. Will change the definition	Change definition to Act wording
				The paragraph at the top of page 9, stating that New Zealand holds up well in most categories over the past decade in global indices, is not consistent with the OECD Environmental Performance Review for New Zealand (2017), which points out this country's increase in Green House Gas emissions, freshwater contamination, and widespread biodiversity decline. Similarly, New Zealand's productivity remains well below that of most other OECD nations, and has continued to decline steadily in the 20 years from 1995 to 2015 (source: OECD (2017), Economic Policy Reforms). It is suggested that this first paragraph is redrafted to use more realistic language;	JH 7/12 Fair point. Will consider how to temper it a little. The broader point remains though, that we have a generally good standard of living that we want to uphold.	Consider small changes to this para
				The reference to the Living Standards Framework (2.1 on pages 9 and 10) is supported. It is a sensible framework for good public policy, linking risk and resilience and future well-being to the four capitals;	JH 7/12 Noted. Good to hear.	None
				It is pleasing to see that the Sendai Framework has been a key influence in the development of the Strategy, particularly in acknowledging Sendai's 3 key ideas of building resilience into everyday processes, reducing the underlying drivers of risk, and that everyone has a role of reducing risk;	JH 7/12 Noted. Good to hear.	None
				The overarching goal of resilience (chapter 4), and the attempt to come up with a working definition (4.2 on page 15), is supported. The model of a Resilient Nation to protect the four capitals from shocks and stresses is sound, except for the generally accepted distinction between social resilience and cultural resilience. This distinction is hard to understand; every social system has a cultural underlay, and all cultural impacts are a sub-set of social impacts;	JH 7/12 Noted. Agree in principle, but it is also important to consider cultural capital and cultural resilience in its own right. Increasing evidence shows how important to address it in a delberate way.	None
				The hierarchy of priorities (4.4 on page 19, and expanded in appendix 2 and 3 on pages 35 to 40), places individuals and families at the base of the hierarchy, which is a sensible approach in the immediate aftermath of a disaster. Households need to be in functional order before businesses, organisations and communities start to become functional;	JH 7/12 Noted.	None
				In Managing Risks (Chapter 5 on page 23-24) it is pleasing to see the recognition that poor development, land-use, and building choices have inadvertently contributed to the national risk profile. The potential to significantly reduce disaster costs in the future needs a far more strategic vision than that which is outlined in chapter 5. For example the current Building Code and land-use planning framework need significant overhaul, and a National Disaster Resilience Strategy requires much greater imagination and specific recommendations as a blueprint for reform in these two important fields;	JH 7/12 Agree in principle. However I think this is one of those 'ring fence' issues that is beyond the scope of us/NDRS/CDEM, even. Agree ideally we would advocate for this, but there's other ways to do that (than publicly criticse current government policy/call for reform!)	None
				The Effective Response to and Recovery from Emergencies (chapter 6 on pages 25-26) has responded to the 2017 Ministerial Review only recently, and it is appropriate that these responses are given the opportunity to bed down;	JH 7/12 Noted.	None
				As mentioned in the general remarks above, the chapter on strengthening societal resilience (Chapter 7 on pages 27-28) is necessarily broad and platitudinous. As a prong of the National Disaster Resilience Strategy, it better sits as compendium information, rather than as one of three major planks of the Strategy. Alternatively the strategy could provide specific measures and strategic direction in this area;	JH 7/12 Disagree. Sitting as a compendium of information seems to contravene the submitter's stated importance of it. It is necessarily directed at areas the Act speaks to, without going too far (if at all) beyond it. Some of the objectives are potentially quite chunky, if true effect was given to them).	None
				It will be important to hold to the formal reporting (8.3.4 on page 32) to monitor progress of the Strategy. The Commitment to Action section (pages 30 and 31) is highly commendable.	JH 7/12 Noted.	None
29	Karl Wairama, Team Leader - Community Engagement	Hawke's Bay Civil Defence Emergency Management Group	6/12/18	We support the National Disaster Resilience Strategy holistic approach to strengthening resilience by connecting with a range of agencies and sectors to deliver improved outcomes for New Zealanders.	JH 7/12 Noted.	None
				We advocate for a much more systematic, scaled and long-term approach to implementing key systems and cultural changes including a long-term and multiagency work programme.	JH 7/12 Noted, but no action for the Strategy. This is the intent of the Roadmap.	None
				As part of developing an implementation plan we would also encourage resourcing be identified to ensure the vision can be achieved.	JH 7/12 Noted, but no action for the Strategy. This is the intent of the Roadmap.	None

		Comment	JH Response	Action
		We recommend an increased focus on building resilient communities and responsiveness to Māori.	JH 7/12 Agree.	No specific action here - we will look at improvements generally
		We also identify the need for measures and accountability within the strategy.	JH 7/12 Agree with the need for accountability and measures, but we would like to keep these separate from the Strategy so they can be more dynamic. We will ensure a document is closely tied to it, and available with it.	None
		Purpose, vision and goal of the strategy: We believe there is a lack of clarity in the vision of the strategy. We advocate for a clearer statement of intent such as "A resilient and responsive nation". We advocate for a much more systematic, scaled and long-term approach to implementing key systems and cultural changes. This will influence the CDEM groups and our communities' behaviours and choices towards a more sustainable and equitable emergency management system.	JH 7/12 Note this concern re. the vision statement, and it has been raised by one or two others so far. Will continue to consider it, but do not consider this suggestion to be an improvement (many would not like the insinuation of a focus on response).	None
		Māori concepts and frameworks of resilience are underutilised within the strategy. We advocate for inclusion of other Māori frameworks such as Mahi a Atua, Te Pae Mahutonga and the Meihana model	JH 7/12 Noted. We will look into these frameworks and see if there is anything that can improve the Strategy. At the same time, bluntly, we note that this is an all-of-nation strategy that needs to pay good attention to the worldview, values, aspirations, and capability and capacity Maori (as Treaty partners), but it is not a Maori-specific framework. If that was desired, we could look at promoting that, but it should probably be developed by Maori, for Maori.	Review these frameworks
		We agree that ensuring the safety and wellbeing of people is at the heart of the emergency management system. Greater emphasis needs to be applied within the strategy of how this is delivered to inequitable communities. "People don't care how much you know until they know how much you care" – Theodore Roosevelt.	JH 7/12 Agree in principle. Will look at how to give greater emphasis and care on this point.	Review the document with this lens
		The strategy needs to increase the importance of how communities build resilience and respond in an emergency as opposed to how emergency management responds.	JH 7/12 Agree in principle. In line with other submissions on better acknowledging and empowering community response.	For consideration with others on community response
		There is a lack of clear measures of the effectiveness of resilience strategies for people. We recommend clearer outcomes-based accountability and measurements for the sector.	JH 7/12 Noted, but no action for the Strategy. This is the intent of the Roadmap/monitoring and measuring regime	None
		While the vision is admirable we see this as the very start of the process and the Government needs to develop a long term multi-agency work programme to ensure the outcomes sought are achieved. This would include resourcing.	JH 7/12 Noted, but no action for the Strategy. This is the intent of the Roadmap.	None
		Strengths: The strategy appropriately highlights a more directive leadership of the emergency management system, including setting national standards for emergency management, so there is a consistent standard of care across the country.	JH 7/12 Noted.	None
		Gaps and challenges Moving forward will require us all to think and act differently. The strategy needs to have a focus on people, how to engage better in building resilient communities and how to better understand people's needs.	JH 7/12 Noted.	None

30	Thia Priestly	Te Urunga o Kea (Te Arawa Climate Change Working Group)	6/12/18	Recommendations Te Ao Maori I. Te Ao Maori inclusive of tangata whenua and mana whenua be recognised, respected and included within the framework. Measureable success factors should also be interwoven. II. That the 4 capitals Living Standards Framework have at its heart, Te Ao Maori the 5th Capital. III. Include acknowledgment of Maori as tangata whenua with mana whenua rights. This should be demonstrated in mana whakahaere (governance, authority) and kaitiaki rights and responsibilities of their ancestral lands IV. Maori should • Be resourced appropriately to respond to resilience development and maintenance • Be central to decision making (local and central government), • Be provided with the opportunity to learn, have access to western science knowledge • have their own indigenous knowledge validated as a contributor to resilience • not be subsumed by dominant NZ approaches and views	JH 7/12 Agree in principle, but much of this might be beyond what we can do with this document. Intend to strength the acknowledgement of maori as tangata whenua with mana whenua rights.	Review the document with this lens; add some commentary to the LSF piece, in line with Treasury's commentary on cultural capital
				Recommendations - CDEM I. That CDEM (Local Council) training at Marae level, informs the grass roots workings of a Marae and at the same time upholds Maori traditions and identity. II. That a CDEM Plan is developed and is consistent throughout all Marae within Te Arawa to address the likelihood of a disaster. III. The CDEM plan include who is responsible for covering costs during a disaster and how this will be managed immediately with the inclusion of succession planning for marae and all other agencies that will be involved. (Morgan, K. (2018). IV. That marae as relief centres be negotiated with those concerned, with strong relationships between the CDEM, FENZ, Aid Organisations, social workers, health professionals, infrastructure workers, navy, army, police, Search and Rescue and local/central government etc be established prior. V. That inter-tribal assistance be included in planning contingencies, with recognition and prioritisation of such be adopted by CDEM, FENZ and other agencies central to resilience development	JH 7/12 I. Covered with the new objective on iwi engagement II. Local issue III. To be update and outlined in the National CDEM Plan IV. Covered in principle in the new objective; this level of detail is for plans though. V. Sensible suggestion, but is a detail for plans (potentially the national plan) but not the Strategy	None
				Recommendations - INTERNATIONAL CULTURES I. That the term cultural/ culture be changed to Ethnic (exclusive of Europeans and Maori) (Also Refer to Recommendation 1 for Maori Component) II. That ethnic groups be included in planning 67.5 percent of people belong to the European ethnic group 37.5 percent of people belong to the Māori ethnic group (In this document refer to Maori as The Indigenous people of Aotearoa – not to be included with other cultures. 14.9 percent belong to other cultures. (Exceeds 100% - More than 1 culture may be chosen) That Pacific Islands relationships be developed – Refer to Tavalu and Global Warming. III. Communication may be a huge problem with multi-cultural languages, should there be a disaster. Seek inter-regional specific ethnic support – IV. Action – consult with individual groups for guidance. V. That a stocktake be established as to how many tourist on average visit the Te Arawa region and that these numbers are taken into consideration in disaster resilience planning and action. This would include who will care for tourists and who will pay for this care and who will coordinate such activities.	JH 7/12 I. will look into this, and get some advice from researchers we know with an expertise in indigenous knowledge, but - this is the first time anyone has mentioned this, most people seem ok with the term 'culture' (I appreciate the difference) II. Agree in principle. Unsure if this needs to be detailed somewhere. Prefer to refer to 'inclusive approaches' to planning. Could possibly strengthen that to suggest that it is representative of their communities. III. Agree in principle. IV. As above. V. Obviously a local issue, but agree with the broader point of acknowledging the sheer volume of tourists NZ receives every year (~5m)	Look into the issue of the word culture vs ethnic; reference to tourists
				1 Develop Te Ao Maori Marae emergency procedures with local government and iwi	JH 7/12 This is already included (ref. protocols for marae)	None
				2 Immediate introduction of resilience strategies into schools – Kohanga, primary, secondary and tertiary - grow our future scientists, guardians and champions. This should be a compulsory class.	JH 7/12 We have a schools programme.	None
				3 Evacuation Process developed Local / Regional / National / International	JH 7/12 CDEM Groups are required to do evacuation planning	None

					4 Indigenous Partnerships – Inter-tribal alliances are resourced and recognised. That the CDEM, FENZ, government agencies and Aid Organisations establish and strengthen relationships with iwi. There is a recognisable strength in unity. Anecdotal evidence from the Christchurch and Kaikoura disasters suggests that poor relationships between iwi and government agencies and Aid Organisations negatively impacted the site (see Kenney & Phibbs, 2015; Lambert, 2015)	JH 7/12 I think the themes are covered in the strategy. I am wary of citing 'inter-tribal alliances' as that seems to be getting too far into iwi business/bread and butter.	None
					5 CDEM Plan templates are developed for marae. These template could be flexible enough to be adjusted to include individual marae tikanga and kawa and other contextual factors pertinent to that area.	JH 7/12 These exist - kind of - through the marae preparedness kit. I believe the intent is to review them at some point soon, with this purpose.	None
					6 Maori to participate at all levels of decision making (locally and nationally)	JH 7/12 Included to some degree - mainly the rec (agreed in principle by government) that iwi should be represented on CEG. Other aspects are being worked on (e.g. through the Legn bid)	None
					7 Maori knowledge and their institutions are represented in the strategy and are strongly validated and valued. Consideration in conjunction with other knowledge forms, as resilience measures, and as an integral component of strategy development. That the definition of what resilience means for Maori is further investigated to include a Te Ao perspective and developed as an inclusionary statement and overlaid onto the Living Standards Framework with defined success measures that are resourced	JH 7/12 Agree in principle. I don't think there is any specific adjustments needed here - intend to add a statement around cultural capital to the LSF.	None
					A very informative and comprehensive document. Written with so much thought and care, The document generally reads well, however, in places a disconnection exists between sections with the use of footnotes. • We acknowledge and refer to the Indigenous Peoples Statement UNISDR Global Platform 2017. The statement calls for the recognition of indigenous knowledges and ways of being are important effective risk reduction tools. • These tools need to be recognised alongside and in conjunction with other forms of knowledge. Incorporation of these tools into local and national disaster risk reduction strategies is viewed as pertinent. • We acknowledge that the statement also calls for indigenous people to have a voice in the reduction of risk and vulnerability. • The statement further explains that the imposition of centralised solutions to local problems is inadequate. • To this end, the statement strongly articulates the need for indigenous people to be at the decision making table. Importantly, the statement also highlights that definitions, concepts and standards must include both indigenous and non-indigenous perspectives. • To this end, resourcing indigenous people to develop their own strategies without any exemption to participating and benefitting from national and international policies is tabled. However, your strategy explains further that resilience comes after all the work of eliminating or reducing risk. Then recovering. Congratulations on your document, there is enough information to guide the development of processes to reduce risks, hazards, manage in a disaster and remain resilient.	JH 7/12 Noted. Will review the UNISDR statement, but there is several reference to matauranga maori.	Review Indigenous People Statement and ensure sufficient reference to MM
					Comment on Resilience We disagree with the simplification of the definition of resilience. Particularly, the implication that resilience is our tolerance for disruption. Historically, our disruption with the crown began during the period of colonisation in the 1860s, 24 years after the signing of The Treaty of Waitangi. The brutality of war, the near annihilation of Maori, and land confiscation, has left our people culturally disenfranchised. We are still recovering from this brutality in various ways, loss of social organisation, fragmentation of hapu groups, imposed ways of being and operating, educational underachievement, unaffordable housing options, and negative health statistics to name a few. In this contemporary context, demographics highlight that many of our people live in poverty stricken conditions, references to the minimisation of adverse impacts neglects our current position. Resilience needs to capture the historical complexities as generated by a colonial past with the integration and inclusion of factors that take account of the inequities with proactive responses to the various sectors of society including that of Maori. Importantly, articulating the responsibility of the government to ensure that wellbeing and resilience development needs to include a plan for those who are represented by inequities is utmost. We also note that the strategy explains that resilience is achieved following the completion of risk elimination or reducing risk. Given such, what then of those who are currently at risk in absence of a disaster? Maori are already occupying a multi-risk environment that has been the result of historical processes. A disaster not only illuminates inequities between sub-sections within the community, but further, brings to bear the extent to which impoverishment is further disadvantaged.	JH 7/12 Understand the dislike for the term 'tolerance'. Will consider this issue, but I obviously it isn't meant in this way - that its something we have to endure, it is about our ability to resist, survive and thrive, so it's supposed to be a positive thing.	Consider the term 'tolerance'

