



*A safe, strong Bay of Plenty, together
Toi Moana, kia haumarū, kia kaha, mā tātau katoa*

Recovery Navigators' Guide

2022





Recovery Navigators' Guide 2022

Authority: This guideline has been issued by the Director, Emergency Management Bay of Plenty pursuant to s17(e) of the Civil Defence Emergency Management (CDEM) Act 2002. It provides assistance to the Bay of Plenty CDM Group and other agencies in the implementation of recovery navigators.

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About this resource

This Guide was developed by Emergency Management Bay of Plenty (EMBOP) and funded through the 2021-22 National Emergency Management Agency (NEMA) Resilience Fund.

It has been designed for use by Civil Defence Emergency Management Groups and other local agencies.

The information in the guide comes from a broad collective of practitioners who have experience managing recovery navigators in emergency events.

This document is intended to expand and adapt as the role of recovery navigators continues to mature.

Notes on the use of this Guide

This 'Guide is not intended to override nor replace any other agencies or authorities "business as usual" (BAU) or operational activities involving navigators or a similar service.

This 'Guide' is intended to be complimentary to existing practices in addition to providing a step-by-step guide when Navigators are used.

Your organisation's policies, procedures, authorisations, and legal due diligence requirements must be exercised before the use and application of this Guide and documentation it contains.

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Kaiwhakaterere Whakaora

**Supporting people to rebuild their lives after a
disaster strikes**

Recovery Navigators Guide

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1 Introduction

Nau te rourou nāku te rourou, ka ora ai te iwi.

With your basket and my basket, the people will thrive.

This section sets out the purpose, intended outcome and audience of the 'Guide'. It shows where Navigator services fit in the Civil Defence Emergency Management recovery environment and where these can be used to improve community recovery outcomes.

1.1 About this Guide

The **purpose** of the guide is to give users the relevant background and practical guidance to set up and run an Emergency Management Recovery navigator service after an emergency.

In this guide users will find resources for:

- Assessing the need for navigators
- Assessing the services and support needed
- Developing business cases for funding applications
- Explaining the role of navigators
- Supporting health and safety
- Managing navigator services

The intended **outcome** of this guide is for users to:

- Understand the role of Recovery Navigator services in the Civil Defence Emergency Management (CDEM) context
- Be able to determine the scope of services required

- Understand navigator duties and selection criteria in order to meet both:
 - the community needs and
 - the agency's obligations
- Support Recovery Managers and Navigators with:
 - Templates and other resources
 - Guidance on the needs of early recovery and prolonged recovery
- Support a more consistent approach for future emergencies, and
- Have the skills and knowledge to ensure people and communities transition successfully out of recovery navigation services

This Guide draws from experience in the 2016 Kaikōura earthquake, the 2017 Whakatāne District flooding, the 2018 Rotorua District flooding, and recent emergencies such as the 2021 West Coast floods.

1.2 Terminology

Agencies

Agencies are Government agencies (including public service departments, non-public service departments, Crown entities and Offices of Parliament), non-governmental organisations, Local Government bodies, emergency services and lifeline utilities.

Civil defence emergency management (CDEM)

Civil Defence Emergency Management means the activities that guard against, prevent, overcome, or recover from any hazard, harm or loss that may be associated with an emergency¹. Refer to the s4 CDEM Act 2002 for a comprehensive definition.

Civil Defence Emergency Management Group (CDEM)

CDEM Groups are required under the CDEM Act 2002 and are made up of elected representatives of member authorities, such as Mayors, Chairpersons or their delegates.

Community

Community² means a group of people who:

- live in a particular area or place (geographic or place-based communities),
- are similar in some way (relational or population-based communities), or
- have friendships or a sense of having something in common (community of interest). People can belong to more than one community and communities can be any size. Communities can also be virtual.

Emergency

Emergency³ means a situation that —

- is the result of any happening, whether natural or otherwise, including, without limitation, any explosion, earthquake, eruption, tsunami, land movement, flood, storm, tornado, cyclone, serious fire, leakage or spillage of any dangerous gas or substance, technological failure, infestation, plague, epidemic, failure of or disruption to an emergency service or a lifeline utility, or actual or imminent attack or warlike act, and

¹ *Officials' Committee for Domestic and External Security Coordination. 2019. Coordinated Incident Management System (CIMS), 3rd ed., 107.*

² *NEMA. 2019. National Disaster Resilience Strategy Rautaki ā-Motu Manawaroa Aitūā.*

³ *CDEM Act 2002 s4*

- (b) causes or may cause loss of life or injury or illness or distress or in any way endangers the safety of the public or property in New Zealand or any part of New Zealand, and
- (c) cannot be dealt with by emergency services, or otherwise requires a significant and co-ordinated response under the CDEM Act 2002.

Emergency Management Bay of Plenty (EMBOP)

Emergency Management Bay of Plenty⁴ is the Group Emergency Management Office (GEMO) which is responsible for delivering a range of services on behalf of the Group that enables the Group to fulfil its role. Services include coordination and support, development of plans, policy and procedures; Group representation, Group work programme delivery, Group response capability planning, and hazard and risk analysis functions.

Local Authority

A **Local Authority** is a Territorial Authority, a Regional Council or a Unitary Authority.

National Emergency Management Agency (NEMA)

The **National Emergency Management Agency** is the Central Government agency responsible for providing leadership, strategic guidance, national coordination, and the facilitation and promotion of various key activities across the 4Rs (reduction, readiness, response, and recovery). It is the lead agency at a National level responsible for coordinating the management of emergencies listed in Appendix 1 of the National CDEM Plan 2015.

Recovery

Recovery involves the coordinated efforts and processes used to bring about the immediate, medium and long-term holistic regeneration and enhancement of a community following an emergency⁵.

Recovery Activity

Recovery activity means an activity carried out under the CDEM Act 2002 or any civil defence emergency management plan to deal with the consequences of an emergency, including, without limitation ⁶,—

- (a) the assessment and ongoing monitoring of the needs of a community affected by the emergency, and
- (b) the co-ordination and integration of planning, decisions, actions, and resources, and
- (c) measures to support—
 - I. the regeneration, restoration, and enhancement of communities across the 4 environments (built, natural, social, and economic), and
 - II. the cultural and physical well-being of individuals and their communities, and
 - III. Government and non-government organisations and entities working together, and
- (d) measures to enable community participation in recovery planning, and
- (e) new measures—
 - I. to reduce risks from hazards, and
 - II. to build resilience.

Recovery Agency

Within the context of this guide, the recovery agency(s) is the agency(s) responsible for the role and functions of appointed CDEM Recovery Manager(s) and to manage the recovery activity.

⁴ Bay of Plenty Civil Defence Emergency management Group Partnership Agreement 2019

⁵ National CDEM Plan 2015.

⁶ s4 CDEM Act 2002.

Response	Response involves actions taken immediately before, during or directly after an emergency to save lives and property and to help communities recover.
Welfare Services	Welfare services support individuals, families and whānau and communities to be ready for, respond to and recover from emergencies. Welfare services include needs assessments, care and protection services for children and young people, psychosocial support, household goods and services, shelter and accommodation, financial assistance, and animal welfare.
Recovery Navigators	Recovery navigators aim to facilitate access to the right support at the right time to affected individuals, family and whānau and strengthen individuals and family/whānau so they can move forward with their lives. ⁷
Whānau	Whānau refers to extended family, family group, a familiar term of address to a number of people and is also the primary economic unit of traditional Māori society. In the modern context the term is sometimes used to include friends who may not have any kinship ties to other members. ⁸

1.3 Acronyms

BAU	Business as Usual	MoE	Ministry of Education
CDEM	Civil Defence Emergency Management	MPI	Ministry for Primary Industries
DIA	The Department of Internal Affairs	MSD	Ministry of Social Development
MBIE	Ministry of Business, Innovation and Employment	TPK	Te Puni Kokiri

1.4 Legislation

The following outlines some key legislation typically associated with Recovery and Navigators.

- Building Act 2004
- CDEM Act 2002
- Health and Safety at Work Act 2015
- Local Government Act 2002
- National CDEM Plan 2015
- Privacy Act 2020
- Vulnerable Children Act 2014

⁷ *Recovery Preparedness and Management – Director’s Guideline for Civil Defence Emergency Management Groups [DGL 24/20]*

⁸ *Te Kākanō Textbook Ed 2; Te Pihinga Textbook Ed 2*

Part A

Recovery Navigators Guide

2 Recovery and Navigators

“People and communities are recovered when they are leading a life they value living, even if it is different to life before the emergency event.”⁹

“Recovery involves the coordinated efforts and processes used to bring about the immediate, medium, and long-term holistic regeneration and enhancement of a community following an emergency.”¹⁰

2.1 The Recovery process

Recovery is more than rebuilding infrastructure. It is about supporting people to rebuild their lives and restore their emotional, social, economic, and physical wellbeing. The way these factors interact has a direct impact on recovery outcomes for people.

Effective recovery means bringing together communities; Iwi/Māori, local, regional, and Central Government, lifeline utilities, health providers, the private sector, and many others so we can empower and support people, whānau and communities in times of upheaval.

The same emergency can be experienced differently by individuals, communities, and whānau. Everyone faces their own personal, financial and social challenges. Tailored support through a Navigator service can reduce the burden of stress on people who don't know how or where to find support. That's why people who offer guidance in recovery need to be professional, patient, empathetic, trustworthy and accessible.

However, it is not enough to ensure services meet the holistic needs of individuals and whānau; They must also be timely, effective and well-coordinated. That means assessing and planning for navigator services should start early in the response phase of an emergency.

Navigator services can be provided directly by an agency with a specific focus, or through a multi-agency hub providing a 'wraparound' service.

2.2 Navigators within the Recovery context

In the Civil Defence Emergency Management (CDEM) context, recovery takes place through four key work streams called the “four recovery environments”—Social, Built, Economic and Natural. These interact to create a framework for a strength-based, holistic and inclusive approach to recovery.

Within the four environments are seven “capitals”. These give a more refined framework to assess what areas are affected in an emergency and what we can do to support recovery.

⁹ *Guide to Disaster Recovery Capitals (ReCap) New Zealand edition vs2*
¹⁰ *Recovery Preparedness and Management – Director's Guideline for Civil Defence Emergency Management Groups [DGL 24/20]*

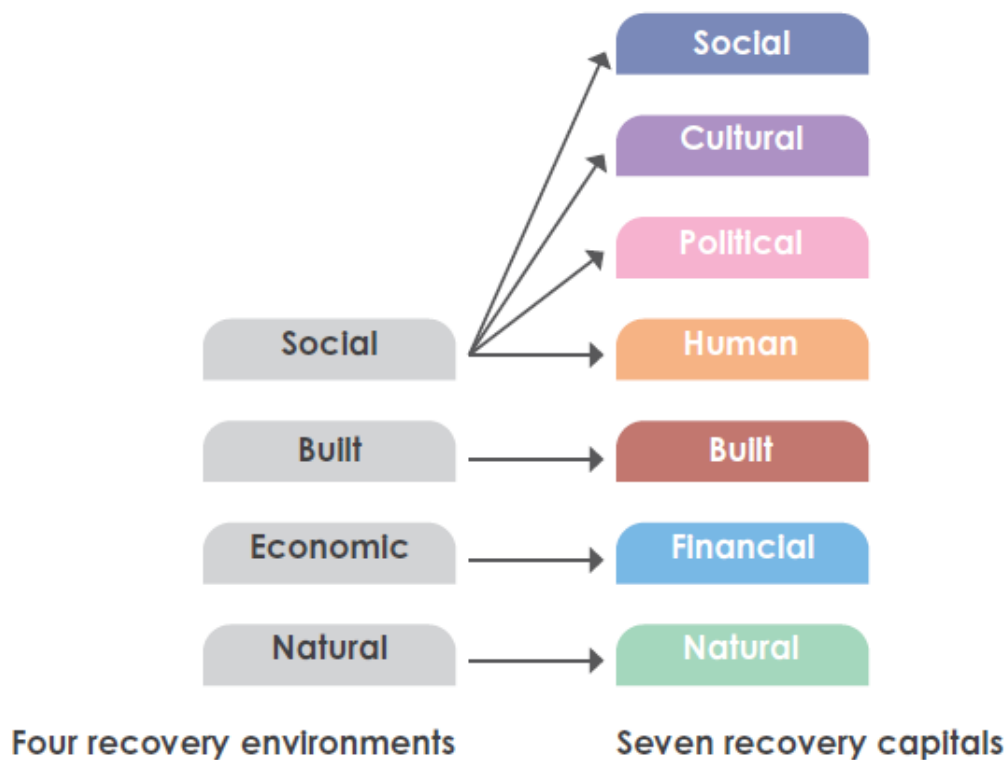


Figure 1 Recovery Environments and Capitals

We can think of capitals as resources we can maintain, increase, or draw from to support wellbeing.