				Living Standards Framework The Living Standards Framework covers 4 capitals - a. We view that the Maori-Crown relationship is integral to all four Capitals – (Page 9). b. We note that culture as a form of capital is integral to the ways in which relationships are facilitated, the way in which resources are prioritised and distributed, and the way in which decisions are formed and implemented. c. We strongly recommend that the strategy acknowledges that Maori cultural ways and being is integral to Treaty partnership and as such extend the Living Standards Framework through the overlay of an additional capital form –Indigenous capital which in this case should be a Te Ao Maori viewpoint. d. To this end, the Living Standards framework for the purposes of the strategy will have a fifth dimension, Te Ao Maori. e. This we propose will contribute to a case for the tribal inclusion of indigenous knowledges and ways of knowing and being as a mechanism for resilience. These tribal cultural attributes will consequently inform the interaction required to create a community with a more acceptable form of Maori environmental resilience. f. We strongly recommend a firm view be established within the document that Maori to be resourced, included in decision making processes and all other pathways forward. Further, that Maori as a Treaty partner is not excluded from other forms of knowledges, resources and assistance g. The allocation of resources as a 'self-management approach' in ways that are devoid of further assistance from government agencies is viewed as the government opting out of responsibility. The government is viewed as having a responsibility in ensuring that Maori communities are developed in ways to meet adversity and to forge ahead given the economic, social and political context h. We congratulate your team on the simple design of the framework which cleverly uses the raranga weaving to unite the four capitals. Raranga is the weave that best survived colonisation. Weaving is endowed with the very essence of the spiritual values of Maori. II. We appreciate the writers acknowledgment of the incomplete state of the framework III. We thank you for the opportunity to input a Maori focus into the design of the framework	JH 7/12 Noted the comment on the LSF, and have followed up with Treasury for their position (I note they are doing work on this aspect at the moment). I note the broader comment on Maori perspectives and status, and intend to review the document with this lens and amend accordingly	Comments on Te Ao Maori perspectives and status
				Maori Worldview The section describing a Maori worldview could also refer to the following: Jim Williams (2013) for example outlines two main dimensions, the metaphysical and the temporal: (i) The metaphysical is concerned with the existence and the nature of things that exist. The acknowledgement of the interconnectedness between the natural world and the inhabitants is viewed to be sourced through whakapapa. This view facilitates a relationship with the environment. (i) It refers to the various ways in which Atua are manifest to support the present generation; (ii) Each Atua are associated with a domain of the environment. (iii) On the practical level, the practice of kaitiakitanga requires the Mana Whenua be linked with resources in a particular locality to mirror the kaitiakitanga of Atua for the good of the entire descent group. (iv) Sustainability is key to the concept of kaitiakiatanga.	JH 7/12 Noted. Will check with s9(2)(a) on whether amendments needed to this section.	Comments on Te Ao Maori section - to check with Cassie
				General comment a. Throughout the document there is reference to 'Maori Identity'. Frequently referencing Maori as a non-identity, (ie) lost amongst all other cultures. We do not think that we should be couched in this manner. b. There is an assumption that Maori are "ready to go" and will open their Marae for any emergency situation. The assumption that there will be enough space to accommodate multitudes and food readily available to feed the people is incorrect. (Page 18 – 4.3.3) c. Contingency planning and resourcing will be essential. Marae do not have a stockpile of resources. Food is not readily available, bedding is unavailable on sites other than mattresses. Where will the manpower come from and who will cover the cost of food and other resources? Planning will need to include people, that is, marae organisers, marae workers (to set up meeting house) health workers, welfare services, social worker, cooks and cleaners to name but a few. d. We note that Hau Kainga (workers who belong to a specific Marae) are spread out across the region, NZ and/or the world. These are the people who do the main work on the Marae (Morgan, K. (2018). Plans need to include how to mobilise marae workers and organisers e. We do acknowledge reference recognising possible shortfalls Ref 5. Page 18 f. We acknowledge your reference to "develop financial mechanisms that support resilience activities" p34. Thank you	JH 7/12 Noted these comments on Maori perspectives and status, and intend to review the document with this lens and amend accordingly	Comments on Te Ao Maori perspectives and status
				Types of Resilience (Page 17) Excellent – Generates excitement and eagerness to get started! No nonsense, checklist and reference Data – easily understood....Those responsible for developing working documents would find this information very useful and easy to follow. Thank you We would recommend that the success measures as related to these types of resilience are interwoven for Maori	JH 7/12 Good to hear. And noted, for later M&E	None

31	s9(2)(a) - On behalf of Dr Kevin Snee, Chief Executive.	Hawke's Bay District Health Board	6/12/18	HBDHB supports the overall approach set out in the draft strategy. We agree that building resilience or "tolerance to disruption" will require society wide action. We also agree with the approach of linking to both the NZ Living Standards Framework and the Sendai Framework for Disaster Risk Reduction. The draft strategy notes that society wide efforts to grow the four capitals (natural, social, human and financial and physical) will contribute to growing resilience but does not attempt to provide a comprehensive strategy covering these broader efforts. Rather, the strategy focuses specifically on those aspects that are particularly relevant to reducing the impacts of disasters.	JH 7/12 Noted support for SFDRR, LSF and CDEM	None
				Nevertheless, it is important to note the actions taken specifically under this strategy should be synergistic with wider efforts. Actions to grow "tolerance to disruption" caused by natural disasters, and other emergencies, should contribute to the growth of the four capitals in everyday life. For example, when CDEM groups work with local communities to develop local emergency response plans the work needs to take into account the broader context of the communities and their strengths and weaknesses. Community emergency response planners also need to work alongside other agencies such as education, social and health service providers who may be working with the community to grow. At the regional level it will be critical to link disaster resilience strategies to existing regional and local planning, in particular regional economic planning. Many regions have regional social planning and these can be excellent leverage points for preparation and cross-sector coordination support from social service agencies. For the Hawke's Bay region, this is the Social Inclusion Strategy. We also have many local community plans where a diverse group of community and government agencies meet to discuss and plan for community wellbeing and resilience.	JH 7/12 Noted - this is exactly the intent of the Strategy	None
				A Focus on Maori and Other Disadvantaged Groups The draft strategy specifically includes the concepts of resilience for Maori. We suggest that while providing a useful staring point, a more comprehensive kaupapa Maori approach will be needed at the programme and action level recognizing particular issues such as: resilience of Marae, the need to work with hapu to develop responses, and the need for a whanau approach. Post-treaty settlement groups will be key partners in the growth of resilience for their communities.	JH 7/12 Noted.	None
				There must also be an acknowledgement that people in high deprivation communities will have the greatest need and will be likely to have lower levels of resilience across multiple dimensions. Any actions taken to build economic resilience at the regional or national level must recognize that family economic resilience is already weak for many families and strengthening the overall economic resilience of communities will inevitably require a focus on families that are already financially stressed. We recommend that consultation to include vulnerable groups and those with disabilities is vital, to ensure their needs in terms of risk and disaster preparedness. These groups currently face significant barriers to services and any disaster will only compound these barriers.	JH 7/12 Agree, and will look to strengthen wording around this.	Deprivation and vulnerability wording
				Strategy Timeframe - We are concerned that the timeframe ("by 2030 set up for the six objectives to progress the priority of managing risks") is not ambitious enough. A recent UN Intergovernmental Panel on Climate Change (IPCC) report1 warned that based on current models, only 12 years remain for action in order to keep global warming at a maximum of 1.5C. Urgent and unprecedented changes are needed to reach the target.	JH 7/12 Fair point. Add wording on timeframes, perhaps emphasisng urgency on some issues.	Wording on timeframes, esp in conjunction with success factors
				Resilience and Public Health Emergencies Chapter 3 of the draft strategy lists a range of "devastating events". Most of these listed are natural disasters, including earthquakes and floods, and others such as; the Pike River mine disaster, fires, transport disasters, and biosecurity (M.Bovis). We recommend that that Havelock North Campylobacter Outbreak 2016 be included, as it is an example of a public health devastating outbreak. There were many learnings from the government inquiry in this event2 that would be valuable to include in the National Disaster Resilience Strategy.	JH 7/12 Agree. Add wording on gastro.	Minor addition
				Need For a More Detailed Implementation Plan This draft strategy is high level and discusses concepts and big overall objectives of building national disaster resilience without getting into the detail of how objectives will be achieved. An example of this is Objective 13: How to Strengthen Societal Resilience (p. 28) - "Build a culture of resilience, including a 'future-ready' ethos, through promotion, advocacy, and education." There is clearly a need for more work to identify specific actions and programmes that will achieve this culture change. As noted above, these will need to be given effect through other plans such as regional economic development strategies.	JH 7/12. Agree. Strengthen wording around intent for the Roadmap.	Wording on Roadmap - potentially in 2 or 3 places

					Comment	JH Response	Action
					Literacy Issues and Communication We believe communication is a key component of national disaster resilience. It is important that everyone is prepared for an emergency, knowing what to do during and after an event. There appears to be conflicting information around current messaging promoted by various agencies. Hawke's Bay DHB recently developed their own resources with health information for the public on how to respond to a variety of emergencies (e.g. how to clean up after a flood). We strongly believe and recommend the establishment of a process to create nationally consistent emergency messaging covering key areas of advice from all agencies. For example, consistent advice needs to be provided around drinking water in an emergency. It is vital that information is technically correct and agreed by all agencies. Messaging also needs to be health literate and easily understood by the general public. This was a learning from the government inquiry in Havelock North drinking water.	JH 7/12 Agree in principle that this is a core issue. I think it's covered though? Will review relevant sections.	Consider whether wording on public comms is strong enough
					Responses to Specific Questions in the Consultation Document 1. Do you agree with the purpose, vision and goal of the proposed strategy? If not, which of these do you disagree with and what changes would you suggest? We would also appreciate your views if you do agree with these factors. • The proposed vision seems limited. Rather than aiming for a "safe and prosperous nation" we recommend a vision where "All communities and groups have capacity to absorb and adapt to disaster". This would provide more of focus on wellbeing and equity • The 10 year timeframe for building and supporting resilience seems unambitious in regard to urgent actions but also too short. A longer timeframe would allow for the planning needed now to avert the risks of runaway climate change that could be seen in the next 20-30 years • We agree that the Living Standards Framework and this draft strategy need to work together to reduce risk and promote resilience for all four capitals stocks • We agree the need to shift focus from managing disasters to managing risk, including the reduction of the underlying drivers of risk (exposure and vulnerability) • We agree with the stated goal and like the sense of collective action for all • We agree it is all of our responsibilities to build resilience and to involve communities as part of a collective and inclusive approach • On page 7 the draft strategy states "It (the strategy) explicitly links resilience to the protection and growth of living standards for all New Zealanders". **We suggest that instead of growing living standards for all efforts to grow living standards should be focused on people who are most vulnerable** • Resilience and Te Ao Maori - we support this approach. We also support the principles of the Treaty being a key consideration in this framework	JH 7/12 Disagree with proposed vision - too narrow. Note all other comments. No change required, except, perhaps, to ponder the comment on "living standards for all" - ?	None
					2. Do you agree with the priorities of the proposed strategy? If not, which of these do you disagree with and what changes would you suggest? We would also appreciate your views if you do agree with these factors. • Priorities for areas of resilience need to be balanced. Our concern is that economic resilience (for some) or built environment (for some) gets elevated in importance over social resilience or natural resilience. Care should be taken so that we do not trade-off one resilience against another. As an example, a real risk is that we live in some high-risk areas and continuing to build in high-risk areas (e.g. low lying coastal areas threatened by sea level rises - see p.42) because the true costs associated with building high risk homes are not accurately priced into development costs • Strengthening societal resilience is a very important area that needs focused attention. We agree that processes need to be inclusive, but it also needs a level of investment, resource and skilled facilitation to avoid tokenism • The actual processes of engagement can materially disadvantage already marginalized communities if they are expected to participate in their own resilience from a starting point of vulnerability. It is likely that these communities will require extra levels of support (including risk literacy) and longer timeframes for engagement.	JH 7/12 Agree in principle with all this - good commentary - though I don't think there's any action for the strategy.	Commentary on disadvantaged communites for adding into the mix on that subject
					3. Do you agree with the objectives and success factors of the proposed strategy? If not, which of these do you disagree with and what changes would you suggest? We would also appreciate your views if you do agree with these factors. • Objective 1 and 3 should feed very close into each other as there is likely to be a low level of understanding in the population at large. The more vulnerable communities should be prioritized in regards to building risk awareness • Global economic growth and productivity is and should be considered a risk. It comes at a price in increasing disasters e.g. through climate change- not just about whether we can afford to mitigate • Objective 4 - we believe there is a large need to increase risk literacy especially in relation to climate change, sea level rises etc	JH 7/12 Good points here. Consider amending objectives 1, 3, and 4 to include refs to vulnerability assessment and CC knowledge	Potential tweaks to objectives
					4. Do you agree that a broader range of stakeholders needs to be involved in governance of the strategy? If so, what ideas do you have for achieving this aim? We would also appreciate your views if you disagree with this proposition. • Agree to broader representation, however, requires clarity on lead agency and responsibilities. This should not absolve agencies of their core leadership responsibilities	JH 7/12 Good point, but I don't think any amendment is needed.	None

				5. Are there particular strengths of the proposed strategy that you would like to comment on? • A focus on communities and learning from experiences of disasters in New Zealand with tangible examples of recovery success factors e.g. Lyttelton Timebank - post Canterbury earthquake and Havelock North Campylobacter Outbreak. It should also be recognized that the experience of a disaster in itself can lead to increased resilience within a community.	JH 7/12 Noted.	None
				6. Are there any gaps or challenges with the current national civil defense emergency management strategy current strategy that are not addressed by the proposed strategy? • The structure of the national civil defence emergency management has historically been well structured for response (command and control) but less so for resilience preparedness, and recovery (collaboration and community engagement - social sciences). This should be taken into account when considering the National Disaster Resilience Strategy.	JH 7/12 Noted. I think our capability to *deliver* on this Strategy is a totally fair point. There are subtle points about needing to upskill, and move with the times.	None
32	Dr Lesley Campbell	Community Language Information Network Group (CLING)	6/12/18	Overall CLING supports the purpose, vision, goal and priorities of the proposed Strategy. The proposed Strategy aligns with international disaster risk reduction frameworks and has been developed with reference to an evidence base.	JH 8/12 Noted	None
				CLING notes that reference is made variously to the 'Christchurch' earthquakes and the 'Canterbury' earthquake series. People we have consulted during a range of research projects following the Canterbury earthquake series state that they prefer this event to be referred to as the Canterbury earthquake series. This reference to the Christchurch earthquake series needs to be applied consistently throughout the Strategy document.	JH 8/12 Agree.	Do a global search for Christchurch and swap for Canterbury
				The Strategy focuses largely on natural disasters, with limited mention of other types of disaster. CLING notes that disasters can be natural as well as human induced so we suggest that this wider reference to disasters be included in the Strategy so that the reader can identify with the wide range of disasters that occur. Natural disasters can include geophysical disasters (earthquakes, landslides, tsunamis, volcanic activity), hydrological disasters (e.g. avalanches, floods), climatological disasters (e.g. extreme temperatures, droughts, wildfires), meteorological (cyclones and storms/wave surges) and biological (disease epidemics, insect/animal plagues). Man-made disasters include conflicts, famine, displaced populations, industrial accidents, transport accidents, terrorism and war. 1 CLING recommends that the Strategy reference the various types of disaster in the Foreword.	JH 8/12 Agree. We intend to add the Act definition of emergency, which should cover this off. Outside of this, various non-natural disasters ARE covered, and it is certainly not the intention that it is natural hazards (only) focussed.	Add definition of emergency to key terms
				CLING suggests that the Strategy's comments on population trends and how they might impact on future risks needs to be strengthened. For example New Zealand society is becoming younger and more ethnically diverse and this could be emphasized by including some graphs that illustrate this significant trend. This societal trend had implications for the way in which DRR is approached. Youth, and youth from refugee communities in particular, have a lot to offer disaster risk reduction approaches.	JH 8/12 Agree in principle - interesting area - however we have space limitations to work to with this document and I don't think we can go into this level of detail on this (as we would have to match it with the other trends as well).	None
				Resilience and Vulnerable Groups 7. The description of vulnerability does not mention certain groups are more vulnerable than others, during and following disasters (e.g. people with disabilities, pregnant women, children, elderly persons, prisoners, certain members of Culturally and Linguistically Diverse (CALD) communities, people with language barriers and those experiencing poverty). For example, one of the core factors contributing to resilience is being connected to others in your community, and yet people from CALD communities are more likely to experience social isolation and information barriers before, during and after disasters. The Strategy needs to include an objective that provides for adequate preparation and response to safeguard the welfare of such vulnerable groups. 8. In particular, CALD communities need to be identified and have increased resources applied to them to build on their resilience. For example, CALD communities appreciate being invited to be involved to co-create and contribute to building resilience in their communities and beyond before, during and after disasters.	JH 8/12 Agree. We intend to add two new sections that should address this, but there's some useful additional or alternative wording we could use here.	For input into discussion on disproportionate effects
				9. Moreover, the Strategy needs to include clear and specific targets for communities known to experience health inequities (e.g. Māori, Pacific Peoples, CALD communities, etc).	JH 8/12 Cannot include this in the Strategy, but for noting when it comes to indicators, M&E etc	None
				Language Barriers 10. CLING notes that more needs to be done to ensure a national project is undertaken to translate key messages about preparation for, responses to,and recovery from disasters. In the past, this role of translating materials has been undertaken on an ad hoc basis resulting in translated materials of variable quality and an inequitable distribution of such materials. Moreover, translated materials need to be distributed via a range of mechanisms (i.e. audio, video, social media, text messaging, Community Access Radio, etc). The more recent work undertaken by the Ministry of Civil Defence and Emergency Management in relation to people with disabilities is an example of good practice that CLING would like applied within CALD communities. 11. Moreover, there is a need to consider the complexities of delivering disaster-related messages with different CALD communities. Marlow (2018) suggests applying a disaster risk reduction approach with CALD communities that incorporate the concepts of reach, relevance, receptiveness and relationships.	JH 8/12 Noted. I think this is covered in the text, but will check that it is sufficiently so.	Check wording on translations; for input into CALD communities para

				Priorities for Improved Resilience 12. Object 5 includes reference to a 'plain English' lexicon to describe risk awareness, risk literacy and risk management. CLING suggests that more is needed to expand on this especially in light of the use of social media during and after disasters. 10 13. In paragraph 2 on page 27 it is noted that an inclusive approach will be taken that includes those who are disproportionately affected by disasters. CLING supports this inclusive approach but suggests that more is needed to explain which groups will be included in this more inclusive approach. Moreover, ensuring first responders and those involved in emergency management are trained on ways to reach and work with each of these groups is essential	JH 8/12 Noted. Both should be covered by the new additions.	For input into CALD communities para
				refers to the 'importance of culture to resilience' but this needs expansion. For example, the resilience of CALD communities before and after disasters is enhanced by their participation in co-creating the preparedness materials and their participation in the response. 12 However, they are reluctant to participate unless invited to do so. CLING recommends that reference is made to the Best Practice Guidelines for Engaging with Culturally and Linguistically Diverse (CALD) Communities in Times of Disaster: Findings of Action Research.	JH 8/12 Noted. We may be able to use some of this.	For input into CALD communities para
				Governance 15. There is the proposal that Governance be managed by existing governance mechanisms. CLING suggests that community groups make a significant contribution to such governance arrangements as they work closely with communities and know their strengths and vulnerabilities. Do you agree that a broader range of stakeholders needs to be involved in the governance of the Strategy? If so, what ideas do you have for achieving this aim? 16. CLING agrees with the proposal to have a broader range of stakeholders involved in the Governance of the Strategy. 17. It is recommended that a representative from CLING or another equivalent group elsewhere be included in the Strategy's governance group.	JH 8/12 Noted. Supported by other submissions.	None
				Analysis of our current state as a baseline for this Strategy (page 41) communities bring an added dimension to our understanding of resilience and that the implementation of the Strategy would benefit from drawing on their knowledge and experience. 18. The Strategy notes that New Zealand is one of a handful of super culturally and linguistically diverse countries. CLING believes that CALD communities bring an added dimension to our understanding of resilience and that the implementation of the Strategy would benefit from drawing on their knowledge and experience.	JH 8/12 Agreed. Will see if this wording can be improved/added.	Review 'superdiversity' para in strengths
				19. CLING supports your quest to develop business cases that espouse the benefits of investing in resilience. CLING suggests that reference to made to the findings from a CLING-initiated project found in Wylie, S. (2012). Best Practice Guidelines for Engaging with Culturally and Linguistically Diverse (CALD) Communities in Times of Disaster: Findings of Action Research.	JH 8/12 Disagree to the rec - there is a lot of material / literature that would be relevant to this section, I don't think we can single out one, unfortunately.	None
				20. In the context of developing the capability of leaders to understand the role of culture in DRR, CLING believes that it is important to develop the capability of the MCDEM staff and first responders involved in responding to disasters.	JH 8/12 Agreed. Hopefully this is covered (ref to cultural competence), but will review.	Review capability section for ref to cultural competence
				CLING agrees with your assessment of the triple dividends of investing in disaster risk management and resilience. There are multiple health, mental health and wellbeing benefits from building resilience in communities. The simple act of making social connections, like connecting with neighbours, has been correlated with increased longevity, lower rates of anxiety and depression, better emotional regulation skills, stronger immune system, etc. Thus, making connections with CALD communities before an emergency occurs has the potential to realise these societal benefits.	JH 8/12 Noted.	None
				Please see iManage Link for references		
33	Bob Hill	–	6/12/18	I found the National Disaster Resilience Strategy a very technical document due to the number of guiding principles and trying to see where Maori might fit in, and how they might contribute to further development. It's a challenging strategy to grasp because it attempts to capture and cover a wide range of potential disasters and articulates an all of community/population need for readiness and awareness. Looking for links to other current or earlier emergency documents is a bit of a task due to it broadness and the need to identify and manage risks before they expand to become something larger or manage global impacts even when the origins are internationally based.	JH 8/12 Noted.	None
				Note: I support the need for community and the development of preparedness for a range of potential disasters and to create awareness amongst members. Due to Aotearoa New Zealand being an isolated set of islands, some 3 hours by air from its nearest neighbouring nation, and Wharekauri even further east, developing a resilience to disasters is a positive move. You should also note my recommendations in this response.	JH 8/12 Noted.	None

					Comment	Response	Action
					Building resilience is about building the capabilities of communities to identify, manage and minimise or illuminate potential disaster or its impacts. Managing risk is a challenge for example when dealing with the impact of introduced plants 'gone wild', windblown plant disease and crop pests and diseases. In their initial sightings they probably are more localised, but as time passes, they spread freely and wildly and now present significant challenges in sites of significance and land interests particularly where there are strong cultural and environmental interests. Pests gone wild are also a risk to the country's economy. Once established the following plants 'gone wild' are examples which now present bigger challenges. Wilding Pines , Boneseed and Clematis Vitalba are infesting both islands, and a real threat to existing native and exotic plants. Like rats, mice possums etc, they are likely not to be eradicated.	JH 8/12 Noted.	None
					The layout of this new strategy covers a broad range of potential disasters (economic, social, physical and environmental) and attempts to recognise or highlight where the strategy can present a resilience framework that can: • build awareness, adaptability and capability to manage a broad range of disasters and • have a range of responses and recovery plans to include New Zealand communities, organisations as a whole. Disasters such as earthquakes, tidal and tsunami, storms etc can be seen and felt and generally their shocks impact on specific regions. What is known is the psychological, social and cultural affects for the whole of the country. Economic failures such as the recent Global Financial Crisis (GFC) while impacting on the wider national interest, may have some lead in time but may leave little warning for the wider community until it begins to impact on their daily lives and capabilities to cater for their families.	JH 8/12 Noted.	None
					My initial thoughts for Māori (and Pasifika) having read the proposed strategy? Initially I asked myself: • Does this strategy reflect the needs of Māori and why is this strategy not inclusive of Pasifika communities when they are significant citizens of Auckland, Hamilton and other centres? • How can Māori, Iwi and Pasifika contribute to the National Disaster Response and particularly utilising Māori community collectiveness, resources such as Marae and kainga complexes to support communities? • How much inclusive interaction, is taking place to engage and involve Māori and iwi in the building this strategy or any final publication? • How is this strategy entwined with an organisation such as the Greater Welling Regional Council's emergency relationships with mana whenua in its region?	JH 8/12 Noted. All good questions/points. Hopefully we will do justice to these.	None
					I am also of the opinion; a) Māori and Pasifika need to see themselves in this strategy. The visual is extremely important. Reinforcing that they are part of the bigger picture, not just another small community group lost in the bigger picture. b) It may mean writing two separate reports, each targeting specific communities, for Māori, and for Pasifika. • Detailing the advantages of preparedness and responsiveness and the need to consider a wider range of potential disasters, what is missing (and this might be the next level of detail) are examples as to how Māori and iwi might prepare themselves • For example, the Rena disaster in the Bay of Plenty, the Edgecumbe earthquake subsequent reports have raised a number of matters relating to initial response protocols and practices, arrangements for the use of and various types of clean up equipment, containment of contaminants and importantly environmental recovery issues for Maori communities	JH 8/12 Noted. All good questions/points. Hopefully we will do justice to these.	None
					c) Whānau Hapū National Disaster Awareness Fund: That in the Māori specific report there should be a proposal for the preparation for funding a Whānau Hapū National Disaster Awareness Fund to be managed by a central organisation (Ministry of Civil Defence) and each regional disaster agency is responsible for identifying iwi, Māori organisations and their civil defence, disaster response projects d) Show these communities they are an important part of the broader community, not ones that are left out because they are too difficult for middle class bureaucrats to communicate with e) With limited resources within Māori communities indicate how they may contribute by initiating community/hapū /whanau national disaster training awareness and real-life activitiesf) Show them what is available in the area of funding (funding is usually a problematic term), how that might be sourced to support their communities through a Whānau Hapū Disaster Awareness Fund. g) Indicate or show examples how Maori and iwi may be able collectively and practically contribute if there is a global crisis and it effectively requires internationally nations and their government responses.	JH 8/12 Noted. Not within scope here.	None

					Recommendations: • Write a Maori specific report focusing on preparedness and responsiveness and the need to consider a wider range of potential disasters and examples as to how Māori, iwi might prepare (build resilience) themselves for future impacts • In the report, show detail about developing a government/local government Whānau Hapū National Disaster Awareness Fund to be managed by a central organisation (Ministry of Civil Defence) and detail how each regional disaster agency will be responsible for identifying iwi, Māori and their civil defence, disaster response projects and guidelines as to how this funding will be distributed • Through a series of nationally coordinated hui a iwi, hui a rōpū show how Māori might be able to contribute to a National Disaster Strategy and how and where they fit in the bigger picture. • In this process ask how they were able or not able to respond effectively (Rena grounding, East Coast storms and slash damage, past and recent earthquake disasters, if possible, the impact of the Global Financial Crisis).	JH 8/12 Noted. Not within scope here, but it could be a consideration in the future if there is dedicated resource to facilitate doing so.	None
					Managing Risk - Whanau Hapū National Disaster Fund Managing risks, preparation and awareness is a key component within the strategy. The strategy says: a crucial part of understanding and managing risk is understanding the full range of costs involved in disasters including tangible and intangible costs. Having a Whanau Hapū Disaster National Awareness Fund, a new and a separate funding source, separate to the traditional Whanau Ora within Te Puni Kōkiri (Ministry of Māori Development) is one innovative opportunity to managing risk. Whanau Hapū Disaster National Awareness Fund which will provide the basis to creating an awareness and preparedness for potential disasters. This awareness training will not meet all disaster requirements but will prepare Marae and kainga to better respond to major disasters in their area. A network of preparedness for Māori communities is one way of returning communities to normalities. Psychological, social matters must be supported by a network of support agencies and skilled persons who can quickly mobilise to help communities. Slow responsiveness means further expense, further pain, interventions need to be effective and inclusive and able meet the needs of the most difficult to reach peoples, even the homeless is critical.	JH 8/12 Noted. Not within scope here, but it could be a consideration in the future if there is dedicated resource to facilitate doing so.	None
					Preparation may include: Marae/helicopter landing, recovery sites Marae training – supporting isolated First Aid and First Responder training Specific coastal Marae are set up to recover, receive survivors, injured from off shore accidents or disasters Marae areas where mobile hospitals can be set up and sourced by air and road Identify which Marae may accommodate heavy machinery and recovery vehicles and their staff, may include defence staff and equipment. Mobilising skilled people to support Marae to cater for communities in need.	JH 8/12 Noted.	None
					Māori and Iwi The Crown has an important relationship under the Treaty of Waitangi and it is important to articulate those relationship and commitments made by the Crown and the settlement arrangements cementing the Crown and Iwi under any policy, strategic developments. In some areas there is a strong relation between Iwi and the Crown, however that relationship may leave groups who are not mana whenua out in the cold. Wellington Regional Council meets with mana whenua, not tangata whenua. For example, the Wellington region is made up of significant numbers of tangata whenua/mataawaka who do not participate in regional council matters, such as regional disaster matters. The CDEM 2002 requires local authorities to coordinate reduction, readiness, response and recover activities through regional groups. Coordination across iwi and Māori organisations should be seen in this new strategy. In many situations Māori and Iwi will be an important part of the process of reducing risk, increasing readiness and awareness.	JH 8/12 Noted. Hopefully the additions we have proposed will address some of this.	None