“By paying attention to recovery capitals, each person or community can assess what strengths and resources they already have and identify priorities for enhancing their capitals to support their recovery based on what is important to them. This aligns with strengths-based and community-led approaches to resilience and recovery.”¹¹

Navigators work across different capitals to support recovery and recognise people’s multiple needs.

2.2.1 Navigators within Aotearoa New Zealand

Recovery Navigators are like case managers; they offer broad support for whānau and individuals, while linking people to wider community support programmes. In recent years there have been several examples of effective navigator support for disaster-stricken communities and individuals.

Navigator services during past emergencies have supported recovery through such work as:

- Referral to support agencies
- Coordinating insurance issues
- Building on existing networks and relationships

¹¹ Guide to Disaster Recovery Capitals (ReCap) New Zealand edition vs2

- Coordinating between multiple agencies/organisations
- Supporting monitoring, evaluation and gathering of data
- Providing a flexible and adaptive service based on issues that arise during the recovery

However, the concept and use of Navigators in Aotearoa New Zealand has largely been on a case-by-case basis, and not through established protocols or guides.

Setting up effective navigator services in emergencies has been limited by:

- No consistent approach to community needs
- Low awareness of navigators and the roles they play, and
- No definitive funding streams or criteria for funding.

Navigators work directly with their clients to develop comprehensive, holistic, targeted, wrap around recovery plans that facilitate access to critical services and help people make informed decisions about their future. A navigator service also needs to reconnect people at a deeper psychosocial level by increasing independence and self-reliance.

Agencies approached by navigators include but are not limited to, Health New Zealand (Hauora Aotearoa), Māori Health Authority (Te Mana Hauora Māori), General Practitioners, Residential Advisory Services, Temporary Housing Services, Police, Councils, MSD, MBIE, MPI, Rural Support Trusts, and several non-government organisations and community groups.

Special care should be taken during the shift from response to recovery. The change in tempo, management, and operational structure can create unintentional gaps and delays in information transfer, staffing and resourcing. This can also lead to delays, potentially many months in procuring navigator services.

2.2.2 Navigator examples

Examples¹² of the use of Recovery Navigators can be found in reports on:

- The November 2016 earthquake and tsunami, available at www.civildefence.govt.nz (search Navigators)
- The Whakatāne District floods in 2017 in the Recovery Debrief and Toolbox available at <https://www.whakatane.govt.nz>
- The 2010–2011 Canterbury earthquake sequence in Waimakariri available in Social Recovery 101 A Guide for Local Social Recovery available at <https://www.waimakariri.govt.nz>
- Further examples are highlighted in [Section 17](#).

¹² Recovery Preparedness and Management – Director’s Guideline for Civil Defence Emergency Management Groups [DGL 24/20] s12.11.3

3 Scope of Navigator services

The need and scope for Navigator services is linked to:

- The size and type of emergency faced,
- The capability and capacity of people's resilience to absorb the impacts and their capacity to cope,
- The level of support and services available, and
- The duration of the response and recovery journey.

3.1 Community impacts

The impacts of emergencies can cause significant disruption to everyday services.

The more severe and extensive the impacts (across recovery environments), the more severe the disruption and disconnection experienced by the community, its economy and built environment.

Businesses and farming operations may be severely impacted, assets lost and future goals and plans destroyed.

The longer recovery takes, the longer this distress and disconnection continues.

3.2 Whānau, family and individual impacts

People's daily lives and normal routines will be substantially altered with emergencies severing connections to family, friends, neighbours, work, school, pets and the broader community.

This can leave people feeling isolated and alone. They may feel overwhelmed and, in some cases, in shock. The range of impacts will vary, but they include:

- Loss of (or separation from) loved ones
- Homeowners and tenants needing new accommodation (after placement in emergency or temporary accommodation)
- Lack of (or insufficient) insurance
- Uncertain repair times
- Uncertain employment and loss of income if businesses are impacted

Anything that was an issue or problem before the emergency will be amplified and combined with other problems.

People may find themselves 'stuck' and unable to move forward.

3.2.1 Needs and support

Establishing a navigator service helps coordinate and streamline ways to support people in resuming their daily lives and restore emotional, social, economic, and physical wellbeing.

In practice, navigator services are:

- A primary point of contact that assists people in connecting with services and supports them to make applications, navigate systems, advocacy, and get their needs met
- Client-centred and empowering. Navigators should promote independence, not create ongoing dependency

Navigators can strengthen families' and individuals' capacity to return to normal as quickly as possible by navigating their own path.

- **Transition from Response to Recovery**

The welfare function starts this work in the response phase of an emergency, and ongoing support is carried on in recovery. Whānau, families, and individuals will have their immediate and most urgent needs met through the response to the emergency.

Transitioning cases from welfare support to recovery support is detailed in [Section 7](#).

3.2.2 Social Recovery environment

As the emergency response phase transitions to recovery, the social recovery environment becomes more involved.

Types of support may include:

- **Managing simpler queries and requests** by providing information or referring people to the appropriate contact or service. These services may be provided through support lines (0800 numbers), information centres or in larger emergencies, through recovery hubs.
- **Providing more complex relationship-based referral support**

This requires skilled navigators who have the necessary knowledge of what services are available from whom, how to access them and how to work with all parties to support recovery. People who may not have used agencies services before (for example: legal, insurance, MSD support services) may need assistance to contact the right agency or organisation and support in clarifying their needs.
- **Support with managing overlapping needs.** People with more complex and overlapping needs (for example: accommodation, legal/judicial, family violence, financial support, dependencies and mental health) will require support to coordinate their interaction with multiple agencies.

3.2.3 Support examples

Understanding community demographics and how they interact with the effects of the emergency can help identify who needs different types of help. A range of people may need navigator assistance and these may include:

- Homeowners
- Tenants
- Foreign nationals

- Business owners
- Farmers/rural communities
- Stranded people
- Holidaymakers
- People suffering loss
- Cultural and linguistically diverse whānau and groups
- Disabled/differently abled people or those who need special assistance

3.3 The Recovery Continuum and Duration of Needs

What people need from a recovery service doesn't follow a simple pattern. The effects of an emergency can be made worse by existing issues in people's lives. This can make it harder for people to cope and they may need more care during recovery.

The recovery continuum (Figure 2) gives an outline of the needs people are likely to have following an emergency. The Navigator service needs to be scalable (in size) and flexible (in activity).

Recovery and navigator services formally cease once outstanding recovery and navigator activities have transitioned to support agencies business as usual (BAU) processes. This formal process of exiting recovery is detailed in [Section 10](#).

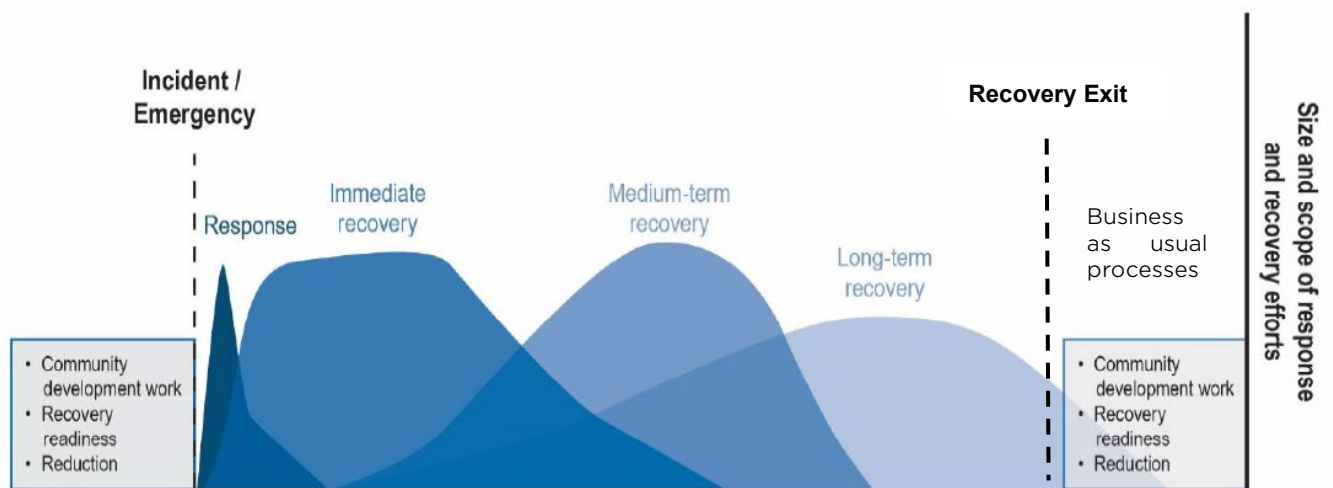


Figure 2 The Recovery Continuum¹³

¹³ Adapted from Federal Emergency Management Agency 2016. *National Disaster Recovery Framework, 2nd edition*.

4 Recovery Navigators - Roles and responsibilities

Social needs have typically dominated the role and the use of navigators. However, other responsibilities have been incorporated in various recoveries in New Zealand such as economic support roles, working with rural networks, and advocacy. In a number of these instances, external agencies have been contracted to undertake specific and targeted roles.

Navigators identify and focus on people who are least likely to be able to draw on connections to agencies, Local Government, Government, and broader society and support them to advocate for their needs.

4.1 Guiding principles

The following nine principles underpin the approach Navigators should undertake:

Do no harm

Avoid exposing people to additional risks through our actions – even if they are well-meaning. This may occur through overreaching professional training and capability, insufficient training, or going beyond the scope and mandate of services to be provided.

Whānau ora

Supporting whānau to recover to their maximum ability following an emergency. The approach is whānau centred and involves providing support to strengthen whānau to do what they need to live healthily and contribute to each other's wellbeing.

Equity

Acknowledging that different types and levels of support may be required for equitable recovery outcomes. This principle also applies to culturally and linguistically diverse (CALD) peoples and those with disabilities and vulnerabilities. Improving access to services will be a key contribution towards achieving recovery equity.

Self determination

This principle is concerned with the right of individuals and whānau to be informed and have control over their own recovery. Full involvement in decision-making helps increase peoples' capacity for self-management in support of greater autonomy and less dependence.

Indigeneity

Indigeneity relates to the status and rights of Māori as indigenous peoples. We need to support, recognise and retain Māori identity, the participation of Māori in decision-making, and recovery actions based on the aspirations of Māori. The indigeneity lens generally comprises: Te Tiriti o Waitangi, te ao Māori, and whānau-centred thinking.¹⁴

Ngā kaupapa tuku iho

Ngā kaupapa tuku iho requires acknowledgment and respect for Māori values, beliefs, responsibilities, protocols, and knowledge that are relevant to Māori and may guide recovery planning.

¹⁴ An Indigenous Approach to the Living Standards Framework – Te Puni Kōkiri and the Treasury January 2019

Inclusive

Acknowledgment and respect for diverse cultures, values, beliefs, and protocols, that may guide recovery support.

Whole-of-System responsibility

Achieving best outcomes for individuals and whānau and overall recovery equity is a whole-of-system responsibility.

Professional conduct

Applying accepted professional values when undertaking recovery support to vulnerable people including but not limited to trustworthiness, honesty, respect, cultural appropriateness, adherence to the law, and accountability.

4.2 Overall focus

Navigators can enable effective, efficient, and timely community, whānau, and individual recovery through providing:

- A watchful eye on the community wellbeing and monitoring progress. They can raise early awareness of emergent needs and potential future interventions, (including needs associated with insurance, housing, financial support, and mental health)
- Complementary support to already established groups (rural support trusts for example)
- Support for an integrated transition from the welfare response to social recovery. Navigators can minimise disruption and gaps by making sure ongoing welfare needs that have been identified in response are required to be addressed during recovery.
- Appropriate cultural connection and support. Recognising that Iwi, Rūnanga, Hapū, and Marae play a vital role in leadership and community support.

4.3 Specific focus

Navigators support recovery by:

- Providing a personalised, relationship-based service which supports and empowers individuals and whānau to recover from the impacts of the emergency and strengthens their capacity and resilience to return to their new normal.
- Developing a recovery plan in partnership with the individual or family and based on an assessment of need (needs assessment). The plan should reflect individual preferences for service arrangements.
- Brokering and co-ordinating access to services and information, particularly where people find it hard to navigate the available support system for themselves.

4.4 Responsibilities

A navigator supports whānau to get the help they need. They do not provide the solution themselves but help to increase resilience and self-reliance.

Navigators must only perform services to the level that they are professionally trained, capable and commissioned to undertake. Civil Defence Emergency Management Navigators do not deliver professional specialist services provided by other agencies.

[Section 6.1](#) outlines an example of where navigators may fit within an organisation.

[Section 11](#) contains two example descriptions of navigator roles, responsibilities, and accountabilities. These should be adapted to suit each organisations' position descriptions or contracts.

4.5 Induction and training

Navigators must have an induction and appropriate training. This should be outlined in their employment or contract agreement.

- Navigators should not start work until their induction and required training has been completed and signed off.
- For navigators who do not have a professional qualification in social work (or similar), specific training in "Psychological First Aid" and other key matters determined by the Recovery Agency is recommended.
- Navigators should be familiar with the Privacy Act 2020, Vulnerable Children Act 2014, and the Health and Safety at Work Act 2015.
- Navigators should be fully familiar with Information Management, accurate record keeping, and all relevant systems and processes.
- The employer is responsible for ensuring navigators have a comprehensive induction.

5 Business Case and funding options

During the response phase of an emergency and especially during transition from response to the recovery phase, accurately assessing whether navigators are needed can speed up the process of securing funding and services

The purpose of a business case is to lay out the information potential funders need, in order to fund and support navigator services.

5.1 Uncertain funding and delay impacts

In many cases there have been long delays in getting funding to set up a Navigator service. The process can be slowed down by complex arrangements and inefficient processes. This makes it harder for affected people to get the help they need when they need it.

There are currently no secured funding streams for navigators and no set criteria for funding. Agencies are using a variety of ways to get funding and even where navigator services would give substantial benefits, things can move very slowly. There can be considerable delays while funding is sought from Ministries, agencies, trusts and councils, or the service may simply not be provided.

5.2 Business case and funding criteria

More secure funding streams are likely to emerge over time, but many of these will have a set application process with clear criteria. A business case usually forms a critical part of an application.

A detailed and comprehensive business case for recovery navigators logically explains an agency's' needs as it transitions from short term to longer term recovery. It can help secure funding for key physical, psychological, and social services, although there are no guarantees with funding.

The following business case process was developed in collaboration with local recovery practitioners and national advisors. The example and criteria included in this Guide are based on documents developed by Buller District Recovery following the flooding emergency 2021 and the Whakatāne District Recovery for the flooding emergency 2017.

5.2.1 Assessing the need for Navigators

The Guide to Disaster Recovery Capitals (ReCap)¹⁵ is a key resource for supporting wellbeing after disasters. It is grounded in strength-based, holistic and inclusive approaches to recovery. It provides a framework when considering the need for navigators.

Relevant factors for implementing Navigator services include:

- The scale and type of welfare needs as the response phase transitions to recovery (refer section 6 Transition from Response to Recovery)
- The number of whānau, family and individuals with significant needs
- The estimated duration and scale of the recovery
- The current community services being provided and their effectiveness in relation to the support needed
- How Navigation services can benefit and complement community recovery already underway
- Other agency activities and responsibilities
- The capability and capacity for the community to recover without navigator support
- The role navigators would be required to focus on
- The costs of the service
- Whether funding can be secured and who through
- The impacted community's demographics and other characteristics
- The Recovery agency's need to ensure communities' health and wellbeing is supported throughout the recovery
- The ability for the Recovery agency to globally respond to changing needs in a coordinated way throughout the recovery lifecycle

¹⁵ *Guide to Disaster Recovery Capitals (ReCap) Aotearoa New Zealand Edition*

5.2.2 Resources consideration

The size of an emergency will affect the scope (range) and scale (amount) of resources needed but smaller emergencies may also need a lot of short-term resources.

It is useful to develop a business case to accurately work out what resources are needed. A strong business case can help you find and secure funding and resources. An example of a business case can be found in [Section 12](#).

Depending on the type of emergency, Navigator Services may be specific or broad. They might be delivered within agencies “business as usual”, as an enhanced “business as usual”, or they may need a more complex approach covering the four recovery environments (social, built, economic, natural).

Even if an emergency is considered relatively low in impact, the resources required could still exceed the capability, capacity and expertise of the recovery agency.

When this happens, the agency can bring in additional services - either through internal secondment or through external contracts.

If the recovery agency is considering using inhouse resources, they need to make sure those people are properly trained and have the support they need to do the work properly.

Figure 3 outlines some key elements for resourcing consideration.

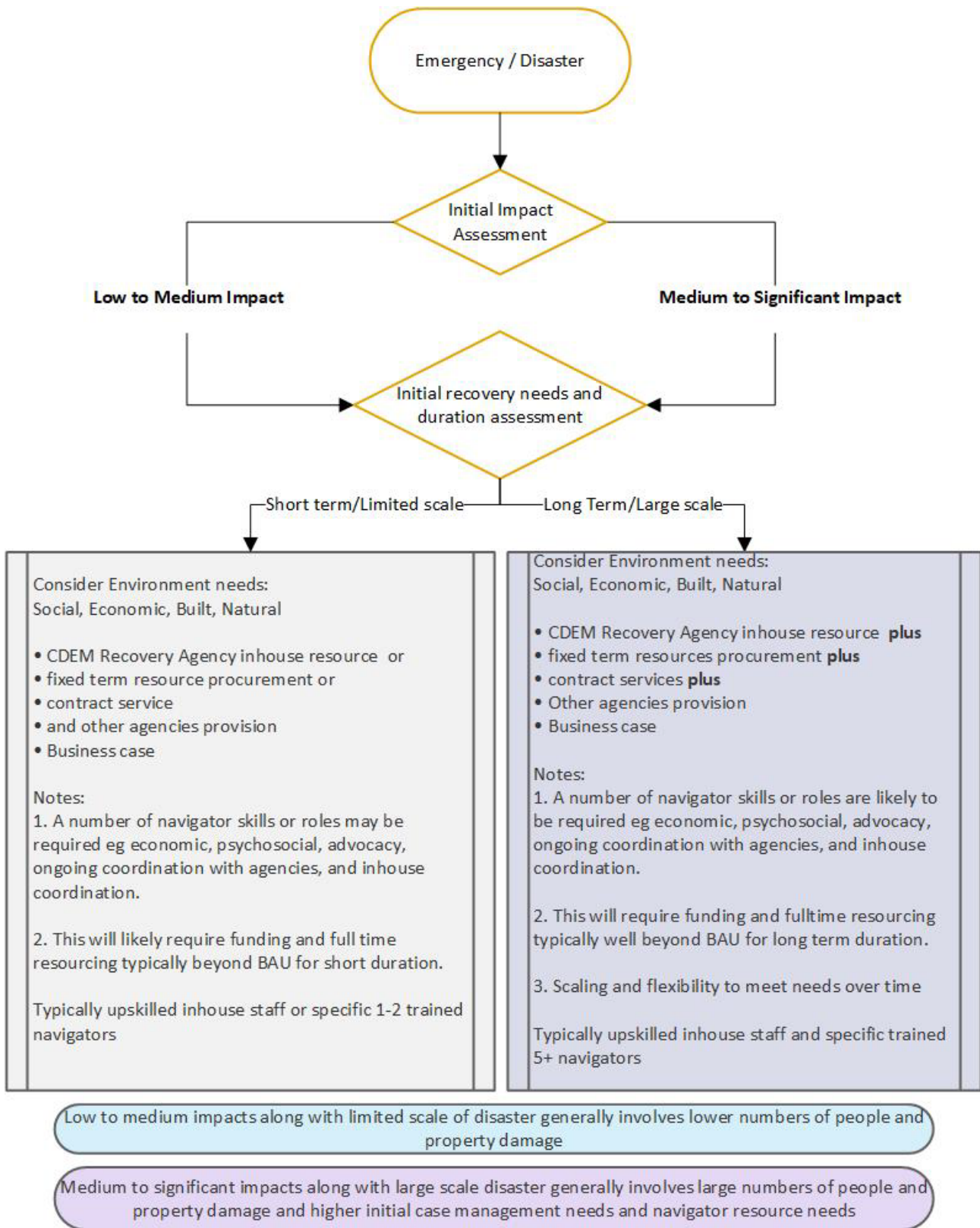


Figure 3 Resource Needs Flow Chart

5.2.3 Resources assessment criteria

There are no set criteria to assess the resources required for effective recovery.

As mentioned earlier, the prime role of navigators has typically been for social support, but other navigator roles have supported businesses, the rural sector, lifestyle landowners and foreign nationals.

This Guide in principle can be applied to any of the four recovery environments, although the funding streams being sought may vary.

Whether or not an emergency is declared under the CDEM Act 2002 (or subsequent relevant legislation), consideration for support should be based on the impact and consequence of the event.

5.2.4 Case management

Navigators are assigned a caseload of individuals and whānau who have been identified through a set of criteria based on need, complexity, and concurrent needs.

Navigators will meet with whānau in an initial hui to understand their needs, their goals for moving forward, and the steps needed to reach those recovery goals. The role of the navigator will be clarified through this process as it becomes clear what support will be of benefit to the whānau.

A navigator supports whānau to get the help they need. They do not provide the solution themselves but help to increase resilience and self-reliance. In this respect, the service can be light touch and facilitative rather than requiring a specific level of technical expertise. That means the personal attributes and skillset of the navigator are key to success.

Navigators will have a caseload based on need. A mix of complex and more straightforward cases will provide balance for the navigator. It also means a navigator's overall case number will decrease over time, although they will continue to provide a longer period of support to those people who need it.

5.2.5 Caseload size examples

Caseload size is important for two reasons:

- it influences a navigator's effectiveness and dictates how much time and effort they can devote to each client, and
- it is a key driver of the administrative cost of the service

Caseload size depends on:

- the scope of support provided
- the complexity of individual and whānau needs
- geographic isolation
- the duration of recovery program
- resources available for recruitment

The following outlines caseload sizes in the social sector within Aotearoa New Zealand. These are a general guide only and should not be as definitive numbers. Any assessment should be tailored to specific needs within the context of each recovery.

Examples of case management ratios from the social sector¹⁶

Activity	Ratio of case manager to individuals
Community Mental Health	1:50
At Risk Youth - low intensity	1:30
At Risk Youth	Limit 20 families per case manager
Employment brokers for disabled people	1:100

The limitation of the examples above are that caseloads in these environments naturally involve more intensive, high-risk, wraparound and ongoing services.

Examples of case management ratios from emergency events and agency policies

Activity	Ratio of case manager to families
Disaster Case Management: Implementation Guide – US Dept of Health ¹⁷	1:15 initially and 1:35 as recovery progresses
Whakatāne Floods 2017	1:90 at early stages
Westport Floods 2021	1:50 at early stages

Even though case numbers will decrease over time, ratios may need to increase as more complex cases remain in order to retain sufficient resources for continuity of services.

5.2.6 Recovery guide caseload assessment

The below table assumes a significant impact on some people. Although an emergency may be considered low scale (with a low number of affected people relative to the size of the community), there can still be badly affected individuals and whānau. Consideration of navigator resourcing is equally important in these circumstances.

Caseload numbers will reduce over time, and this may happen relatively quickly compared to the overall recovery timeframe. For this reason, resource evaluation should consider the timeline of requirements: Lower caseload ratios may be appropriate at the start of recovery, then as cases reduce over time, navigators may be able to absorb higher numbers.

There will be a point where it is worth considering retaining a minimum number of navigators to ensure continuity of service until the formal exit from recovery.

Table 1 provides a basic guide for considering resources needed.