					Financial Crisis The financial crisis of 2007–2008, also known as the global financial crisis (GFC) is considered by many economists as the worst financial crisis since the Great Depression of the 1930. It began in 2007 with a crisis in the subprime mortgage market in the United States, and developed into a full-blown international banking crisis with the collapse of the investment bank Lehman Brothers in September 2008. In New Zealand the government moved to implement strategies to both soften the impact of the global crises and protect New Zealand's fragility in the world economic environment. A number of New Zealand lending and banking institutions were bailed out by government to prevent national financial melt downs The learnings from the last Financial Global Crisis suggests that Māori communities are not in a position to contribute to any intervention but those with the least ability to absorb financial disasters will just have to find their own way along the pathway to recovery. If we have a high performing economy, there is a suggestion that the fact we have a relatively manageable debt, suggests in reality, we are able to withstand some level of disaster, however a global down turn will be a different challenge. The learnings from the last Financial Global Crisis suggest that many Māori communities may not be in a position to contribute to any intervention. Yet when there is a social crisis such as meeting the immediate needs of the homeless, Māori communities and their marae (as in South Auckland) front up with little support from Central Government. If we have a high performing economy, there is a suggestion that the fact we have a small o and relatively manageable debt, suggests in national emergency or global down turn we will not have the depth of resources to support recovery. Māori (and Pasifika) are lost in the technologies and inabilities to understand the implications of trade and financial issues and any role opportunities they may be part of. • What might be the implications of a global technology melt down (failure) and how might this affect Maori communities • How do Maori communities build resilience to global melt down and further how do you build resilience to economic disasters when many within Maori communities are already vulnerable?	JH 8/12 Noted. No action for the Strategy.	None
					Emergency Events (examples) a) Big Weather Events - The aftermath of a number of big weather events have left significant damage to rural, coastal and forestry communities. Weather events such as Cyclone Bola (1988) and recent Kawerau/Bay of Plenty flooding from ex-cyclone Debbie (2017) has led to unprecedented river levels throughout the Bay of Plenty, and slash and debris washed down both rivers and in the case of East Coast, destroying everything in the river's path. Families and more importantly Māori whanau in these areas were devastated. b) Potential Tsunami, Severe Tidal - A more localised earthquake triggered tsunami hitting Wellington is a real threat. A significant threat to coastal communities of Lyall Bay, Rongotai/Kilbirnie, Island Bay, Petone with the potential for major damage and injury/loss of life to a significant sector of the city's population. Areas such as these coastal communities and coastal areas around the country where Māori are likely to be living or working, or children attending school, college etc will be vulnerable. Māori children are wholly reliant on public transport and while there will be disruption, Māori are more likely to rely on public transport, not private means.	JH 8/12 Noted. No action for the Strategy.	None
					Local Government Act 2002 (LGA) In many of local government Māori and iwi (generally iwi) participate in local decision making or in interest areas where they may be a Treaty of Waitangi settlement and legislation requirement or an 'All of Agency Accord'. The Local Government Act 2002 (LGA) requires councils to consider and promote the current and future well being of communities. It also introduced new responsibilities and opportunities for engagement and cooperation between councils and Māori. Recommendations: In a Maori specific report: • Detail how the national disaster strategy integrates the work of WREMA', and National Civil Defence Emergency Management Plan 2015 with Ngāti Kahungunu ki Wairarapa and what that will look like post Treaty of Waitangi settlement for Ngāti Kahungunu ki Wairarapa Tāmaki Nui ā Rua , and • How Māori contribute in part to the local body, local authority disaster strategies but also how is the national disaster strategy is linked and allows Māori (and Pasifika) to contribute to resilience and other elements noted in this document?'	JH 8/12 Noted. This is more appropriate for the Wellington CDEM Group plan. The last point is a good one - again for the WCDEMP, but could be alluded to here (in the community and family one-pagers)	Check the one-pagers say something about how to contribute
					Resilience - the ability to bounce back following a major incident, event or disaster. If this is the definition or meaning (see various meanings or definitions (Meriam-Webster, Collins, Cambridge English, The Free Dictionary.com) then that presents a problem for the poorest of our communities (of which Māori and Pasifika make up the majority). The ability of Māori to absorb financial downturns (financial crisis) is limited or to be blunt non-existent. Māori communities also have limitations to good health, poor health outcome (diseases, infections etc) is well documented, to the point that if they make up a marginalised community at the bottom of the ladder, this group will receive very little support.	JH 8/12 Noted. No action for the Strategy.	None

				Comment	JH Response	Action
				Manawhenua, tangata whenua, mataawaka What appears to be missing is a to the work already being developed by regional councils to include iwi (manawhenua partners) in regional emergency and national responses. • Indicate what has been done to explore the opportunity to include tangata whenua/mataawaka alongside manawhenua in the development of this document. Regional council has an obligation to engage with their manawhenua partners, what about tangata whenua/mataawaka who may not have an agreement or opportunity to work with or advise in a range of ways with council? Māori living in vulnerable coastal communities, cities and town and likely to be classified as in the lower socio-economic areas, preparing for potential disasters is the least item on their minds. They will have the enthusiasm and commitment to help their peoples and others, but may not have the depth of resources that may be part of other urban centres or pākeha farming communities.	JH 8/12 Noted for the broader improvements need on tanagata whenua.	None
				However, for some communities which may have a marae, serve a number of supportive roles – there needs to be a solid government backed resource to support marae. They may initially have to rely on their membership for supply of food and other resource, but supporting the wider community in their area, this may not be enough. For this strategy, it needs to reach out to iwi, hapū and marae. Māori need to see themselves in the strategy. This may require a project team to talk with and number of marae: • About their networks • Marae capability and what might be needed during an emergency/disaster and how might government resources support them • Facilities that might be utilised by emergency services • Being the centre point, reporting and distribution point for the wider community • Communications centre – utilising Māori network radio	JH 8/12 Noted. But a level of detail too much for the Strategy.	None
				Making Resilience, Readiness and Awareness a Strategic Objective Cooperation across private operators, private organisation such as earthmoving, demolition army and others. This would include cultivating an environment of connectedness and a cultivation of networked Marae organisations. This is important for Māori living in the urban environment as the number of current Marae in the urban setting is small and the facility have limitation to the number of peoples it can support. One issues that rises for me, is the importance of smaller populations (Māori and Pasifika for example) and the danger of having policies and strategies that engineer restrictions and exclusion either intentional or non-intentional.	JH 8/12 Agreed.	Add some wording to the objective on connectedness.
				Māori statistics New Zealand has a small population 4.794 million across two large islands . At 30 June 2017: New Zealand's estimated Māori population approximately 15%; 734,200. (Stats NZ, Nov 14, 2017)	JH 8/12 Noted.	None
				Pasifika Communities Pasifika population statistics estimated around 7.4% of New Zealand's population (295,941) identified with one or a number of Pacific identities. These figures show the vulnerability of smaller populations when the dominant Pakeha population is around 74%. Its vitally important to ensure that when these strategy proposals are promoted, they must also be seen to be more inclusive of the smaller populations in this country. Otherwise Māori and Pasifika communities feel further and further isolated from the broader population	JH 8/12 Noted. Need to check references on other ethnicities. But Maori are especially acknowledged in the document because of their tangata whenua status.	None
				Treaty Settlement - It's important that Māori, iwi and their Treaty of Waitangi settlement with the Crown, should not place a responsibility on iwi to take a Crown role, the role of the Crown to meet its citizen outcomes is a role that sits within the constitutional function of the Crown. In general iwi settlement plans will focus on: • facilitating knowledge transfer and capturing mātauranga Māori • providing a framework to articulate values, aspirations and issues • identifying specific natural resources and/or sites of cultural significance • ensuring iwi/hapū interests are recognised in the resource consent application process • providing a template for others developing iwi planning documents. • relationship agreements and protocols, joint redress and cooperation, • commercial redress As part of the relationships and protocol requirements, this is a good starting point for consultation as the relationship protocol will involve both central government agencies and local government bodies.	JH 8/12 Noted. Useful context and commentary. Will cross check relevant bits against it.	For consideration
				Please see iManage Link for references		

34	David Elms	Professor at the University of Canterbury	6/12/18	I very much applaud the shift in emphasis from risk towards resilience. Overall the Draft Strategy makes a great deal of sense and covers most issues I would want to see included. However, I have two areas of concern. The first is that the relationship between risk and resilience is insufficiently clear. The second, though perhaps less important, is that there is insufficient precision of language and concept throughout the document, which limits its usefulness. Risk approaches, including risk management, are effective and well-understood. However, they have significant problems and limitations which are less generally understood, and these give a reason for moving towards resilience	JH 8/12 Noted. No specific action here.	None
				1. There is a problem with quality and completeness of information. Lack of precise information means that likelihood and consequences have to be estimated, so the information is vulnerable to biases and its quality can be uncertain.	JH 8/12 Noted. I think the submitter is speaking of issues with risk management rather than the document.	None
				2. There is a serious problem of completeness in risk models, where omissions can lead to serious consequences. Unexpected events, sometimes called "black swans", abound. The completeness issue has been called the "Achilles heel" of risk management. Even known risks are often disregarded in planning despite having a similar level to those taken into account – coronal mass ejection events, for example, are known but generally not considered.	JH 8/12 Noted. I think the submitter is speaking of issues with risk management rather than the document.	None
				3. The conjunction of very small probabilities and major consequences can lead to unreliable and dubious quantitative results.	JH 8/12 Noted. I think the submitter is speaking of issues with risk management rather than the document.	None
				4. Unlike resilience, risk approaches focus on the occurrence of specific events and do not take recovery time into account. This might be one reason why emergency management has until now primarily emphasised response rather than subsequent recovery.	JH 8/12 Noted. Still a level of technical detail that the Strategy can't go into...	None
				5. In practice risk management is often done poorly, with focus on box-ticking rather than principles. I have seen examples in practice so bad that the whole exercise has been useless. The problem seems to arise from the prescriptive nature of the Risk Management Standard. For this practical reason, risk management is unreliable.	JH 8/12 Noted. Very much agree. But still a level of technical detail that the Strategy can't go into. We will shortly be releasing a document on risk assessment for consultation - that's more where I would see this commentary.	None
				6. Finally, for historical reasons there are several usages or meanings of "risk", so that it is easy to be subtly confused as to the intended meaning. It can lead to woolly thinking.	JH 8/12 Noted. No specific action here.	None
				A resilience approach deals easily with the completeness problem of item 2 above insofar as resilience is a property of the artefact or system being considered, rather than being associated with a particular threat. Thus a bridge designed for resilience should be expected to deal with not only a multiplicity of known threats such as earthquakes, floods, landslips and so on but also, importantly, with unexpected and unanticipated events. Resilience also addresses recovery time, as noted in item 4 above. Three other points to make regarding resilience are that:	JH 8/12 Agree. Hence the focus on resilience in this document (versus a purely risk management approach). Could add some of this sort of commentary to the section on targeted RM + societal resilience, if desired...	Review relevant section, but likely none
				1. It can include time-related effects such as buffering. The Draft Strategy mentions one positive effect of buffering, but there is another, which is that buffering can buy time, so helping response and recovery.	JH 8/12 Noted. No specific action here.	None
				2. The idea of a tipping point is an important resilience concept, where the initial impact is so great that the system is overwhelmed and can never recover. A resilience strategy should ensure tipping points are rarely reached. I would recommend that the Strategy includes some reference to this issue.	JH 8/12 Agree, but believe this is getting into a level of detail on resilience theory that isn't needed in this document (there may already be too much!)	None
				3. Perhaps because resilience is a relatively recent discipline and does not yet have the well-developed mathematical and philosophical ideas that underpin risk, there is no commonly-accepted metric for resilience even though there have been many proposals . The difficulty is that if one wants to improve resilience, it is necessary to have some metric for measuring the improvement.	JH 8/12 Noted. No specific action here.	None
				Given the limitations of risk approaches, it is thus easy to make an argument for shifting the emphasis in disaster management from risk to resilience. I would encourage those writing the Strategy to include a clear statement giving the rationale for the shift.	JH 8/12 As above, could add some of this commentary to the section on targeted RM + societal resilience, as it is relevant/supportive/further rationale for the approach.	Review