¹⁶ Evidence Brief – Case management and importance of caseload size 2012 ISBN Online 978-0-9951240-0-4

¹⁷ Disaster Case Management: Implementation Guide - The Administration for Children and Families US Dept of Health and Human Services

Table 1 Guide to caseload ratios

Scale of Event	Ratio per family	Resource needs
Low scale Shorter term recovery (6 months to 1 year) Up to 15 impacted families	1:15	<ul style="list-style-type: none"> • Business Case for external funding support • Recovery Agency upskilled inhouse resource plus navigator • Multi-agency interface and support
Moderate scale Longer term recovery (1-2+ years) Up to 100 impacted families	1:50	<ul style="list-style-type: none"> • Business Case for external funding support • Recovery Agency upskilled inhouse resource plus 2-3 Navigators • Multi agency interface and support
Significant scale Longer term recovery (2+ years) 100+ impacted families	1:70	<ul style="list-style-type: none"> • Business Case for external funding support • Recovery Agency upskilled inhouse resource plus 5+ Navigators • Multi agency interface and support

5.2.7 Business case development and details

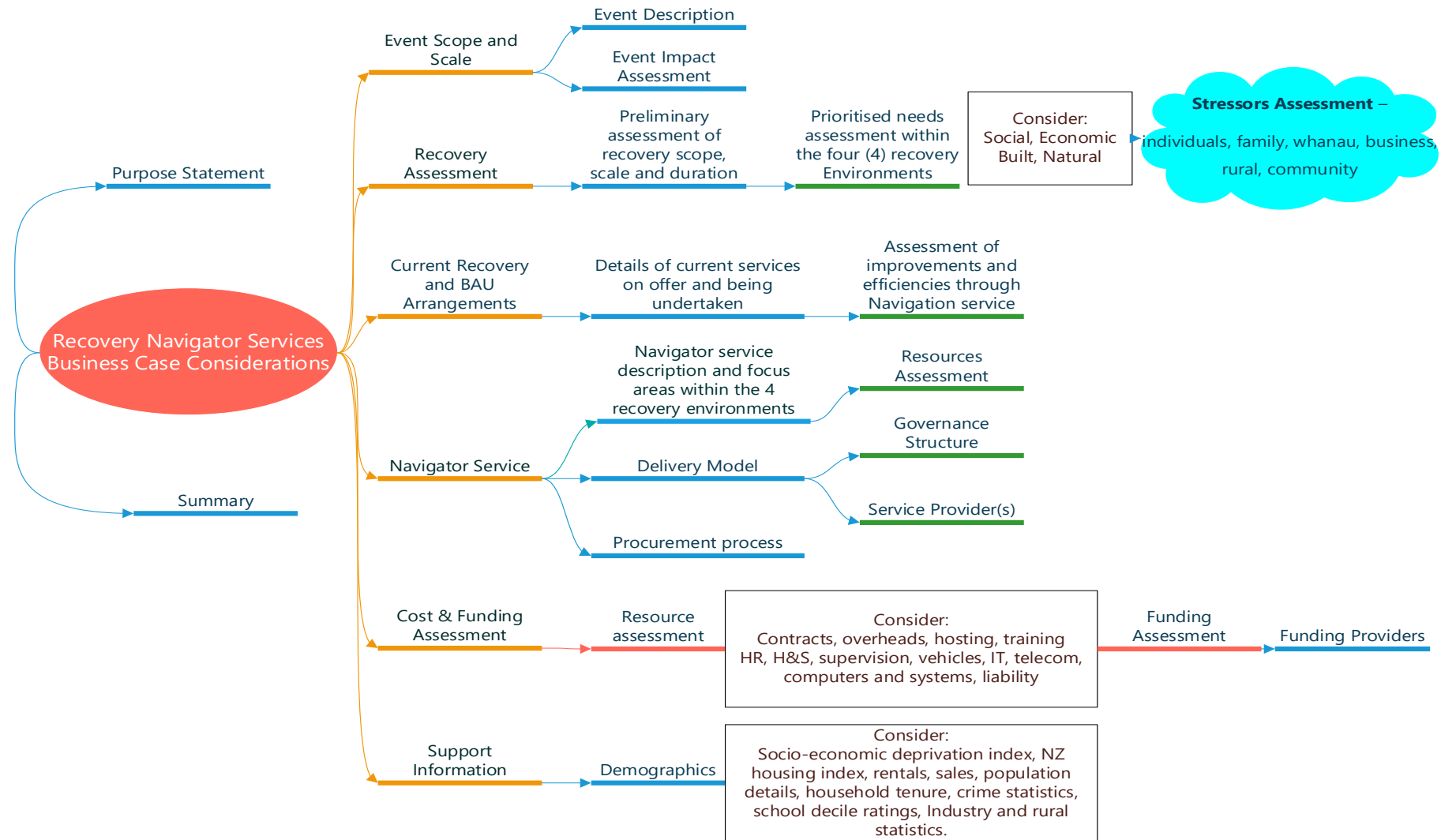
Once a decision is made to seek funding and procure navigator services a business case should detail the:

- Purpose
- Emergency scope and scale
- Recovery Assessment
- Current recovery services and agencies BAU arrangements
- The navigator service proposed
- The Governance and delivery model
- The procurement processes
- Cost and funding assessments
- Supporting information

The key components in developing a business case are described by the following process diagram 1.

5.2.8 Business case development – Process Diagram 1

The following diagram highlights the key processes to be considered in developing a business case.



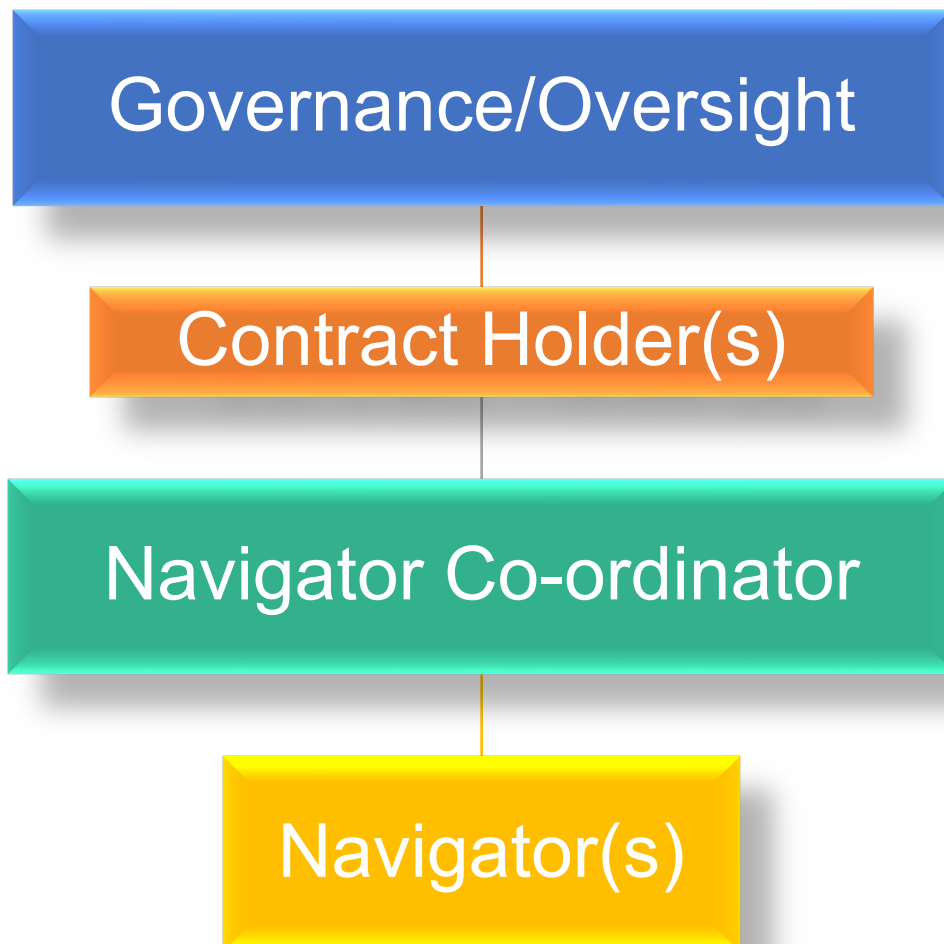
6 Governance overview and structure

It is important to make sure the agency's governance is properly informed about the provision of Navigator services. Various agencies may have responsibilities and accountabilities for services, so the Governance function should:

- Monitor the performance of the Navigator Service
- Provide a forum for identifying and mitigating risks and common issues
- Facilitate the flow of information to and between agencies that support the Service
- Make decisions that impact on the delivery of the Service
- Lead and drive a coordinated approach

Governance may be provided directly by the Recovery Agency or through interagency relationships. The use of established forums (such as recovery leadership forums) is preferred.

6.1 Structure - example



Governance/Oversight

The Recovery Agency and other organisations, including key social service agencies, may perform this function. They either contribute to the Navigator programme or have a key responsibility or interest in providing governance. The exact format will depend on the funding and the host organisations.

Contract Holder(s)

The contract holder(s) may be the Recovery Agency or other agencies on behalf of either a collective of funders or a single agency which has been contracted to deliver the service.

Navigator Co-ordinator

This is the coordination leader responsible for:

- Reporting
- Managing Navigators and case loads
- Linking to key agencies
- Needs assessment
- One team approach
- Organising training/support for navigators

Navigator(s)

- Provide wrap around coordination
- Develop recovery plan with whānau / individuals
- Advocate for impacted residents
- Broker/link to most appropriate service

6.2 Terms of Reference

A formal overview of inter-agency Navigator work is more important when the size and impacts of an emergency are significant. Not only does the service require oversight but various agency responsibilities, accountabilities, and constraints need to be clear across the wider group. Effective oversight and governance mean gaps or inefficiencies in service provision or funding can be uncovered and addressed.

If the Recovery Agency does not provide direct navigator overview, then the [Section 13](#) sets out the purpose of the Navigator Service Governance/Oversight. This is for multi-agency use for coordinating navigator service delivery.

The overview group or committee then monitors performance, provides direction and decision making, and facilitates effective service co-ordination.

Members must have both the knowledge and authority to provide direction and make decisions.

7 Transition from Response to Recovery

To support the recovery phase, CDEM Group Welfare Managers work closely with Recovery Managers. This gives recovery teams the opportunity to develop in-depth oversight and understanding of the community and their needs.

In the initial response stage, CDEM Welfare teams and supporting staff carry out rapid needs assessment of people in the affected area. These are followed by appropriate support and further comprehensive individual needs assessments where required. This information is crucial to establish the level of need and type of support required including the required resources, links to relevant partner agencies and practical community assistance during the initial response.

7.1 Welfare - Case Management Transfer Response to Recovery

Before the recovery phase formally begins, all cases should be resolved or referred to external agencies prior to transition by the welfare team. However, this is not always possible: complex cases may require in-depth support to resolve.

Cases that cannot be resolved in the short term should be handed to the Recovery Agency. These would normally be managed by the Social Recovery Environment Team – (refer Figure 1). The sooner navigators are in place, the sooner a holistic case management approach can be put in place for these cases.

By establishing navigators at the earliest stages of recovery, we can support people more quickly and ensure people don't 'fall through the gaps'.

Any transfer of data and information requires confidentiality and comprehensive client agreement processes.

Note that although a case may be closed before the recovery phase, there may be a need for ongoing navigator services by agreement. This typically occurs with ongoing temporary housing and insurance matters.

Flow chart (Diagram 2) outlines the transition of active cases to the recovery agency. Note that there are strict confidentiality requirements to be observed before and during handover of any cases.

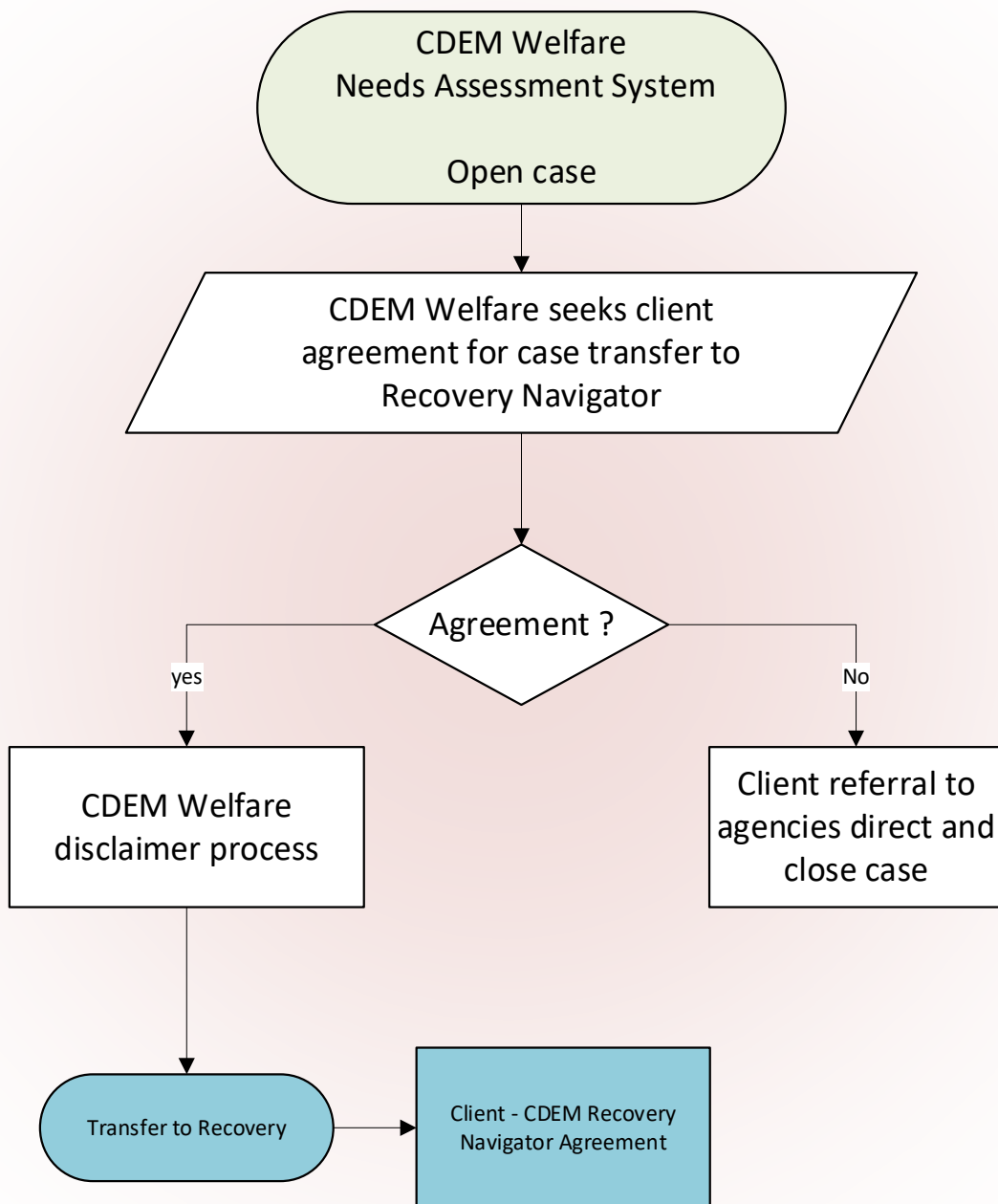


Diagram 2 CDEM Welfare case handover to CDEM Recovery

8 Case management processes and working with people

Providing navigator services for people in times of extreme stress is challenging. The relationship between Navigators and families plays a critical role.

8.1 Service quality and guidance

Supportive, trusted relationships contribute to effective quality service provision.

8.1.1 Principles

Three general principles support effective recovery case management:

Principle #1: Building trusting relationships

Trusting client relationships support better engagement and help Navigators find the most appropriate strategies for their clients. Providing a safe environment for clients to share their story, problems, and feelings is critical, but navigators also need to maintain boundaries and not offer support beyond what is mandated.

Principle #2: Focus on the client needs

Understanding the clients' needs, situation, and environment mean Navigators can tailor a recovery plan that suits their needs. One plan does not fit all. Peoples' culture, values and preferences mean Navigators need to exercise judgement and expertise.

Principle #3: Empowering the client

By recognising the dignity, worth, and rights of each person, navigators can support peoples' sense of self-determination and empower them to reach recovery goals quickly and safely.

8.2 Approaches

Person-centred approach

A client-centred approach is essential. It means engaging, encouraging and supporting the person to take an active part in planning, implementing and reviewing their recovery plan.

Strengths-based and solution focused approach

A strengths-based and solution-focused approach means identifying the person's strengths, talents, capabilities and resources. A focus on strengths should be maintained throughout all phases of the model. Once a navigator knows someone's capacity and capabilities, then they can encourage the person to focus on various goals and tasks in their recovery plan.

Self-determination and empowerment approach

The person-centred approach focuses on self-determination and empowerment. Helping people identify their own priorities and supporting them to resolve their own issues, are keys to individuals and families moving towards re-establishing their lives.

Identifying and working with at-risk people

Some people will be more vulnerable than others. Preliminary assessments must be made so that priority and risk are considered in case load allocation.

Responding to people who are high risk

When a household is identified as high risk, Navigators must consider a course of action according to the level of concern. Specific care is needed with vulnerable children. For example the following may need to be considered:

- Urgent response
- 24-hour response
- Planned response

Identifying and working with people with ongoing intensive support needs

Clients who engage with the Navigation Service should be supported to move into independence. However, some people will have difficult and significant wellbeing and service issues. These issues may relate to the individual, the family or their social or community system and cannot be resolved quickly. Numerous support services may be required and often the individual does not have capacity to navigate or coordinate the service system on their own.

The Navigation Service is a time-limited provision, so people with ongoing and complex needs must be proactively identified and engaged. To ensure adequate and ongoing support, we need to understand the types of needs and the number of people. Even with swift referrals, it can take considerable time for assessment, and engagement with the right services.

Who fits the ongoing intensive support needs category?

A person who:

- Has a number of needs that significantly affect their day-to-day functioning (this may include the person's ability to work through the claim and repair/rebuild processes).
- Has needs or issues that are ongoing and not easily resolved.
- Requires a number of services to be engaged or coordinated to meet their needs.
- Has insufficient capacity or skills to engage or coordinate the services required to meet their needs.

Closing the Recovery Plan where someone has ongoing intensive support needs

At the closing stage there needs to be clear communication. A dedicated closure meeting is a useful way to make sure all service providers know the Navigation Service is ending its involvement.

It is also important to have a common understanding about which professional or service provider is coordinating or leading the plan on behalf of the person. Any decisions and actions agreed to in the meeting should be followed up in writing to the person and service providers.

8.3 Privacy and consent

Personal information must be protected according to privacy and confidentiality policies and relevant legislation. In particular, the Privacy Act 2020 promotes and protects individual privacy.

Navigators and clients must understand their rights and responsibilities regarding confidentiality and privacy so that they can effectively discuss and address any issues.

Navigators do not make decisions for their clients. They broker access to services and support for their clients appropriate to their situations. Clients choose to use the Navigator service and can opt out at any time.

The relevant Recovery Agency should seek legal advice before entering into arrangements with clients to make sure they have put the correct processes and documentation in place.

8.4 Feedback and complaints

All complaints and feedback should be referred to the agency responsible. The relevant complaints processes should be followed and the matter should be reported to the recovery agency. Any complaint needs to be handled sensitively to reduce the likelihood of further harm or distress.

The navigation service:

- Should be genuinely interested in receiving feedback from users.
- Must ensure people know they have a right to make a complaint and know how to do so.
- Must treat people with respect, courtesy and sensitivity.
- Must handle all complaints promptly, with most responded to within two working days.
- Must inform the complainant of the process and timeline where a matter needs further investigation.
- Must ensure that people who are not satisfied with the handling of their complaint know what next steps they can take.
- Must ensure that any changes identified through the complaints process are implemented as soon as practicable.

If a person has a complaint about the work of another agency or service, the Navigation Service will assist them to raise the issue with that agency. This may include finding appropriate contact details, identifying relevant issues for the person to consider in making their complaint and giving details of the complaints processes.

8.5 People, family, whānau case management

Individual and whānau requiring case management may be identified by:

- Direct contact from a person in need
- Referral from an agency or community member
- Assessment during the response to recovery transition
- Navigators directly monitoring and visiting the community and whānau at large

There are three processes for actively managing cases:

- 1 Referral Process
- 2 Assessment and Recovery Planning Process
- 3 Active Review and Closure Process

8.6 Referral process

This process begins the navigation support service and involves:

- 1 Request for assistance from potential clients
- 2 Assessment of eligibility for navigator services against determined criteria.
- 3 Arranging with the client to undertake a recovery assessment

8.7 Assessment and recovery planning process

This process details the client needs and confirms the arrangement between the services and the client.

The process generally follows:

- 1 Preparation for meeting (eg appropriate environment, location and support needs)
- 2 Initial Assessment including consent to undertake service and any confidentiality matters to be confirmed
- 3 Formulate a recovery plan with client(s)

8.8 Active review and closure

This process maintains contact with clients and actively monitors progress by:

- 1 Arranging review meetings to ensure that the client circumstances and recovery actions remain valid
- 2 Regular recovery plan updates
- 3 Monitoring the situation for progress
- 4 Complete case management arrangements
- 5 Clients are asked to evaluate service

8.9 Reporting

Navigation services operate as the “eyes and ears” on the ground, provide a valuable insight into the community needs and recovery progress.

Navigator services also need to meet the requirements of the recovery agency. This may involve reporting to the recovery agency itself, as well as agencies such as CDEM Group, NEMA, MSD, Health NZ, Māori Health Authority and MBIE.

Reporting gives valuable data on what interventions improve outcomes for communities and opportunities to reduce harm. It also gives valuable information on the ongoing role of Navigators, and whether funding is sufficient, service is successful.

By capturing both qualitative and quantitative data, we can build an understanding of some of the reasons why people require support in the first place. This can improve future recovery planning and outcomes.

9 Health and Safety

The Health and Safety at Work Act 2015 (HSWA) is New Zealand’s workplace health and safety law. Navigators will be employed to engage with numerous people in numerous settings, which means numerous risks need to be identified and managed. This is especially true where Recovery agencies are undertaking work outside their BAU activities.

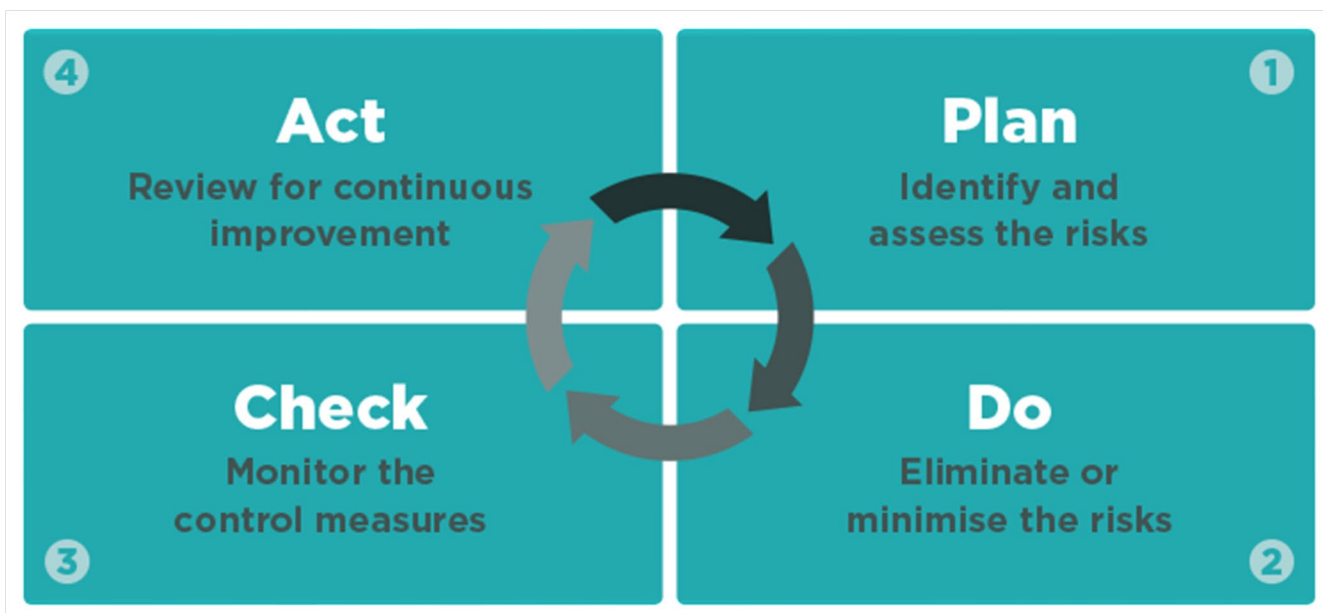
Navigators will need to comply with their employer’s Health and Safety policies, processes, and procedures. This includes all reporting requirements.