#	Submitter	Organisation	Date	Comment	Response	Action
				I am concerned that despite its title, the Draft National Strategy gives the implication that it is concerned only with societal resilience, leaving the effects of a disaster on physical assets and infrastructure to be dealt with by risk management. This is wrong: it is just as important to apply resilience ideas to physical assets. In fact, both may well interact with each other. A recent report on improving infrastructure resilience for the West Coast (and CDEM was one of the clients) used community resilience to provide measures by which infrastructure resilience improvement could be categorised. The report is readily available on the Web . A forthcoming paper explains its resilience strategies in more detail . I realise that "Resilience of the built environment" is included in section 4.2.4 of the Draft Strategy, but the idea is not integrated into much of the rest of the document.	JH 8/12 Disagree with this interpretation. Infrastructure resilience is very much part of societal resilience (it's societal, not "social resilience" - that's different)	None
				Furthermore, the three-pronged approach outlined in the Draft Strategy's Foreword confines resilience to "a deliberate effort to strengthen our wider societal resilience." The document should also introduce resilience thinking into the other two prongs. There is a possibility that the Sendai Framework may be mistaken in confining its thinking to risk and not introducing the need for resilience. The problem may of course lie with the confusion in the use of "risk" alluded to in point 6 above. Using one sense of risk, with the meaning of "threat", resilience may be seen as a contribution to managing risk.	JH 8/12 Disagree with this interpretation. The resilience approach is intended throughout (and is relatively clear?)	None
				Finally, I would like to reemphasise the very first statement in this submission and say that although I have raised what I think are some serious issues, nevertheless the Draft Strategy makes a great deal of sense and covers most issues I would want to see included. I appreciate the effort that went into it.	JH 8/12 Noted. No specific action here.	None
35	Vivienne Bryner	Kowhiti Ltd	6/12/18	I'm heartened to find the strategy has an opportunities focus, and is rooted in the recognition that importance of recovery has been underestimated, and that vulnerability is all-important in determining impact.	JH 8/12 Noted. No specific action here.	None
				Similarly the careful explanation of the four capitals / well-beings frameworks, emphasis on integration, collaboration and whole of society responsibility and mention of intentions to trustcreating transparency, and to imbed a collective impact approach and Theory of Change to measuring and monitoring progress, are all elements of a strategy that shows a commitment to embrace the latest in disaster resilience thinking.	JH 8/12 Noted (nice support!) No specific action here.	None
				The objective of embedding strategic objectives for resilience in key plans and strategies at district and region level (16, p28), alignment with living standards and wellbeing measures, and reference to the need for measures/comment on all three aspects of the Triple Dividend to be key elements of better business cases (p43) are but a few examples from the Strategy that illustrate very real, rather than token intention to excellent strategy-focussed leadership, and 'joined up government' to achieve disaster resilience.	JH 8/12 Noted (nice support!) No specific action here.	None
				I do have some concerns though. These fit into five broad areas that I summarise as follows: The core of the strategy and its objectives (what is currently Appendix 1) should be located at the beginning of the document.	JH 8/12 Agree. We intend to change this.	Appendix 1 to the front
				The objectives as currently draft lack the 'measureable' element of being 'SMART' – at the very least links to the intended future document(s) containing these measures currently buried on p32 should be added to the 'one-pager' currently in Appendix 1.	JH 8/12 Noted. No specific action here.	None
				Some language used in the document is not consistent with creating a 'culture of resilience' and building trust through transparency and openness.	JH 8/12 Disagree. Needed some examples/suggestions if we were to address a point like this.	None
				The emphasis on identifying hazards and risk modelling that pervades this document occurs at the expense of resilience building effort.	JH 8/12 Disagree. Do not believe this is the case.	None
				Given this is a strategy rather than review document any reference to the results of review even in an Appendix should be linked to /illustrate the inclusion of an objective.	JH 8/12 Disagree that this is needed.	None
				1. The core of the strategy and its objectives need to be more easily located - i.e. Appendix 1 should be upfront in the document. The days of writing lengthy justification or argument followed by conclusion are over. The surrounding context (what precedes and follows pages 24, 26 and 28 or the summary currently in Appendix 1) is valuable – however not everyone has time to read 45 pages. The strategy and objectives must be able to stand alone, first up in the document. Clear and concise communication provides the essence first and only then links to, or provides the explanation or detail.	JH 8/12 Agree. We intend to change this.	Appendix 1 to the front

	Comment	Response	Action
	2. The objectives as currently drafted are arguably essentially SMART ones – however, given the emphasis in section 8 on social accountability and transparency (p30) I'd expect the objectives to be far more obvious as to measures. In the absence of explicitly stated measures it would be relatively easy for a review in 2030 to create a narrative of success that does not match current intention or expectation of a diverse society. The excellent background and summary on measures provided on p32 is buried in the document. I've found the phrase "Definitions scope and baseline data for these monitoring mechanisms will be produced in a separate supporting document." Can that document at the very least be named in advance?	JH 8/12 Disagree, there will be measures. But agree, we could name it.	Name the measurement regime document
	Cynically, one might find point 7 on p44 not only to be a slightly strange combination of topics/issues, but an 'excuse' for the absence of measures in the objectives as opposed to taking a little more time to complete the work of setting the objectives. Perhaps more important than the reference to measuring impact (point 7 p44) is measuring value, and assessing cost versus benefit in ways that the assumptions made in the assessments are truly transparent.	JH 8/12 Disagree with this assertion.	None
	3. Creating a "culture of resilience" within a truly participatory democracy should not require "promotion" or even "education" per se (cf. objectives 13 -15 p28). "Promotion" or "public information management" and an emphasis on the "right advice" (p26) is the language of a "PR-focussed communications team" in contrast with an 'honest broker', organisation or society that truly values providing information to achieve informed decision-making (p23) and truly recognises and respects transparency (p30), and individuality (Whanaungatanga kotahitanga p14) without expectation of an 'ignorant public' or fearing a 'shift of power to individuals' or 'radical transparency' as inclusion of the latter two phrases as 'wildcards' might be taken to imply (p44).	JH 8/12 Disagree. This is a very idealistic view, and/or might be applied at a local/community level, but at a national or regional level, mass information/education campaigns (on preparedness etc) are still relevant - as one stream of advice/information. No-one is treating the public as ignorant, just that civil defence/resilience isn't everyone's number one concern. And the Crown has certain responsibilities to protect and inform.	None
	3a) p13 – use of the terms 'top-down' and 'bottom up' is out-dated. The stated intention is for meaningful consultation in relation to institutional changes, policies and strategies. It would be transformative to aim instead for, and refer to 'integrated' or 'integrative' approaches that achieve 'co-production' of information/knowledge.	JH 8/12 Noted. I don't think we're there yet.	None
	3b) Transparency (p30) and openness and responsiveness (p44) are arguably preconditions for success – however, unless I've missed them (due to getting bogged down in 45 pages of detail?) none of the objectives relate directly to how these are to be achieved, let alone measured with respect to building resilience.	JH 8/12 Correct. Detail for the Roadmap, and national, regional, local, community plans.	None
	4. A pervasive emphasis on identifying hazards and risk modelling at the expense of resilience building effort. That there is so much white space on p23 "Managing Risks" highlights this point. Why are only financial instruments mentioned (and a brief mention at that)? Do we really want to limit ourselves to being a 'risk savvy nation' (p23) or is being a resilience savvy nation more aspirational and better aligned with the strategy? Do we really want to spend more on trying to 'influence' risk perception, or focus instead on co-producing knowledge about the countless ways one can build resilience to all hazards and all risks through 'business as usual' activities? Given this is a resilience strategy and in a world where we tend to work through lists in order I question why the first objective has a risk rather than resilience focus, though the scenario-based approach referred to is preferable to a probabilistic one. In Objective 3 mention of risk awareness and risk literacy should be replaced with reference to awareness of resilience-building options and resilience literacy. Building risk awareness is not as empowering as creating awareness of risk management options, and research shows that action follows empowerment. This topic lies at the heart of my research and consultancy – very briefly, and perhaps not as eloquently as I would like given the time available:	JH 8/12 Weird criticism. White space is because - unlike the others - it doesn't have an image on it. Otherwise there is as much text. Beyond that, the submitter is not taking the document and approach as a whole. Priority 1 GOES WITH Priority 3 (i.e. pairing a resilience approach with a risk management approach). They are not intended to be viewed in isolation.	None
	4a) Much of what is described in the strategy as our 'incredible wealth of resilience-related research' (3. in "congratulatory review" on p43 - is in fact focussed on hazard identification and prioritisation of risk (cf. emphasis - the order of wording - on p23). My own research has shown that globally, and NZ is no exception, research about riskmanagement techniques and practice (research about the solutions) is far outweighed by research into identifying the problems – identifying hazards and modelling risk. Furthermore, "connecting the pieces of the jig-saw" (p43) is indeed vital and that cannot occur when much of the research is (as I can	JH 8/12 Very much disagree. There is a whole NSC on resilience (at a ~$80m investment over ~8 years), to say nothing of other research platforms like QuakeCore that are more focussed on resilience than risk. As an outsider perspective I see as much resilience research as hazard research.	None

				Comment	Response	Action
				4b) Token mentions of empowerment do not suffice. The absence of true empowerment is a key 'barrier to resilience' not mentioned on p42. The limited set of risk management options provided in Appendix 2 is, in my view seriously disempowering. "Ensuring that everyone has the data, information, knowledge, and tools they need to be able to make informed decisions about resilience" (p23) will require all parties recognising far more risk management options than are currently mentioned in Appendix 2. (As an aside is the Appendix intentionally not referred to in the body of the document?) Rather than being a comprehensive resource of what is possible Appendix 2 seems to be a 'do minimum' because "the public don't prepare as it is". I'd suggest it should be more visionary as to what is possible – the more options provided the more likelihood that individuals and organisations find actions that resonate with them. In particular on p36 – the conversation / narrative / framing around individuals and families is disappointingly risk- and 'preparation' rather than wider resilience-focussed – though this is unsurprising given the framing of DRR in the public sphere over the past 10+ years. It's as if there's an assumption of an 'ignorant public'. Leadership is critical to building resilience – but is not mentioned as an individual 'pursuit'. There are examples of organisations turning resilience theory into action; it is important that these are communicated (point 8. p42) however this document does not illustrate or perhaps more appropriately link the reader to where they might locate a list of such examples.	JH 8/12 Generally crticial commentary on Appendix 2 and 3 - will review those two appendices, but no specific recommendations to act on. (p.s. Appendix 3 is referred to in section 4.4)	Review Appendix 2 and 3 against these criticisms
				4c) In a similar vein on p16 – Underpinning knowledge – 'information about risks", is mentioned before "information about effective resilience practices". This may seem a pedantic observation on my part. However, since implicit 'framing' through emphasis is very real and powerful I would recommend that someone reviews the document for other such perhaps previously unnoticed 'subtle' messaging.	JH 8/12 Agree that this is pedantic.	None
				4d) I am relieved to see (on p12) acknowledgment that: Risk = (Hazard Exposure x Vulnerability) – Capacity rather than a probability x consequence 'equation'. However I wonder about the emphasis on 'hazard', followed by 'likelihood' and 'chance' as all-important - bracketing as these words do, the beginning and end of section 3.4. My research has shown and is showing that the research focus is mirrored by a communication focus on hazard identification as opposed to risk management and/or resilience. I suggest that the headlined reference to taking all practicable steps to identify and prioritise risks (5. Managing Risks p23) should be amended to taking "all practicable steps to managing risks" would properly shift the conversation / culture to solutions and opportunity-focussed resilience.	JH 8/12 Disagree. I think it's important to have 'prioritise' in there - that's also action focussed.	None
				In my experience a probabilistic paradigm and resultant framing has led many risk or risk management (resilience) conversations in New Zealand to 'bog down' in arguments about hazard-focussed relative risk, rather than being focussed on solutions- (risk management opportunities). 'Might never happen' (p42) is a consequence of a probabilistic framing. Tying in with comment 4a) to my knowledge no-one has assessed the implications of New Zealand's choice of a probabilistic versus deterministic approach to disaster risk. Has this strategy been written in the nowledge of the subtleties that a 'pervasive probability paradigm' likely creates?	JH 8/12 Yes it has. Appreciate the point, and agree it contributes to 'might never happen' ethos, but there's a resourcing question here - NZ doesn't have unlimited resources and needs to prioritise some intervention according to risk (the probability component thereof). Our emphasis on resilience here is our part of promoting a wider deterministic approach.	None
				5) There are examples throughout the document where the results of review are presented without linking to the objectives. For example the reference on p46 to New Zealand 'needs to learn" – begging the question how? A strategy should look forward to close identified gaps; there is still much to be done. I suggest that if such statements are left in the document, even if in an Appendix summarising review, they should be linked to the objective that will enable them to be achieved.	JH 8/12 Disagree. I think this is a bit nitpicky, especially for a strategy - vs an academic paper.	None
				A selection of some other brief comment on the draft for public consultation: i). Re "Our vision and goal" (p6) – I struggle to understand why the words "Risks to our wellbeing and prosperity' have been included– is this a typo?	JH 8/12 No. It's acknowledging the risks to our vision and goal (as in, the effect of uncertainty on our overarching objective/goal)	None
				ii). p11 – each of the changing risks listed in section 3.2 represent risk and opportunity (not only digital connectivity and technological change)	JH 8/12 Agree. Amend to include opportunity in	s3.2 wordsmithing

				iii) p14 having defined so many other terms a definition of subsidiarity – might be useful – mana whakahaere?	JH 8/12 Disagree. Not used in the document	None
				iv) p15 - section 4.2.1 - suggest alternative wording is required "While focussing on risk places most attention on negative consequences and uncertainty…	JH 8/12 Disagree. Don't think this adds anything.	None
				v) Objective 2 p24 – should 'resistence' read as 'resilience'?	JH 8/12 Yes!	Objective 2
				vi) p26 - The term 'emergency management' even when followed by 'system' emphasises urgent crisis interventions (response) rather than recovery. Listing recovery planning as the last of six objectives in this section – essentially an afterthought - and repeatedly listing recovery second - "response and recovery" - is likely to perpetuate what has been a historical focus on response at the expense of attention to recovery. To ultimately achieve equitable focus emphasising "recovery, not only response" is more likely to improve resilience.	JH 8/12 Agree - sort of. Our EMS is 4Rs, even if 'emergency' tends to suggest 'response' to some. However are going to review this whole section to strengthen the recovery components.	None
				vii) Ensure that sources of all pre-existing theories are properly acknowledged – e.g. (not wishing to detract from that excellent work in any way) Figure 3 Theory of change is not something created by the work-stream noted in footnote 7.	JH 8/12 I don't think this footnote suggests that it is.	None
36	s9(2)(a) authorised by Cr Hugh Vercoe, Chair Waikato CDEM Joint Committee	Waikato CDEM Group	7/12/18	Do you agree with the purpose, vision and goal of the proposed strategy? If not, which of these do you disagree with and what changes would you suggest? We would also appreciate your views if you do agree with these factors. The Waikato CDEM Group agrees in part with the purpose, vision and goal of the proposed strategy, but would like to see the vision amended to "a safe and resilient nation" to reflect the strategy and its sphere of influence (prosperous is a broad and subjective term). The strategy is aspirational and it is hard to disagree with the vision presented however there may be challenges, including financial, in implementing the strategy, particularly if the local government focus is maintained. We would like to see a greater recognition of the Partnership between Maori and the Crown and an affirmative statement in the vision that recognises the need for the Maori World View to be incorporated into our understanding of resilience.	JH 8/12 Disagree to the specific recommendation(s), but we will work on streamlining the vision as articulated in 3-4 places. Would be happy to allude to the Maori-Crown partnership if we could find wording to do so - without it getting terribly long-winded.	For consideration
				Do you agree with the priorities of the proposed strategy? If not, which of these do you disagree with and what changes would you suggest? We would also appreciate your views if you do agree with these factors. Yes, The Waikato CDEM Group agrees with the priorities of the propose strategy but given the broad scope of this strategy we would like to see broader legislation referenced on page 10, to include examples such as the Health Act and the Biosecurity Act.	JH 8/12 Further support for something that describes the wider context.	None
				Do you agree with the objectives and success factors of the proposed strategy? If not, which of these do you disagree with and what changes would you suggest? We would also appreciate your views if you do agree with these factors. The Waikato CDEM Group agrees in part with the objectives and success factors of the proposed strategy, but would like to see the following amendments: The Waikato CDEM Group agrees there is a need for an agreed, standardised, and widely used methodology for assessing disaster risks at a local government, large organisation, and central government level as set out in the success factors for objective 1, and would like to see assurance that the recommendations of the Sendai Framework on traditional knowledge will be incorporated, specifically "ensure the use of traditional, indigenous and local knowledge and practices [Mātauranga Māori], as appropriate, to complement scientific knowledge in disaster risk assessment and the development and implementation of policies, strategies, plans and programmes of specific sectors, with a cross-sectoral approach, which should be tailored to localities and to the context".	JH 8/12 Agree.	Amend objective 1
				Objective 2 requires amendment to governance of risk and resilience rather than risk and resistance as written.	JH 8/12 Agree.	Amend objective 2
				The Waikato CDEM Group supports the use of appropriate benchmarking to measure progress on risk management as proposed in the success factors for objective 2, but would like to see fit-for-purpose measurements used. The Group request that we are consulted during the development of these measurements. Whilst it is difficult to extrapolate the implications for the Group of the Strategy in its present form and in the absence of a roadmap, the logframe example given on page 32 doesn't appear to flow easily through the phases. The text given in section 8.3.1 seem to suggest monitoring and evaluation will largely be confined to CDEM Group plans and local government activities. Whilst the large contribution necessary from these entities to deliver the strategy is acknowledged, there should be monitoring and evaluation at a whole of local government and central government level as well. We support the development of a resilience index as proposed in section 8.3.2.	JH 8/12 Noted. No action for the Strategy. Request to be consulted on M&E.	None
				The Waikato CDEM Group offer strong support for the success factor offered for objective 4 – there is a very pressing need for a national conversation, including with affected and potentially affected communities. As a minimum this conversation needs to include a discussion around funding/financial policies. Conversations around managed retreat (as proposed by Ministry for the Environment in their climate change guidance) will require this supporting information.	JH 8/12 Noted this support. Of relevance to the DIA-led community resilience work programme.	None