This guide outlines some broad considerations only and should not be considered comprehensive. The obligation for compliance with the Act remains with the employer and employee. Where a service is contracted, all relevant obligations also extend to the entity (Person Conducting a Business or Undertaking – PCBU) procuring that service.

Refer to your organisation’s Health and Safety advisor and/or Worksafe (Mahi Haumaru Aotearoa) for comprehensive guidelines or advice.

9.1 Managing health and safety risks

The following process provides the outline for managing risks.¹⁸



¹⁸ Health and Safety at Work – Quick Reference Guide – www.worksafe.govt.nz/hswa

9.2 Some common considerations

House visits may involve several potential risks to be considered, including:

- The client's situational stress and stressors
- Dogs
- Livestock
- Business operations
- The environment (contaminated areas depending on emergency)
- Remoteness and lack of phone/internet access

Some precautions include:

- Inducting navigators into the organisation
- Understanding and following the employers' procedures
- Having a protocol for visits
- Having a protocol for family harm or vulnerable children

10 Recovery Navigator Services - Exit

There will be a point, before the community has fully recovered, where recovery management arrangements can be wound down. At this point, long-term recovery activities can be returned to the appropriate agencies as BAU functions (refer [Figure 2 – The Recovery Continuum](#)).

As part of the winding down process, navigator arrangements need to be carefully considered. A properly planned and staged process will minimise any negative consequences from the withdrawal of support arrangements and services.

A key element is making sure agencies and organisations are ready to move to BAU functions and that remaining clients are fully aware of the transition.

Any residual referral processes should be reasonably accommodated by the Recovery agency as BAU.

(Refer to [Section 8.8](#) and [Section 14.3](#)).

The wider community should be also made aware of the winding down of services and kept informed of the processes for any issues that may arise.

Part B

Recovery Navigators Guide

TOOLKIT

DISCLAIMER

Part B provides **examples only** of templates, processes, and procedures that were developed by various organisations specifically for their emergency event at that time.

These are considered a starting point for discussion and development by your organisation for use in an emergency.

Your organisation's policies, procedures, authorisations, and legal due diligence requirements must be exercised before the use and application of this guide and documentation provided.

11 Examples of tasks, responsibilities, and accountabilities

11.1 Tasks and responsibilities - example

Tasks and responsibilities	Accountability
Wrap around coordination and support, providing one point of contact for case load	Cases assigned and contact established
Provide basic psychological first aid e.g. practical and emotional short-term support to reduce distress	Cases are monitored and provided with support and referral as required
Case management and reporting	All cases are appropriately managed and up to date reporting maintained
Comprehensive assessment and identification of what support/services are required	Specific case recovery plan developed and implemented
Advice/information and linkages to facilitate easy access to identified support services	Maintain up to date information and contacts for case referrals
Work collaboratively with community partners to identify needs and ensure a comprehensive and equitable service is provided	Case advocacy provided as required and working with partners where inequities arise to seek resolution
To respond appropriately and in a timely manner to new referrals that have registered with this service.	All new referrals will be contacted within 48 hours of being assigned to a Navigator. An initial visit will have been completed within 5 working days (or when the household dictates).
To undertake a thorough assessment of an individual's/family's needs by identifying supports and services currently involved with the individual/family, issues affecting their life, identifying goals for recovery plan	All new referrals will be contacted within 48 hours of being assigned to a Navigator. An initial visit will have been completed within 5 working days (or when the household dictates).
To work with the individual/family and relevant services/experts to formulate a recovery plan that will assist them to address matters specific to them.	A recovery plan is developed with the individual/family and relevant services. The recovery plan is discussed with the individual/family, and other relevant services recorded in the (tba) database with an agreed review date
<p><i>To provide navigation by:</i></p> <ul style="list-style-type: none"> Referring and connecting individuals/families to appropriate agencies services Review the recovery plan progress with the individuals/families in a timely manner via agreed meetings 	<p>Refer on to appropriate agencies/services</p> <p>Review meetings will have been held and documented and plans amended and/or updated where appropriate</p> <p>A final review meeting will be held with the service user/s and documented, and an evaluation form will be left for them to complete and return to (tba)</p>
<p><i>Emergency response:</i></p> <p>When required the Navigator will undertake urgent activities to support any immediate/urgent response where that is determined as appropriate</p>	<p>The Navigator will make themselves available where feasible, to respond to the coordinated response where urgent services are deemed necessary</p> <p>The Navigator will work with other stakeholders and social service agencies to provide for the immediate needs of families and/or individuals.</p>
To attend community meetings/briefings as requested and be responsive to the emerging needs of the affected households; identify gaps in service delivery and ensure householders receive the most up to date information relevant to their situation	Relevant community meetings/forums will have been attended and community needs reported.

<p>To evaluate the effectiveness of recovery plan interventions with the parties concerned, via the individual/family completing an evaluation form prior to them being discharged from the service</p>	<p>Evaluation meeting held with the individual/family at last appointment and documented</p>
<p>To maintain accurate case notes/recovery plan recording in database and prepare letters and reports in accordance with requirements</p> <ul style="list-style-type: none"> • To ensure statistical data is recorded/updated accurately and consistently for accountability reporting • Participate in education and awareness raising activities 	<p>All household records in the database have been maintained Statistical data has been reported</p>
<p>To act in a professional manner which respects the households, reflects professional/personal boundaries and acts on the employing agencies' employment policies and procedures</p>	<p>The Navigator will have acted in accordance with the requirements of these Acts and the Employing Agency's policies and procedures including its code of conduct</p>
<p>To undertake relevant training in accordance with Navigation requirements</p> <ul style="list-style-type: none"> • To participate in opportunities available • To develop knowledge of and network with other agencies/related experts • To take advantage of opportunities to extend knowledge and understanding of the Treaty of Waitangi and apply these principles. 	<p>Participation in and attendance at training will be evident. Training and professional development opportunities maximised by the Navigator position The Navigator will have undertaken Treaty of Waitangi training and will have demonstrated a bicultural understanding and commitment to these principles in their work.</p>
<p>Navigator is to respond to all reporting requests Navigator will provide Managers with reports as per their employment arrangements</p>	<p>The reports will reflect the efforts of the Navigator and their maintenance of their household's records</p>

11.2 Accountability and results areas - example

Functional relationships	
External	Internal
Other Local Authorities	Regional and Local Authority staff
Central and Local Government agencies	Community Boards
Community groups, clubs and agencies	Recovery Office staff
Community Partners	
Other agencies	
Health Professionals/Social Service Agencies	
Affected members of the community	
Position purpose	
<p>This service is generally based on a partnership relationship between NGO's, Government Departments and Community and is based on strengthening the individual or whānau so they can move forward in their lives.</p> <p>The primary goal of the Recovery Navigator is to ensure that:</p> <ul style="list-style-type: none"> • Every individual/family affected by [<i>emergency event description</i>] can have support to plan their recovery and be connected to services they may need. This is achieved by facilitating timely and coordinated access and referral to information/support services. <p>The purpose of the Recovery role is to:</p> <ul style="list-style-type: none"> • Assess individuals / whānau: identify their needs and develop a comprehensive recovery plan with the individual householder that ensures maximum access to quality services. <p>It is recognised that the role requires the Recovery Navigator to be mobile and flexible around their hours of work. While most of their work can be conducted during normal business hours, there is an acknowledgement they may need to work outside of these hours to fit in with the service user. There may also be occasions where, due to an emergency event, the Recovery Navigator is called upon at short notice to assist in a rapid response initiative.</p>	

Key Accountability Areas (KAA)	Key Result Areas (KRA)
Relationship management	
<p>Develop and maintain positive working relationships with key stakeholders:</p> <ul style="list-style-type: none"> • Affected community • Clubs, organisations and community groups • Health professionals/Social services agencies 	<p>Stakeholders are engaged, updated and participating positively in Recovery activities. Partnerships with stakeholders are fostered and contributions to recovery activities supported.</p>
Referral process	
<p>Respond to new referrals that have registered with this service appropriately, making initial contact with the individual / whānau within 48 hours to arrange an initial meeting.</p>	<p>All new referrals will be contacted within 48 hours of being assigned to a Navigator. An initial visit will have been completed within five working days (or when suitable for the whānau)</p>
<p>Undertake a thorough assessment of an individual/whānau needs by:</p> <ul style="list-style-type: none"> • Identifying supports and services currently involved • Issues affecting their life • Identifying goals for recovery plan 	<p>All relevant information regarding the needs will have been obtained, including full details of circumstances and recorded in the database. The initial goals for recovery will have been identified.</p>
<p>To work with the individuals / whānau and relevant services / experts to formulate a recovery plan that will assist them to address matters specific to them.</p>	<p>A recovery plan is developed with the individuals / whānau and relevant services. The recovery plan is discussed with the individuals / whānau, and other relevant services.</p>
Support Services	
<p>To provide support by:</p> <ul style="list-style-type: none"> • Referring and connecting individuals/whānau to appropriate agencies as required • Review the recovery plan progress with the individuals / whānau as required 	<p>Refer on to appropriate agencies/services as required.</p> <p>Review meetings which have been held and documented and plans amended and/or updated where appropriate.</p> <p>A final review meeting will be held with the service user(s) and documented, and an evaluation form will be left for them to complete and return.</p>
<p><i>Emergency response:</i></p> <p>When required, urgent activities will be undertaken to support any immediate/urgent response where that is deemed appropriate.</p>	<p>Be available, where feasible to respond to the coordinated response if urgent services are deemed necessary.</p> <p>Work with other stakeholders and social service agencies to provide for the immediate needs of whānau and/or individuals.</p>
<p>To attend community meetings/briefings as requested and be responsive to the emerging needs of the affected households; identify gaps in service delivery and ensure householders receive the most up to date information relevant to their situation.</p>	<p>Relevant community meetings/forums will have been attended and community needs reported.</p>

To evaluate the effectiveness of recovery plan interventions with the parties concerned, via the individuals / whānau completing an evaluation form prior to them being discharged from the service.	Evaluation meeting held with the individuals / whānau at last appointment and documented.
To maintain accurate case notes/recovery plan recording in database and prepare letters and reports in accordance with requirements. To ensure statistical data is recorded/updated accurately and consistently for accountability reporting. Participate in education and awareness raising activities as required.	All records are correct and have been maintained. Statistical data has been reported as per requirements.
To act in a professional manner which respects the households, reflects professional/personal boundaries and acts on the employing agencies employment policies and procedures.	The Navigator will have practiced in accordance with the requirements of these Acts and the Employing Agency's policies and procedures including the Code of Conduct.
Personal development	
<ul style="list-style-type: none"> To undertake relevant training as required To participate in training opportunities available To develop knowledge of and network with other agencies/related experts <p>Take advantage of opportunities to extend knowledge and understanding of the Treaty of Waitangi and apply these principles</p>	<p>Participation in and attendance at training will be evident.</p> <p>Training and professional development opportunities maximised.</p> <p>The Community Services Officer will have undertaken Treaty of Waitangi training and will have demonstrated a bicultural understanding and commitment to these principles in their work.</p>
Reporting	
All reporting requests are responded to. Provide Managers with reports as per their employment arrangements.	The reports will reflect the efforts and the maintenance of their household's records.
Organisational responsibilities	
Health and Safety	
Implement the Recovery Agency's health and safety policy in respect to immediate work area	Employer policies adhered to, meetings held in accordance with established policy and timetables, records kept, issues notified, accidents/near misses are investigated, and hazards identified, eliminated, isolated or minimised as appropriate.
Other	
Any other duties that may be required from time to time	Duties undertaken

Key: E = Essential D = Desirable

Qualifications	
E	[Navigator Coordinators] note that for navigator coordinators additional qualifications may be required for coordinating psycho-social and welfare needs, such as a social worker, counsellor, or health qualification.
E	Applies good customer service principles to internal and external customers within the everyday working environment
E	Psychological First Aid
D	Social Work or Mental Health recognised qualification or equivalent
D	Dog awareness training (refer “Dog Awareness Training” page 67 of this manual)
Job Knowledge	
E	[Navigator Coordinators] note that for navigator coordinators additional knowledge and skills are required for overseeing and supervising navigators, coordinating caseloads, reporting and managing conflicts. The tasks and responsibilities would need to be modified and added to accordingly.
E	A demonstrated ability to establish working relationships with individuals, agencies and other stakeholders
E	Experienced at networking with multiple organisations/agencies/community groups
E	Resilience – a demonstrated ability to persevere through periods of heavy workload and stressful situations
E	Ability to influence others in a non-directive manner
D	Knowledge of child protection frameworks
D	Understands the operational process of the employer
D	Knowledge of other locally spoken languages
D	An understanding of social work practice and operations
Organising for quality results	
E	Demonstrates good time management skills
E	Takes accountability for the success of community initiatives to provide a safe, caring community
E	Able to undertake research using established methodologies
E	Regularly demonstrates initiative by seeking quality improvements within work processes
E	Able to apply project management processes and utilise them to provide effective outcomes
E	An understanding of how housing conditions can affect health
Teamwork	
E	Can operate in an open-plan working environment
E	Demonstrates the ability to lead/influence others
E	Demonstrates an ability to work well in a team
E	Excellent interpersonal skills and a proven ability to establish relationships with people/organisations at all levels
Communication	
E	Communicates clearly and concisely when seeking or providing information (<i>e.g., with senior management or public groups</i>)
E	Produces clearly written, well-formatted reports, which have clear recommendations for action
E	Maintains confidentiality
E	Operates within the organisation in a non-discriminatory manner by respecting the rights of others

E	Has an understanding of the needs of others
E	Able to manage diversity and encourage and assist others in this
E	Understands the Treaty of Waitangi and its implications for local authorities
D	Has media experience
D	Understands the statutory framework for treaty settlements and its implications for the Council
Strategic Focus	
E	Displays data analysis experience and knowledge
D	Has the ability to think strategically for the purpose of planning and developing annual programmes
D	Has the ability to align Council and external organisational objectives
Health	
E	Has no previous or current medical conditions which would affect the ability to perform the duties described in this job description
Circumstances	
E	Is willing to work overtime and weekends should this be required
Testing and verification	
E	Able to verify authenticity of qualifications
E	Holds a current driver's licence

12 Business Case – Example

(refer Section 5)

Purpose

This section provides the reader with the purpose of what is being requested

This paper outlines the approach to ease the physical, psychological, and social difficulties being experienced by people in [region/area/location], following the effects of [EMERGENCY] on [DATE], through the provision of tailored and targeted social services.

This will be achieved through the appointment of Navigators who provide an essential element in assisting to meet identified ongoing and critical needs. Navigators support [EMERGENCY]-affected people through the challenges (family, financial, housing and emotional wellbeing) they face through the provision of wrap around services.

This proposition has been developed in collaboration with [key Stakeholders List]

Overview

THIS section provides the funder with a clear overall picture of the impact and likely consequence

The following should be a brief commentary only on the:

- Detail the event
 - Typically this information is from the Response to Recovery Transition Report for significant emergencies or the latest situation reports available
 - Describe extent of emergency
- Describe actions undertaken during response and early recovery:
 - With a focus on how people were supported or were self-reliant
 - Rapid Impact Assessments and rapid Building Assessments
- The impacts:
 - Property damage
 - Essential services disruption
 - Destabilisation of the physical and emotional condition of people
 - Breakdown in community infrastructure
- Latest recorded statistics
 - Evacuation numbers
 - Temporary accommodation numbers
 - Residential homes impact (red, yellow, white stickers – depending on your organisations' building nomenclature)
 - Habitable versus non-habitable properties
 - Waste volumes to deal with and contamination levels
 - Horticultural, farming, commercial and other impacts
 - Specific impacts

Shift from short term to medium-longer term social recovery

THIS section highlights emerging complexities that require a multi-agency coordinated approach

As the response has transitioned to recovery, the current service model is not considered sufficient to address the community needs in a coordinated and effective way.

Include commentary and statistics of any initial assessment or consultation undertaken with community partners, agencies and community that support wrap around and coordinated services, to address emerging multiple complex social and wellbeing issues.

This information should include statistics from community groups and schools for example, on numbers of affected households i.e., Iwi, Schools and ECEs, Aged Concern, Grey Power, CCS Disability Services, New Zealand Newcomers Network, Church Groups etc.

Describe the status of needs assessment and referrals completed or in progress.

A snapshot of key services on offer and gaps being addressed

THIS section highlights the need for coordination and interagency support to ensure a holistic wrap around to the needs of the individuals and families. Any gaps identified can then be addressed.

Provide a bulleted snapshot of services being provided, including but not limited to:

- Recovery Hubs setup
- MBIE Temporary Accommodation Services (TAS) and Residential Advisory Services (RAS)
- MSD family and business support
- Rural Support Trusts
- Manawhenua and Māori Health and social service providers
- Non-Governmental Organisations (NGOs)
- Health NZ, Māori Health Authority
- Trusts
- Education providers
- MPI
- Any specific organisations in your area supporting recovery

The Recovery Environments: Social, Economic, Built, Natural

THIS section provides an insight into what is likely to drive the recovery process and the key needs of the community

Typically recovery from an emergency will be protracted.

The built environment relies on some key factors - existing infrastructure, a vibrant construction industry, and access to building supplies, access to operate, and employment which may be a major consideration in recovery duration and cost.

The whānau impacted by an emergency will require resilience as they work through insurance claims, rebuild decisions, planning, and compliance, all while they're in temporary accommodation and their normal stable networks are in a parallel state of flux.

The need for most of the affected population to require some form of support whether that be through conversation, information or access to services has been identified.

Aside from whānau identified already because of their accommodation needs, there are people in the wider community that have multiple and complex issues to contend with including health, mental health, family violence, addiction, and isolation. This part of the community may find it more difficult to rebound from the effects of this emergency and would benefit from structured support as community finds its new normal

Briefly describe the recovery focus areas and key needs specific to your community:

- Housing and insurance support
- Financial assistance or advice
- Psychosocial support and community connection
- Communication needs

Stressors

THIS provides an insight into priorities for recovery and navigators to minimise ongoing harm and advocate for support interventions.

List stressors that individuals, families, whānau, and community will face including:

- Housing supply and temporary accommodation costs
- Housing damage
- Financial challenges
- Isolation and displacement
- Rebuild timeline (note that where over 100 homes require some rebuild that this could take up to 2+ years pre covid)
- Mobility issues, aging demographic, resilience ability, non-insured
- Anxiety and mental health
- Uncertainty
- Relationship tensions, family harm, suicide, separation, divorce
- Children impacts
- Vulnerable communities needing targeted support
- COVID-19 Overlay

Navigator Service Role

THIS outlines what the approach is and what the service looks like.

The primary role of the Navigator is to contribute to the wellbeing of affected individuals, family/whānau by supporting the timely and coordinated access to the services they need to enable their timely recovery.

Navigators support people to access the support they need. A navigator will understand the needs of the individuals and whānau that they're working with. Navigators will know what support is available and how to access it. They will provide advice and information about these services and provide the right level of support – depending on the need – to ensure that there is a handshake and connection to those services.

This service will leverage off relationships with Iwi, Non-Government Organisations, community, and central and local government agencies and will link affected residents to already existing services and supports.

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

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

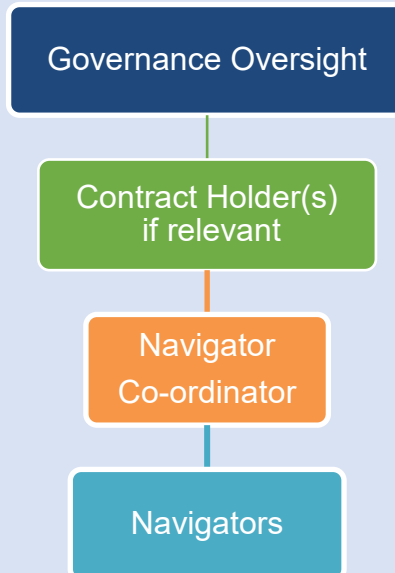
Outline the approach such as below:

- Initial navigator focus
- build on psychosocial recovery plan objectives and the related intervention pyramid with the aim of minimising the number of affected people requiring specialised services
- ease the physical, psychological, and social difficulties being experienced
- negate the need of individuals / whānau to deal with responding agencies separately
- be proactive (mobile) and responsive to identified needs, delivered by local professionals providing essential support to vulnerable people
- connect and co-ordinate access to all support and resources
- be individualised and relationship-based supporting, empowering and strengthening individual capacity
- is cognisant of the 'different' levels of support
- provide relevant context within which whānau can explore ways to address continued disruption and uncertainty
- be premised on the notions of whānau wellbeing and whānau resilience in a post emergency context.
- match the skillset of navigators to individual need. It is expected that they will come from a range of backgrounds e.g. nursing, social work

Structure

THIS section outlines who ultimately monitors the needs of communities and whether the service is delivering on those needs in a coordinated and effective way.

Provide a diagram of the Governance and overview proposed. This will vary on the delivery model adopted. However, all models should incorporate Governance oversight to ensure that multi agencies remain focussed and accountable to services provided.



The role of Governance is to ensure that navigators deliver on the objectives of the service proposal, including the goal of whānau and community wellbeing.

The Governance group may expect more detailed monitoring and data evidencing that whānau have been engaged with and connected to the agencies and services of benefit to them.

The Governance Group may direct a redesign of the service in order to correct failings or to initiate improvements to the service.

The most appropriate representation for Governance is best based on the most apparent and ongoing need through recovery:

Describe the Governance representation exemplified as below:

- Iwi
- MBIE TAS & RAS – temporary accommodation service
- Health – lead psychosocial support, provision of health services
- Ministry of Social Development – lead financial assistance to people
- Non-Government Organisations/Community
- Recovery Agency
- Council
- Trusts
- Other agencies as required (e.g., education)

Delivery model

THIS section provides a funder with information on who is delivering the service and how.

Navigators could be employed by a range of organisations to ensure that the diverse needs of whānau and community are fairly represented and responded to in an appropriate manner.

They may also be employed and managed by the Recovery Agency through contracted arrangements with agencies. Navigators may also be employed through other organisations but report to an external Recovery Coordinator. Any Coordinator would focus on promoting consistency of approach and identifying gaps.

This could mean (for example) that navigators are employed by organisations cognisant of and able to provide a specific service to (but not limited to) Māori, ethnic communities, youth, the elderly, and those with a disability.

The delivery model therefore would be specific to the community needs, agencies agreements, the amount of holistic coordination required.

Outline the “employer’s role”:

- The navigator “employers” would be required to support their navigator by providing supervision, support, access to vehicles, IT, phone, and time to engage in a navigator network.
- The navigator “employers” will also need to acknowledge the role of the Governance Group and respond to any directives from the Group in good faith that those directives are based on achieving the best outcomes for whānau and community wellbeing
- Training requirements and training provider for navigators

Briefly detail:

- The navigation services delivery structure and agencies
- The co-ordination of navigators
- Accountabilities and responsibilities

Support information

THIS section provides a picture of the community and its challenges

Support information details the community itself as below and highlights any deficits in resilience and capability to recover. Not all communities are the same and the level of need within communities may will be different.

Support Information could include:

- Studies on community wellbeing (typically found in Local Government Community Services portfolios or SOLGM)
- Demographics
- Community makeup
- Housing Index
- Education decile ratings
- Housing sales
- Housing rentals
- Socio economic deprivation
- Crime statistics

Cost of the service

THIS provides clarity on the cost of service being provided and funders being sought.

[Section 5.2.6](#) provides broad guidance on ratios of case management support in relation to an emergency and its scale, impacts and duration.

Typically high levels of support are required in the short to medium term and reduced support over time.