#	Name	Group	Date	Comment	Response	Action
				The Waikato CDEM Group supports the recognition in Objective 7 that iwi are a partner in emergency management, reflective of the obligations of the Treaty of Waitangi on government. The Group also supports the full objective and success measures as a recognition that despite our best efforts to build resilience in our communities there will still be a level of "residual vulnerability" that requires our support to address in an emergency.	JH 8/12 Noted this support.	None
				Better recovery processes will contribute positively to the resilience of communities and recovery is insufficiently covered in this strategy. Possible options for increasing recovery efforts would be the inclusion of development of a recovery framework or recovery management doctrine as a success factor for objective 9 – (improve policy and planning to make it clear who is responsible for what, nationally, regionally and locally, in response and recovery), and expanding the success factors for objective 10 (build the capability and capacity of the emergency management workforce for response and recovery) to include a goal of all recovery managers being trained and accredited by 2030.	JH 8/12 Agree. Good suggestions, in line with discussions with the MCDEM recovery team.	For adding to objectives
				Objective 16 needs to be expanded to include a focus on emergency services and welfare services agencies (as a minimum) in the success factors and not be confined to local government in its success factors.	JH 8/12 Agree. Good suggestion.	For adding to objective 16
				Do you agree that a broader range of stakeholders needs to be involved in governance of the strategy? If so, what ideas do you have for achieving this aim? We would also appreciate your views if you disagree with this proposition. Yes, the Waikato CDEM Group agree that a broader range of stakeholders needs to be involved in governance of the strategy. The strategy currently seems to place a large emphasis on local government, CDEM Groups and the Ministry of Civil Defence & Emergency Management and needs this broadened. The strategy will need to involve many partners, and interact with the likes of Local Government, SOLGM, infrastructure industry and a number of Government and Non-Government Organisations.	JH 8/12 Noted.	None
				For good governance participation the Waikato CDEM Group would like the strategy elevated in legislation – that is a requirement for relevant central government entities and local government to give effect to the strategy, rather than the present requirement to not be inconsistent with. We would also like to see a regulatory impact statement developed.	JH 8/12 Noted. For consideration in the Legn review.	Fwd to Rachel Hyde.
				The Waikato CDEM Group request consultation be undertaken during the development of the roadmap for implementation of this Strategy. This would ideally take the form of co-creation. The developed roadmap should clearly articulate the role of each stakeholder and, in particular, distinguish the responsibilities of the Joint Committee.	JH 8/12 Noted. No action for the Strategy. Request to be consulted on Roadmap.	None
				5. Are there particular strengths of the proposed strategy that you would like to comment on? The resources provided in appendix 2 are particularly useful.	JH 8/12 Noted this support.	None
				General statements. Influencing the housing shortage or the affordability of homes in New Zealand is beyond the scope of the CDEM Act and cannot be influenced by the parties bound by this Act. Given that this strategy is empowered by the Act, the content referring to contributing to building resilience in New Zealand should describe only areas the Act can influence how it intends to contribute by working with New Zealanders collectively and individually. There are many broad statements in the document. We submit that a bibliography giving information sources would give more weight and mana to the strategy. We would like to see more consistency in the terms used in the document. Where a key term is defined in policy or legislation we would like this used as the definition rather than a new definition supplied. The definition of hazard on page 12 is inconsistent with the definition of hazard under the key terms section.	JH 8/12 Noted. Several requests for citations/bibliography - this would be a bit of a mission at this stage, but could consider. Agree with clear use of terms - are going to try and do that, particular wrt hazard.	For consideration
37	Ian Lowe, Manager Emergency Management Office	Manawatu-Whanganui CDEM Group	7/12/18	The CDEM Group is generally supportive of the Strategy noting however that individual members of the Group may be providing their own agency feedback.	JH 8/12 Noted this support.	None
				The Strategy was discussed at length by the CDEM Coordinating Executive Group (CEG) in conjunction with officers from the Ministry of Civil Defence & Emergency Management (MCDEM) on the 28th November 2018 with the general consensus being that the Group generally supported the Strategy as written. Feedback was however provided to MCDEM.	JH 8/12 Noted.	None
				Clarity of document: On first reading the Strategy it is not abundantly clear what the Strategy is about and its intent. It is not until reaching Appendix 1 at page 34 that a clear picture of what the Strategies Vision, Goal, and supporting Objectives actually are. Recommendation – Consider bringing the contents of Appendix 1, or an abbreviated version, forward to the start of the document. This	JH 8/12 Disagree that the intent isn't clear. But yes, we are bringing the overview to the front.	None

Released under the Official Information Act 1982

				Title of the Strategy: – National Disaster Resilience Strategy The use of the term "Disaster" conjures up an image that the Strategy is only for catastrophic events. Obviously resilience is important regardless of the scale of the event/emergency. Disaster is also not a term commonly used in CDEM legislation. Whilst those in the CDEM sector can understand and appreciate the context of the term "Disaster", this may not be so obvious for those outside of the sector. Recommendation: - consider the appropriateness of using the term "Disaster". For example the title and purpose of the Strategy could be described as: National Emergency Resilience Strategy – readying New Zealand for Emergencies, Disasters or Adverse Events.	JH 8/12 Appreciate this is the view of some, but there are strong reasons for its use as well. Disaster is not intended to be the catastrophic end of the scale only. Will look for ways to explain this.	For consideration
				Purpose of the Strategy: The scope of the Strategy (serial 1.3 p.8) notes the scope of the Strategy being confined to the disaster aspects of resilience and that other issues such as health, education, and social deprivation are well catered for by other policies and programmes across government and through society. It notes that those other policies and strategies will not be duplicated in the Strategy. The scope of the Strategy being confined to areas of disaster resilience is supported however it would be useful to show how the Strategy links to those other policies and programmes as referred. Recommendation – Consider a mechanism to articulate the connection between the Strategy and those other policies and programmes, particularly those of Central Government. This would then provide those users of the other policies and programmes with an understanding of the connectivity between their areas of operation and that which the Strategy seeks to achieve.	JH 8/12 Further support for depicting context / related work.	None
				Wellbeing's: The inclusion of and reference to "wellbeing" throughout the Strategy is supported.	JH 8/12 Noted this support.	None
				Priorities: Sections 5, 6, and 7 outline the 18 Objectives and identify target dates for achieving each objective. Of the 18 Objectives, 4 have year 2025 as a target date for achieving with the remaining 14 having a target date for achieving by year 2030. Recommendation: whilst appreciating that changes in legislation (e.g. TAG Review outcomes) maybe needed to help achieve some of the Objectives it is believed that a bolder vision in regards to timelines in achieving all Objectives should be considered.	JH 8/12 Agree with this issue on dates. We're looking at a workaround to solve it.	None
				Two key opportunities Appendix 4 illustrates the 'Collective Impact' methodology and notes that the Strategy aims to emulate the intent and conditions of Collective Impact. The 'Collective Impact' approach is supported however given that the Strategy is primarily aimed at disaster resilience it is unclear how wellbeing, and in particular the Four Capitals (Natural, Human, Social, and Financial/Physical) will be threaded into the 'Collective Impact" methodology. Recommendation: provide commentary to outline how the 'Collective Impact' approach will take account of other influencers such as wellbeing (Four Capitals).	JH 8/12 Disagree. Good point, but I think this is a level of detail for an accompanying paper or guidance (which we do intend)	None
38	Annabel Young, Executive Director	NZ Shipping Federation	7/12/18	DRAFT National Disaster and Emergency Strategy The Federation appreciates that the draft strategy is written at a very high level of generality and principle. We appreciate that this the scope has been tailored to ensure that it is focussed on the disaster aspects of resilience and we agree that this is necessary in order to make the document meaningful. That said, the audiences for this document include central and local government as well as businesses, organisations and iwi. It is not just about individual readiness	JH 8/12 Noted	None
				The Federation endorses the document's goal of New Zealand being a risk savvy nation (page 23). This is about identifying the real risks and addressing them.	JH 8/12 Noted	None
				Even at the very high level at which the document is addressed, the Federation believes that there is a need to address the impact of the unique geography of New Zealand and the way that transportation and supply systems have evolved to meet the challenges created by our geography. Specific risks that have been apparent after recent earthquakes include: • two main islands with significant supply dependency between the islands, • on-going reliance on just-in-time supply chains (referred to at page 11 in the document), • many coastal cities, towns, villages and individual dwellings that have the potential to be isolated by land slips, • dependence on international shipping for both imports and imports	JH 8/12 Good points. Perhaps for the barriers section?	For adding somewhere, if possible

				Many lessons were learnt in the Kaikoura earthquake but we are concerned that these lessons may have been quickly forgotten. We cannot solely rely on the same level of good luck that got us through that emergency. For that reason, we recommend that the role of transport resilience should be acknowledged explicitly as being as important as: • social resilience • cultural resilience • economic resilience • resilience of the built environment • resilience of the natural environment, and • governance of risk and resilience. The Federation believes there are considerable risks if it is just assumed that transportation will get picked up as an aspect of other issues.	JH 8/12 Transport is intended to be part of the built environment	None
				The document needs to acknowledge that there are situations where there is a gap between the commercial interests of a single operator and the costs of putting system-wide resilience measures in place. A risk savvy nation would identify how such gaps can be filled and would fill them in readiness. Alternative mooring points on both islands for the Cook Strait ferries is an example of this as the operators cannot be held responsible for the provision of such emergency stand-by readiness.	JH 8/12 The first point is a good one.	For adding somewhere, if possible
				The role of port infrastructure generally needs to be acknowledged as part of the strategy. A laissez faire approach to port infrastructure, effectively looking at them as a stand-alone business, ignores the critical role that ports play in every aspect of the life of the people that rely on them as a means of incoming and outgoing supply.	JH 8/12 Sympathsise, but this seems like a level of detail - roads and airports aren't mentioned, for example.	None
				To be resilient, coastal communities need to consider what maritime alternatives they may be able to use in the event that they are cut off by land and what needs to be put in place to enable this	JH 8/12 Noted, but it's a bit location-specific for the Strategy.	None
39	Roger Drower	Man On A Mission	7/12/18	I haven't got the hard copy. This is part my Submission with out knowing what is in there. If there is anything you like to know or needs to be changed just email me. I can not open the link on my computer so I hope I have this submission right Under the Disability Dog should Be added GOVT Dog Control Act 1996 up date 2006 under 2, 2A & 75 of the Act. Human Right Act 1993. Health Act 1956 under 120. Health and safety Act 2015. Animals Protection Act 1960 and Police. Please make sure all of your team learn about all Disability Dogs in NZ under the GOVT Dog Control Act 1996 up dated 2006 under 2 will give you all the six Disability Dogs organisation in New Zealand that can certify dogs for legal public access which means the dog can go with the owner into areas where most dogs can't. These laws mean that with our companion we can go into areas most dogs can't so you may see these dogs in places such as: Shops, Doctors, Hospital, library, court house, or cafes and restaurants, movie theatres, supermarkets, Council just to name a few. All Disability Dogs and their Recipient safety come first for us under Civil Defence emergency. Sometimes we can not get the jackets in time but most of our Disability Dogs have a Civil Defence Tag on our Dogs and we have ID if we can get it in time. I am on the local community Civil Defence emergency Team Tokoroa. We are the spoke person for the Hearing Dogs for Deaf and Hearing Impaired People of NZ. Stuart Aston is our CD officer.	JH 8/12 Noted. Hopefully the new disability section will acknowledge some of these types of issues (if not specific to)	None
40	s9(2)(a) behalf of NZ Red Cross	Red Cross	7/12/18	PLEASE SEE PDF FOR SPECIFIC STRATEGY DOCO NOTES	JH 8/12 Agree to a good portion of these	For action
				In reviewing the Strategy, along with your consultation questions listed on the website, we have used this IFRC Checklist on Disaster Risk Reduction Law to provide a bit of a framework for the review.	JH 8/12 Noted.	None

#	Name	Organisation	Date	Comment	Response	Action
				Clearer Policy Context - Excellent to see the MCDEM Strategy has not been written in isolation, and that resilience of the nation is being linked to other policies, especially the Living Standards Framework used by Treasury – especially if the framework is embedded into the Public Finance Act 1989. Be good to have the connection more clearly presented upfront and perhaps an opportunity to incorporate the appended frameworks Collective Impact and Triple Dividend for Resilience, as it relates to the Living Standards Framework (perhaps in section 2.2) More clearly highlight the policy context in Section 1.2 (page 7) to the international policy links upfront (e.g. Sendai, Paris Agreement, Sustainable Development Goals) currently in section 3.6 on, as well as the Treaty of Waitangi (not mentioned until page 12) and 4.3 Resilience and Te Ao Māori . Also be good to see 4.2 and 4.3 swapped, to ensure that the 4.3 does not reflect a tokenistic application of the Treaty of Waitangi.	JH 8/12 Nice idea in many respects, but I think it is preferable to have the definition of what resilience is, first. We intend to try and give effect to the principles of the Treaty.	None
				Review of the glossary - Within the Strategy there are inconsistencies in use of language throughout the document (e.g. resilience/ disaster resilience; disaster/emergency/crisis/ shocks/stressers/ serious long-term effects/ disruptive event; ready Vs prepared), and providing sources for the definitions in the glossary would be helpful (where possible) to indicate if they are standard terms from elsewhere or NZ specific terminology. Suggestion to use consistent terminology for resilience in this context, "disaster resilience" (MCDEM Disaster Resilience Strategy) throughout the document to avoid confusion with broader contributions to community resilience, as per page 27. Resilience is defined differently on page 15 and 16 in the blue circles. Great to see the terms many terms in the glossary align with Sendai and/or the Living Standards Framework as it will make reporting and benchmarking easier. Including references for terms will enable practitioners to use the document more easily. Suggested to add terms to the glossary including: wellbeing (including psychosocial dimensions), absorption, adaptation, disaster resilience, recovery, social capital, natural capital, human capital, financial/physical capital. The definition of vulnerability on page 12 is limited to "assets", which does not describe the social and human aspects of vulnerability very well. The Red Cross Red Crescent movement uses the following definition of vulnerability "the conditions determined by physical, social, economic, environmental and political factors or processes, which increase risk and susceptibility of people to the impact of hazards." IFRC, Vulnerability and Capacity Assessment Guide. This is similar to the UNISDR definition "the conditions determined by physical, social, economic and environmental factors or processes which increase the susceptibility of an individual, a community, assets or systems to the impacts of hazards."	JH 8/12 Agree. Will address.	Needs a terminology consistency read through
				We support the proposed goal in section 4. The section clearly outlines a whole-of-society approach to holistically building resilience of communities that takes into account scales of time and space. Fantastic to see the IFRC's Community Resilience framework included, and to see it adapted to the context in Aotearoa. The links between resilience and wellbeing could be presented more clearly, perhaps using a diagram.	JH 8/12 Noted.	None
				Objectives and measures of success We broadly support the vision, goal, priorities and broadly the objectives. Specific feedback is provided within the Strategy, especially for objectives and measures of success within the attached marked up PDF – part 2.	JH 8/12 Noted.	None
				Clearer roles and responsibilities for non-government actors before, during and after disasters While the Strategy refers to a whole-of-society approach, much of the wording is appears at times to be Government-centric. Having clearer roles and responsibilities across 4Rs for all stakeholders would be helpful leverage full potential of the whole sector, including civil society, not only Government agencies.	JH 8/12 Noted. But I think this is better articulated in the national plan.	None
41	Julie Geange, Policy Advisor	Federated Farmers	7/12/18	We support the principle of a holistic approach to strengthening resilience and the three pronged approach of improving resilience to natural disasters.	JH 8/12 Noted.	None
				2. Federated Farmers believes that more is achieved collectively than individually in times of severe and extreme hardship. We agree that people make the connection between resilience and their own culture, value traditions, sense of identity and sense of place (page 20). We believe there is little that evidences this more than the rural communities that run the length of New Zealand.	JH 8/12 Agree with this. No action for the strategy.	None
				3. We would like the key terms (page 4) to also include a definition of community that acknowledges rural communities often cover a wide geographic area and those living on rurally located 'lifestyle blocks' are also included.	JH 8/12 Will include a definition of community that incorporates this idea. But not specific to rural communities. This will be covered in the 'disproportionate impacts' para.	None
				4. We are concerned that at times Civil Defence focuses on the urban definition of community and looks at cities, towns, suburbs and settlements without recognising the unique challenges and resilience issues of our wider yet connected rural communities.	JH 8/12 Agree this is a concern of ours as well. Will review the whole document with this lens.	Needs a rural proofing read through after reading the 3 rural specific submissions

				5. Recognising that New Zealand's economy relies heavily on primary production (page 11), we would like the risk of a biosecurity outbreak to be clearly considered as a potential future risk to our wellbeing and prosperity.	JH 8/12 This is counted as a current risk, as with all the others (they all have a probabilistic/future element). The 'how will they change' section relates more to broader macro trends than specific risks.	None
				6. When we look to our resilient future, Federated Farmers recognises the role farmers and the farming economy play in creating and maintaining a sustainable and effective environment. Federated Farmers share the concern with intergenerational equity and protecting our habitat.	JH 8/12 Noted.	None
				7. We are unclear as to the impact or meaning (page 14) of "guard and protect the places that are special to us "without reference to how these places are defined and decided on. As stewards of the land, farmers have a natural interest in protecting the shared environment.	JH 8/12 Perfect example...the principle/value expressed here is exactly that, that we do. We recognise that people are inextricably linked to their land and places, and take various kinds of value from them.	None
				8. We would like to ensure that any process for considering areas for protection also takes into consideration the economic, social, employment, educational and life experience wellbeing's that the farming sector creates and sustains.	JH 8/12 Noted.	None
				9. We would also like consideration to be given (page16) to identifying the resilience provided by our primary production sector as a way of ensuring that regional and rural communities future wellbeing is protected from shocks and stresses.	JH 8/12 Agree. Could add (primary?) production to the economy section of the diagram and text.	Add production to text and diagram.
				10. Safe and resilient communities are important to us all, we would like the attributes (page 17) to include that safe and resilient communities are accessible in a rural context where infrastructure can already be compromised.	JH 8/12 Agree - potentially. Will consider whether we can make that distinction.	Add rural (and urban?) to communities section
				11. When looking at effective responses and recovery from emergencies, we welcome the objective "to ensure that the safety and wellbeing of people is at the heart of the emergency management system" (page 26). We would like success in this measure to include the ability and success of our rural communities and particularly our isolated rural communities to regain connectedness and to be fully engaged through any disaster.	JH 8/12 Agree.	For adding somewhere
				12. The rural sector is often disadvantaged through natural disasters (page 30) and Federated Farmers would like to ensure that the good governance of this strategy includes a recognition and understanding that this sector needs to recover quickly from natural disaster not only for its own wellbeing but to ensure the country remains a vibrant and effective primary producer.	JH 8/12 Noted.	None
				13. Federated Farmers is a member based organisation that represents farmers and other rural businesses. Federated Farmers has a long and proud history of representing the needs and interests of New Zealand's farmers.	JH 8/12 Noted.	None
				14. The Federation aims to add value to its members' business. Our key strategic outcomes include the need for New Zealand to provide an economic and social environment within which: • Our members may operate their business in a fair and flexible commercial environment; • Our members' families and their staff have access to services essential to the needs of the rural community; and • Our members adopt responsible management and environmental practices.	JH 8/12 Noted.	None
42	s9(2)(a) on behlf of Namouta Poutasi, General Manager Strategy & Science	Bay of Plenty Regional Council Toi Moana	7/12/18	BOPRC supports the NDRS vision and goals. The Objectives are well aligned to one of our four Long Term Plan outcomes – Safe and Resilient Communities. The NDRS focus on improving NZ's resilience to disasters is also well aligned to BOPRC's Regional Policy Statement (natural hazard provisions), which provides a risk management framework for regional risk reduction. BOPRC will continue to work in partnership with EMBOP to action our responsibilities outlined in this Strategy.	JH 8/12 Noted.	None
				Seek Amendment – Second to last sentence is too long. A maximum sentence word count of 20 is best practice for complicated content	Strategies are known for long sentences, but this is longest I've seen in some time. Please break in to 2 or 3 sentences for clarity.	JH 8/12 Agree!	Amend
				Seek Amendment - Consider linking the potential extent of damage under vulnerability to the four capitals rather than the stated assets. This would provide a stronger link to Section 2. And "assets" is an uncommon descriptor for social, economic and environmental. These are normally referred to as values.	Consider linking the potential extent of damage under vulnerability to the four capitals rather than the stated assets. Or replace the word assets with values.	JH 8/12 Agree with this in principle, in fact it's a v. good idea (could consider the same for exposure?) the only issue then is that it won't be consistent with the definition in key terms - which is a key consideration.	For consideration

				Seek Amendment – Figure 4, top row uses M & E Phase. It is unclear what M & E stands for.	Consider inserting Monitoring & Evaluation in full at the start of the first row of Figure 4. There appears to be space to have this in full. Alternatively, make a note in the Figure caption to clarify this.	JH 8/12 Agree - good point	Amend diagram
43	Glen Redstall, Manager, Business Continuity and Emergency Management	IRD	7/12/18	As part of the consultation process the Ministry of Civil Defence and Emergency Management posed the following questions: [insert questions here] We are in full agreement with the aspects covered in the first five questions; and below we offer several suggestions that we believe would assist in further strengthening the proposed Strategy.	JH 8/12 Noted.	None
				Definition of Resilience It's disappointing that a definition of resilience has been created, rather than adopting or aligning to and existing definition of resilience such as the definition of organisational resilience from ISO 22316:2017 ("ability of an organisation to absorb abs adapt to a changing environment") or that used by Resilient Organisations ("the ability to survive a crisis and thrive in a world of uncertainty"). The definition created lacks any form of reference to loner-term / slowly developing changes that could have a disastrous consequence for new Zealand such as global warming and sea level rises.	JH 8/12 Note this concern, as we have previously. But disagree with the rec. to change the definition. Res Orgs themselves support this definition (with a minor amendment). Will try to amend narrative somewhere to make it clear resilience relates to both shocks and stresses.	Add definition of disruptive event and consider wider point
				Consistency of Definitions While the proposed Strategy tries to define the Key terms (page 4) that are used throughout the document there appear to be inconsistent use of the definitions in different parts of the document.• The definition of "Disaster risk" doesn't consider the impact of the disruption of activities such as schools and businesses not operating; • The defined terms "Disaster risk management" and "Disaster risk reduction" appear to be very similar; • The definition of "Exposure" is somewhat circular as it used the word exposed in the definition. Additionally, the use of the word "exposure" in the definition of "Disaster" seems inconsistent with the way it defines the word in the later on page 4; and the term "Exposure" is then defined differently on page 12; • The definition of "Hazard" (page 4) and "Vulnerability" (page 5) are defined differently on page 12; • The definition of "Residual risk" could be clarified by simplifying it to read "The disaster risk that remains after effective disaster risk reduction measures are in place, and for which emergency response and recovery capacities must be maintained.".	JH 8/12 Noted. Intend to tidy this up, including the inconsistency on p12. However others will remain - intend to use UNISDR definitions where possible.	For consideration
				Business Continuity In relation to Objectives 7 to 12, as stated on page 26, there is a failure explicitly include any reference to the need for business continuity as an underlying component of ensuring that effective responses can be delivered. All organisations with any form of response, or recovery, responsibility or obligation need to have developed and rehearsed business continuity arrangements in place. This will provide others within the system the assurance that they can deliver their obligations. For too long organisations with emergency management obligations have planned to respond on the assumption that they will have full access to their staff, locations, equipment and systems (i.e. they are in no way impacted by the event that they are responding to). This is unlikely to be the case in reality and effective business continuity arrangements will help to manage, and therefore respond, in these situations.	JH 8/12 Agree.	Include at least one reference to business continuity arrangements
				Other Feedback • We would suggest that the wording on the top of the second column of page 21 is amended to read "Response to emergencies and disruptions is characterised by a pre-identified and rehearsed end-to-end system that supports cooperative and coordinated emergency management, …" • There appears to be an correct word used in the definition of "What success looks like" for Objective 2. We believe that it should state "By 2030, the governance of risk and resilience in NZ …"	JH 8/12 Disagree. Makes it (even more) wordy. Agree re. the typo.	None
44	s9(2)(a) on behalf of Marje Russ Director + Principal Planner	Tonkin + Taylor	7/12/18	Question 1: Do you agree with the purpose, vision and goal of the (NDRS) strategy? T+T Response: Agree in part	JH 8/12 No action	None
				Link to Wider Context of Resilience and the Living Standards Framework T+T applauds the excellent work done in presenting the vision and strategic direction of the Strategy in a wider context of resilience, and which embraces the Living Standards Framework (LSF) and the Four Capitals. Much of the NDRS Draft for Consultation focuses on this wider context. The strength of this connection could be even more strongly be made by including the full wording of Section 3(a) of the CEDM Act, rather than the abridged text included in Section 1.1, Reproduced in its entirety, Section 3 (a) (see below) provides a much broader platform that aligns to the LSF and four wellbeings/capitals. "The purpose of this Act, which repeals and replaces the Civil Defence Act 1983, is to— (a) improve and promote the sustainable management of hazards (as that term is defined in this Act) in a way that contributes to the social, economic, cultural, and environmental well-being and safety of the public and also to the protection of property;"	JH 8/12 Disagree. Too wordy and not such accessible language.	None

					Comment	JH Response	Action
					This wider framing for the Strategy could also better be supported by presenting key terms that more consistently reflect the breadth of the matters in Section 3(a). For example: • the key term Disaster refers to "human, material, social, cultural, economic and environmental losses and impacts"; while • Disaster Risk is far more narrowly expressed as "potential loss of life, injury, or destroyed or damaged assets"; and • Exposure is focussed only on "people, infrastructure, buildings, the economy and other assets" with no reference to the environment.	JH 8/12 Disagree. Appreciate the point re. envt (and other slight inconsistencies in terminology approach), but these are UNISDR agreed terminology we want to stick to.	None
					Aligning key terms with CDEM Act Section 3(a) would also better align the strategy with the Resource Management Act (RMA) and its sustainable management purpose; and its wide definitions of Natural Hazards, Environment and Effects on the Environment. This alignment is important, given the significant role RMA plans and processes can play in disaster risk reduction.	JH 8/12 Not sure which terms they're referring to here	None
					Clarity of Focus and Scope We submit that the purpose and focus of the Strategy is not clearly and consistently communicated within the draft document. Section 1.3 "Ring-fencing the scope of the strategy" states that the "strategy is confined to the disaster aspects of resilience". This ring fencing is not clear and consistent through the majority of the document. As noted above a large part of the text presents wider contextual information on resilience and the LSF.	JH 8/12 Agree in part. An often-mentioned issue that could do with clarifying, but there will always be the tension between wider issues that we know contribute to resilience (and wanting to properly acknowelge those) but not going beyond the remit of the CDEM Act (broad though that is), and what is feasible/practical in this document.	Review scope para and related statements
					We note that the Strategy should, clearly, contribute to wider resilience, but needs to maintain its focus on the very significant contribution that disaster aspects (especially disaster risk reduction) can make to wider resilience.	JH 8/12 Noted, as above.	None
					We make the following suggestions that could help with clarity of the strategy's scope and focus. 1. Clearly separating out the contextual information about resilience and LSF in a stand-alone context section. 2. Enhance current Section 1 with more CDEM Act and disaster resilience contextual information. In particular, we recommend that a figure similar to the one below (which is presented in the 2007 National Civil Defence and Emergency Management Strategy) be included. This would illustrate the extensive range of agencies, documents, processes and plans involved in disaster resilience and emphasise the significant contribution these can make to wider resilience and wellbeing. Importantly, it would provide contextual information that can support more specific referencing to the individual plans/documents and agencies that can contribute to the objectives and outcomes described later in the strategy.	JH 8/12 Intend to do some of this (including with a linkages/system diagram), but disagree with separating out the narrative.	None
					Question 2: Do you agree with the priorities of the proposed strategy? The stated priorities are: • Managing Risks (Section 5) • Effective response to and recovery from emergencies (section 6), and • Strengthening societal resilience (Section 7). T+T Response: Yes, we broadly agree	JH 8/12 Noted	None
					Redefining risk and its management must of necessity also include adaptation, and focus on realising objectives versus treating all the impacts of the disaster. It would be helpful if this definition and conception of risk could be reflected in the strategy and, be included in the key terms. Modern thinking on risk provides a particularly helpful approach to dealing with the actual and potential threats that disasters present to our wellbeing. One of the key paradigm shifts is a change in how risk is conceptualised. Today's universally accepted1 and promoted definition of "risk" is no longer "chance or probability of loss", but "the effect of uncertainty on objectives". Disaster risk management	JH 8/12 Noted, and agree. Could add words to this effect in the last para of 3.4	Consider adding
					Section 5 should be: "to understand and manage the disaster risks that threaten our wellbeing and prosperity".	JH 8/12 Disagree. Like in many ways, but it's just another way of saying the same thing.	None
					We note that the text in Section 5 on managing risk includes a very generic and rather "rose tinted lens" comment about building codes and land use planning. These are both areas where delivery on risk management has a huge need and potential to improve. This includes getting connections right between different control regimes as well as improving their effectiveness in risk management (and reduction). It is particularly relevant to note that the Treasury LSF document introducing the Dashboard, issued this week2 identifies "natural hazard regulation" as a natural capital indicator on which New Zealand's performance has deteriorated. A focus on this could be added in the wording of objective and outcomes.	JH 8/12 Noted. Agree on the importance of these two things, but this document can only go so far.	None

				Question 3: Do you agree with the objectives and success factors of the proposed strategy? T+T Response: Broadly Agree The three priority areas set out in Question 2 each have six objectives and associated success factors (what success looks like). Accordingly, there are 18 objectives with timeframes to be met by (variously) 2025 or 2030.	JH 8/12 Noted	None
				We recommend that a number of the objectives and outcomes statements that are considerably wider than the disaster resilience focus, be reworked to reflect that ring fencing (e.g. Objectives 3, 5, 13, 15 and 17). This could include much more specific references to outcomes associated with specific agencies, plans, documents and processes.	JH 8/12 Disagree. These still come within the intent and purpose of the CDEM Act. The ring fencing refers to broader social and economic policy. Land use planning (etc), though driven by another piece of legislation, is still clearly a component of reduced risk within the sphere of the cdem act.	None
				Question 4: Do you agree that a broader range of stakeholders needs to be involved in governance of the proposed strategy? T+T Response: Yes	JH 8/12 Noted.	None
				With local councils taking a lead role in the promotion of wellbeing (economic, social, cultural and environmental), councils and community groups not only have a role in the governance of the strategy, but in the governance of the response and recovery of disasters and emergencies. The range of stakeholders should include representatives of mana whenua, Lifelines organisations (NZTA, three waters, communications companies, energy providers etc.), key supply chain businesses and health organisations. This list could also include representatives of privately owned key infrastructure. It is now well established that connections made in advance result in faster, more effective recovery outcomes.	JH 8/12 Noted.	None
				Question 5: Are there particular strengths of the proposed strategy that you would like to comment on? T+T Response: Yes The links to the Living Standards Framework and Four Capitals, and the recognition that the capitals are "value stocks" which jointly produce wellbeing outcomes over time. The very fulsome text on these is helpful, but does need to be separated from the actual strategy to maintain the ring fence focus on disaster resilience.	JH 8/12 Noted.	None
				Question 6: Are there gaps or challenges with the current national civil defence emergency management that are not addressed by the proposed strategy? T+T Response: Yes Disaster risk reduction through RMA processes and plans and the transition from civil defence emergency to recovery are still poorly addressed. The Building Amendment Bill is currently going through its select committee hearings, and hopefully some clarity will come from that process. T+T has made a submission on this aspect. Similarly, the real challenges that exist in land use planning, lack of national policy/guidance/standards and action to address these is not addressed. What this strategy does not articulate is how to get a joined up approach around actions, nor does it provide any substantive information about what those actions might need to be and who is responsible for implementation. In Section 8, the commitment to action is very theoretical, generic and descriptive rather than actually expressing any specific commitments to any particular action. Reference to a road map could be strengthened by providing details of its expected content, who will be responsible to develop it, when it will be produced and how it will link to the framework of documents/plans and agencies identified in the figure (or similar) we recommend be added to Section 1.	JH 8/12 For dicussion. Some really good points, but as to how far the Strategy can go on these issues....	For discussion / consideration
				There are some references to agencies and roles etc. that need some explanation for those not familiar with them e.g., Hazard Risk Board (objective 8), controllers (objective 10) National Security System and CDEM Groups on p 30.	JH 8/12 Noted. Review and amend as appropriate	None
45	Sharon Torstonson	SEWN	7/12/18	Purpose, vision and goal of the proposed strategy SEWN agrees with and supports the purpose, vision, and goal of the strategy. We particularly endorse the promotion of a whole-of-society, participatory and inclusive approach (para 1.1). While we appreciate the need to ring-fence the scope of the strategy (para 1.3), we would like to see other government departments and ministries required to include in their outcome measures evidence of how well their policies and programmes support this strategy.	JH 8/12 Noted. Could include wording in this section to this effect.	For ring fencing para
				Priorities of the proposed strategy SEWN agrees with and supports the priorities of the strategy.	JH 8/12 Noted.	None
				Objectives and success factors of the proposed strategy SEWN agrees with the objectives and success factors outlined. We are pleased that they contain explicit recognition of people and groups with particular needs or who are likely to be disproportionately affected by disasters	JH 8/12 Noted.	None

					Comment	Response	Action
					Stakeholder involvement in governance SEWN strongly agrees with the need for engagement of a broader range of stakeholders in governance of the strategy. In particular, the unique and invaluable contribution of the non-profit sector in disaster resilience makes it essential that the sector is part of any governance arrangement. We do not have a strong view of how this might be achieved and recommend that representatives of stakeholder groups be invited to participate in a process of co-design of an appropriate structure.	JH 8/12 Noted.	None
					Definition of community We noted that the term 'community' is used over 60 times in the strategy, with no definition of what this means. Sometimes the context seems to suggest a geographical/location based community, while at other times it can be read generically. We recommend that mention is made of the different types of community: • place-based/geographical • community of interest (e.g. p.41 mentions the 'science community') • community of identity (e.g. ethnic communities, rainbow community, disability community). and that mentions of 'community' are checked to see whether they do apply to all forms or whether it needs to be clarified that it is talking about a particular form of community.	JH 8/12 Agree.	Add definition of community (which though?)
					Role of non-profit sector SEWN considers that the unique and critical role that the non-profit sector makes to disaster resilience is not sufficiently signposted and recognised in the strategy. We must guess whether the sector is assumed to fit in 'organisations' (para 1.4) 'community organisations' (para 1.4), 'civil society' (obj 2, p.24), 'community representatives' (obj 2, p.24), or 'civil society organisations' (obj 14, p.28). (We do recognise what a challenge it is to find the correct terminology for the sector!) Australia's National Strategy for Disaster Resilience is a good example of explicit and appropriate recognition, right from the first page: "To succeed, it will be important that business and community leaders, as well as the not-for-profit sector, embrace this approach." (p.ii)	JH 8/12 Agree.	Replace references to civil society with 'not for profit sector'
					and elsewhere in the document: "Non-government and community organisations are at the forefront of strengthening disaster resilience in Australia. It is to them that Australians often turn for support or advice and the dedicated work of these agencies and organisations is critical to helping communities to cope with, and recover from, a disaster." (p.iii) "There is a need for a new focus on shared responsibility; one where political leaders, governments, business and community leaders, and the not-for-profit sector all adopt increased or improved emergency management and advisory roles, and contribute to achieving integrated and coordinated disaster resilience". (p.3)	JH 8/12 Agree.	Consider whether something to this effect could be added
					Strengths of the proposed strategy We would like to congratulate the team on what it has achieved in this document, as we believe it represents an enormous step forward in building disaster resilience in Aotearoa. While there may be some fine-tuning required, generally it captures the values of social equity and wellbeing that we uphold.	JH 8/12 Note the support!	None
46	s9(2)(a) on behalf of Lianne Dalziel	Christchurch City Council	7/12/18		Question 1:Whilst CCC welcomes and celebrates the aspirational targets of the strategy, it does need to be reinforced with a detailed implementation plan that compliments the outcomes of the minister's response to the TAG review, the National Plan and also the Group CDEM plan. It cannot be a 10 year plan either – it needs to be reviewed in 2021, with a view to having another plan in place in 2025. We have the following specific comments on the purpose, vision and goals of the proposed strategy:	JH 8/12 Noted. It actually IS a 10 year strategy, per the Act, but we can certainly put in, and be clear about, some specific review points.	Implementation graphic (as in Biosecurity strategy)
					Purpose The purpose of the strategy isn't clear enough and could be more explicit. For example: · The draft strategy document states that the purpose is to "outline the vision and long term goals for CDEM in New Zealand" however the purpose also refers strongly to the CDEM Act e.g. the six bullet points in s1.1 are a truncated version of the Act's purpose · The purpose might be better expressed as "To enable (or give effect" to the purpose of the Act."	JH 8/12 An option for consideration.	For consideration
					Vision The vision could be more closely aligned to giving effect to the CDEM Act if that is the intent of the draft strategy. Ensure that this strategy is capable of translating into action by cascading items of critical importance through the National CDEM Plan and also the Group CDEM plans. It would be possible to read this Strategy and not realise that it replaces the National Emergency Management Strategy as required by the CDEM Act 2002. It is usual to look at what it is replacing, because it could be given more context.	JH 8/12 intend to add an explicit statement on the inside front cover	None

				Comment	JH Response	Action
				The tagline on page 9 "Our Vision" is very broad so does not help to clarify the focus of the strategy. For example: · 'Safe' is a very broad term, i.e. safe from what: crime, vehicle accidents, disease, natural hazards?. · Delivering 'prosperity' is not a component of the draft strategy and may be better addressed with in other national strategies. · We agree with the alignment of this draft strategy with the Living Standards Framework including risk and resilience across all 4 Capitals (section 2.2). However, the strategy should address the linkages and interconnectedness of all the capitals to avoid cultural matters such as heritage can be treated as a non-essential.	JH 8/12 A vision is not what you are delivering, it's a picture or statement of what you want it to be. The goal is what we are contributing to get us closer to the vision. So I think it works as is?	None
				Goals · The goal as currently worded is too "abstract". It puts resilience as the destination however the strategy and the creation of a resilient New Zealand is more about the journey. We suggest rewording and using language from within the strategy. e.g. "Create a nation that understands risk and is better prepared for future challenges" is a bit more intuitive. · Cultural heritage should also be recognised as being vital to our local community identity. Heritage comes into the natural and built environment aspects of resilience. Additionally, moveable heritage (objects and documentation) should be linked to the cultural heritage of the community. Moveable heritage was not recognised or provided for in the aftermath of the Canterbury earthquakes. A broad definition of heritage would assist in this respect. · We suggest including a role for 'narrative and story-telling' alongside Mataurangi (knowledge and understanding) as 'meaning and feeling' are equally important for encouraging action.	JH 8/12 An option for consideration.	For consideration
				Council reccomendations: Ensure that this strategy is capable of translating into action by cascading items of critical importance through the National CDEM Plan and also the Group CDEM plans.	JH 8/12 Noted	None
				Question 2: The Council agrees with the proposed priorities of the strategy. The priorities of managing risk, having effective responses to and recovery from emergencies and strengthening societal resilience, all align with the current 4 Rs approach to emergency management. However, the position adopted on disaster risk reduction seems to be deficit based rather than strengths based. The focus on reducing exposure and vulnerability is fine, but would be enhanced with an equal focus on building the fourth component, as it is described, capacity – defined as the strengths, attributes and resources. This would give meaning to what is essentially a collaborative approach across local and central government, DRR scientists, planners and experts and the community. There must be a much better focus on the community.	JH 8/12 That's the point of the resilience section/priority - strengths based, capacity	None
				Question 3: The Council agrees with the objectives and success factors of the strategy, with appropriate stretch targets to New Zealand. The Council notes that the Minister's response to the TAG review, and the report itself, focuses largely on the 'response' component of emergencies. The 'recovery' component should also be given effect through this strategy. We anticipate that a detailed implementation plan would provide greater clarity on how and who will implement these. Reccomendations: That the 'recovery' component of emergencies is also given effect to through this strategy.	JH 8/12 Agree. Will be trying to strengthen recovery elements	For adding into recovery mix
				Quenstion 4: The Council agrees that a broad range of stakeholders should be involved in the governance of the strategy. It is excellent to see the role for Maori emphasised in the way the draft suggests. Continue to enable territorial authorities to manage community development involved in governance of the strategy? If so, what ideas do you have for achieving this aim? We would also appreciate your views if you disagree with this proposition. The Council considers that community resilience is best discussed/developed at the local level with close cooperation and involvement of all relevant stakeholders. At local level this should include the support of existing governance structures at Community Board level for assistance with monitoring and evaluating required outcomes. Steps need to be taken to identify what is required to support community, cultural (including heritage), economic and social wellbeing for future events. The Council suggests governance and implementation arrangements are made more explicit in the strategy. It is unclear in the strategy who is responsible for implementation. Particularly, CEG's and Joint committee functions are spelt out in the act but their role in the implementation or governance of this strategy isn't clear. The Council suggests clarifying these matters will provide a better understanding of how the draft strategy will be implemented.	JH 8/12 Agree and disagree. Intend to strengthen references to Roadmap and implementation, but the detailed explanation will be for other documents (Roadmap, national/regional plans, guidance docs)	For consideration in governance, roadmap, and implementation strengthening
				Reccomendation: Continue to enable territorial authorities to manage community development activities, inclusive of facilitating resilience capacity and capability. Emergency response may need to be focused at regional level, with community resilience and development continuing to be the focus of Councils. Consider making the governance and implementation arrangements more explicit in the strategy.	JH 8/12 Noted. Action as above/previously.	None