Assess and estimate navigator resource needs:

- Immediate resourcing needs and likely salary costs
- Provide quantifiable most likely case management data
- More support is likely to be needed in the first year of recovery. This is the period when there is more intensified need in relation to insurance claims, activation and exhaustion of accommodation insurance, resettling into new temporary accommodation, isolation from previous neighbours, upset to routine, and uncertainty about the future, which can lead to anxiety. However secondary stressors such as delays in home repairs, behavioural issues with children, loss of equity etc can result in more complex issues arising and a proportion of the population needing ongoing support through a navigator service.
- Determine the case management ratio:
 - The number of families and individuals per case manager
 - 1:15, 1:40, 1:70, 1:100 or other determination
 - The ratio should, at minimum, allow weekly contact with whānau, recognising that some may need more support and contact, and some less.
- Based on known numbers and on the more intense and complex needs likely to present in the first 12-18 months, determine the initial navigator numbers needed that would allow an initial service more immediately.
- The need for additional navigators would be qualified and quantified if and as more data is provided to justify that need.

Estimate support costs for navigators including:

- Administration
- Location costs
- Overheads, including vehicles
- Training
- Legal/liability/health and safety

Determine delivery model costs

- Contracts for service if applicable, costs for managing contracts
- Coordination costs
- Reporting and Audit NZ requirements

Timeframes

Include table of timeframes for establishing and implementing the service and funding timelines

Transition from Recovery to exit

Recovery from an emergency is a slow and gradual process. Endeavour to ensure that support is ongoing through community groups once initial funding for a navigator service has been depleted. This may mean lobbying for additional funding for a reduced service delivered through external providers.

Summary

Overall summary of business case

13 Terms of reference – example

Navigation Service – Governance/Oversight

If the Recovery Agency intends to implement a formal oversight structure via committee, then the following example provides for how that committee or group would work together and their functions and roles. In other cases the Recovery Agency may take on the oversight role directly or the social environment task group within the recovery agency, and therefore this Terms of Reference would not be required.

Introduction

This Terms of Reference sets out the purpose the Navigator Service Oversight Committee. The committee monitors performance, provides direction and decision making, and facilitates the co-ordination of services to support the success of the Service.

Navigators (Community Support Team Members) are seen to provide an essential element in assisting to meet identified and ongoing critical needs. Navigators support flood affected people through the challenges they face (family, financial, housing, employment and emotional wellbeing) through the provision of wrap around services.

Function

The functions of the navigation service oversight committee will include:

- Monitoring the performance of the Navigator's Service
- Providing a forum for identifying and mitigating risks and common issues
- Facilitating the flow of information to and between agencies that support the Service
- Making decisions that impact on the delivery of the Service
- Leading and driving a coordinated approach

Membership

Members are to:

- Have an interest in ensuring the success of the Service
- Guide the achievement of objectives and operations
- Have authority to make decisions
- Provide constructive input
- Actively assist in the resolution of issues
- Own risks and actively assist in mitigating the risks associated with the Service
- Provide essential linkages and communications to other agencies and stakeholders
- Commit the time necessary to attend meetings and carry out related tasks

Members must have both the knowledge and authority to provide direction and make decisions

Name and agency to be listed:

Typically includes Recovery Agency, MSD, District Health Board, Rūnanga, Hauora, funders, as a starting point. Consider any overlap with wider recovery leadership group.

Meetings

The committee will be held monthly. There may be times when the group will meet more, or less often.

The committee will elect a Chair at the first meeting.

The Recovery Agency will provide secretariat functions including:

- Booking meetings
- Preparing and distributing agendas and minutes
- Distributing papers
- Following up on action items
- Filing documentation

After each meeting, the minutes and actions are to be circulated to members; they should review the minutes for accuracy and action items.

Copies of approved governance documentation are to be filed in accordance with (appropriate Councils) Record Management policies and procedures.

Quorum

To make a meeting quorate, a minimum of three permanent members need to be present including the chair or their nominated alternate.

Roles and responsibilities

Roles and responsibilities are categorised into three different areas:

Governance

- 1 To monitor and provide advice on the performance of the Service
- 2 To provide advice, direction and guidance associated with the delivery of the Service
- 3 To champion the Service within their individual agency
- 4 To ensure that all risks are identified, mitigated, monitored and where necessary, escalated to the Recovery Manager
- 5 To manage dependencies with and impact on, other Recovery Plan outcomes
- 6 To identify and resolve agency impact issues
- 7 To promptly consider and resolve issues which have been identified and reported to the committee

Documentation

- 8 To approve all products needed to support the Service, such as revised policies and procedures
- 9 To ensure appropriate agency representatives both review and approve products associated with the delivery of the Service

Reporting and communication

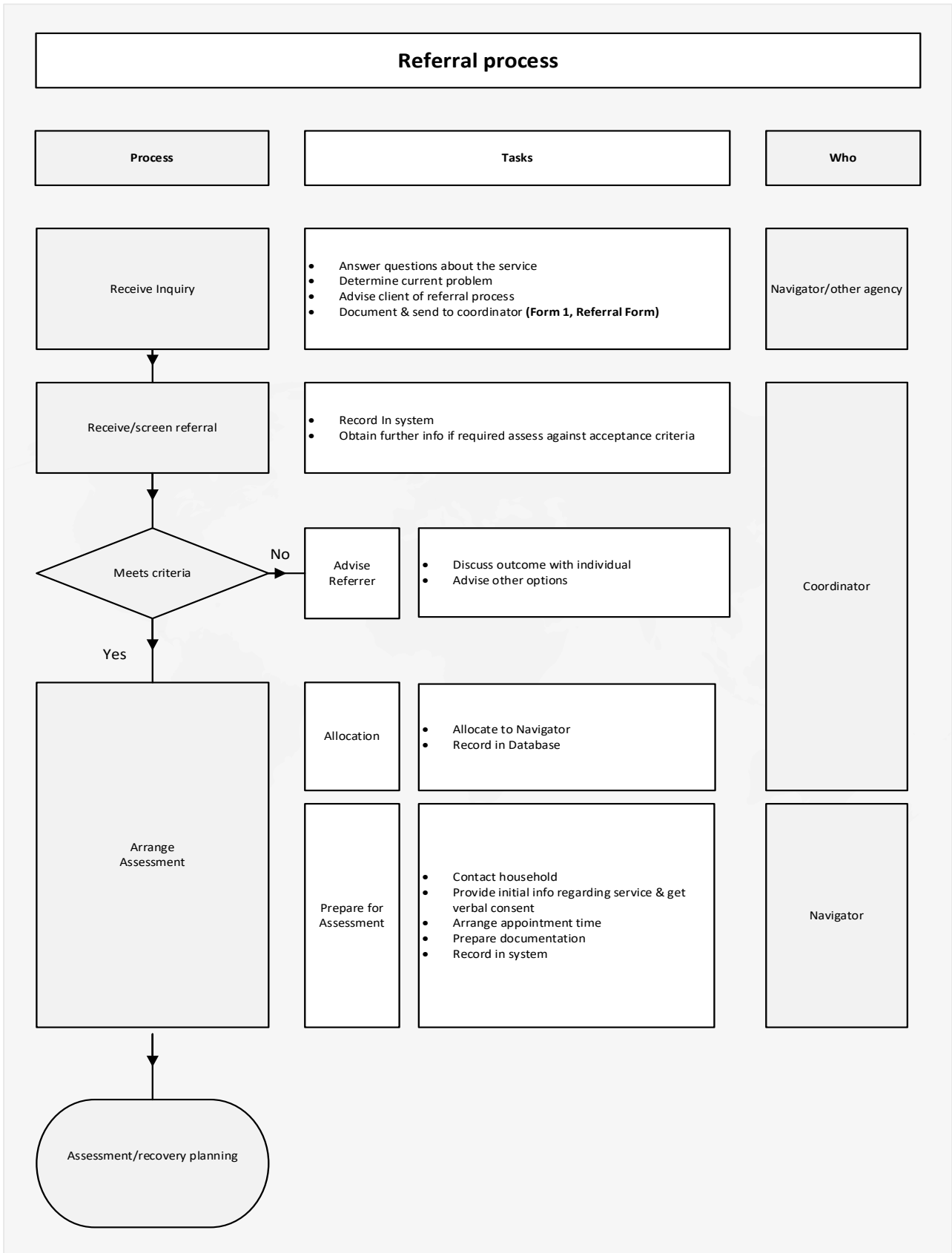
- 10 The Oversight Committee will report to the Recovery Agency Recovery Manager
- 11 To review update reports from the Service and other reporting as required
- 12 To encourage and demonstrate effective communication of the Service, both internally and externally
- 13 To attend meetings, or send a delegate with the relevant level of authority

Approvals

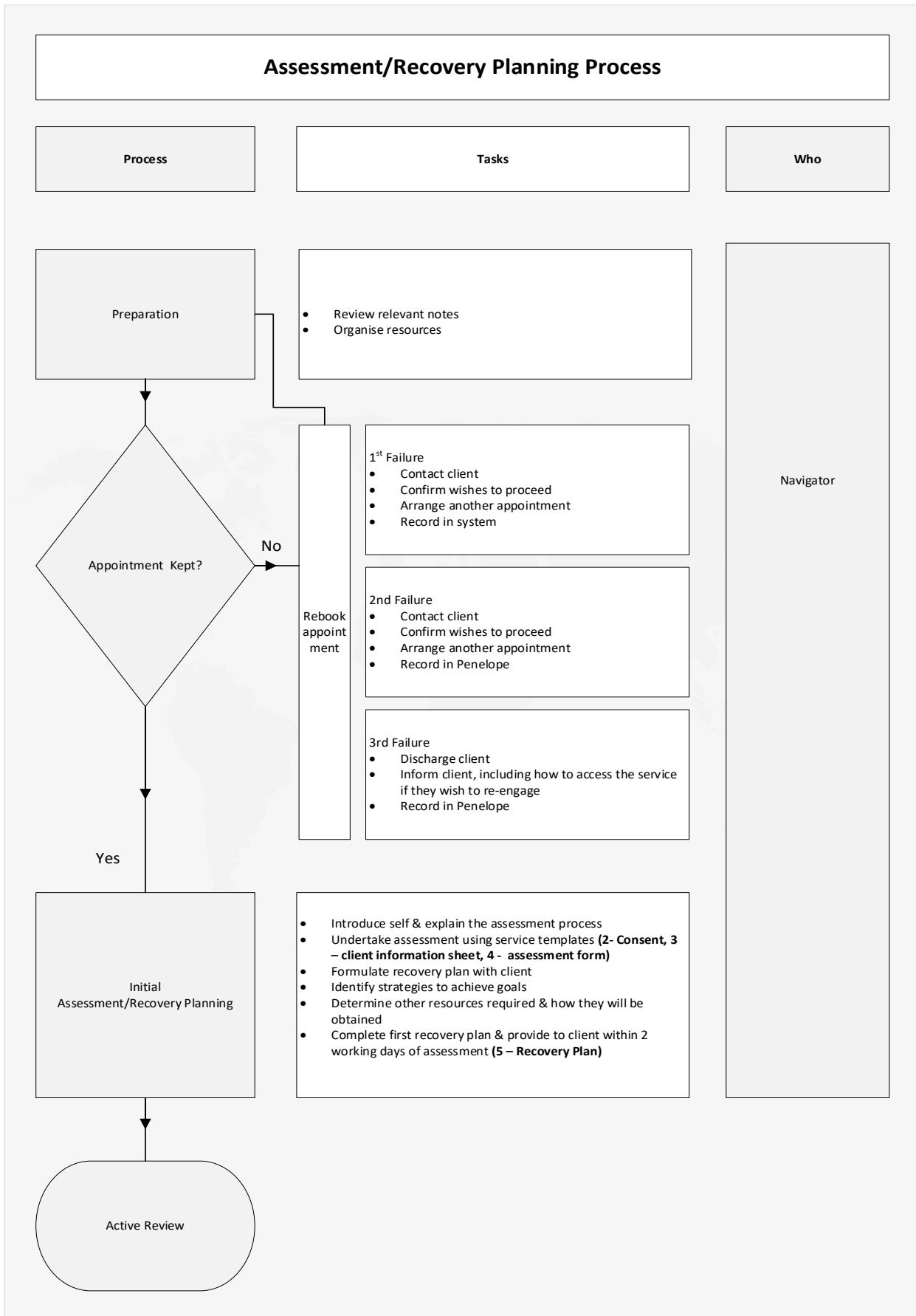
Recovery Manager (statutory appointment under the CDEM Act 2002)

14 Detailed Case Management procedures

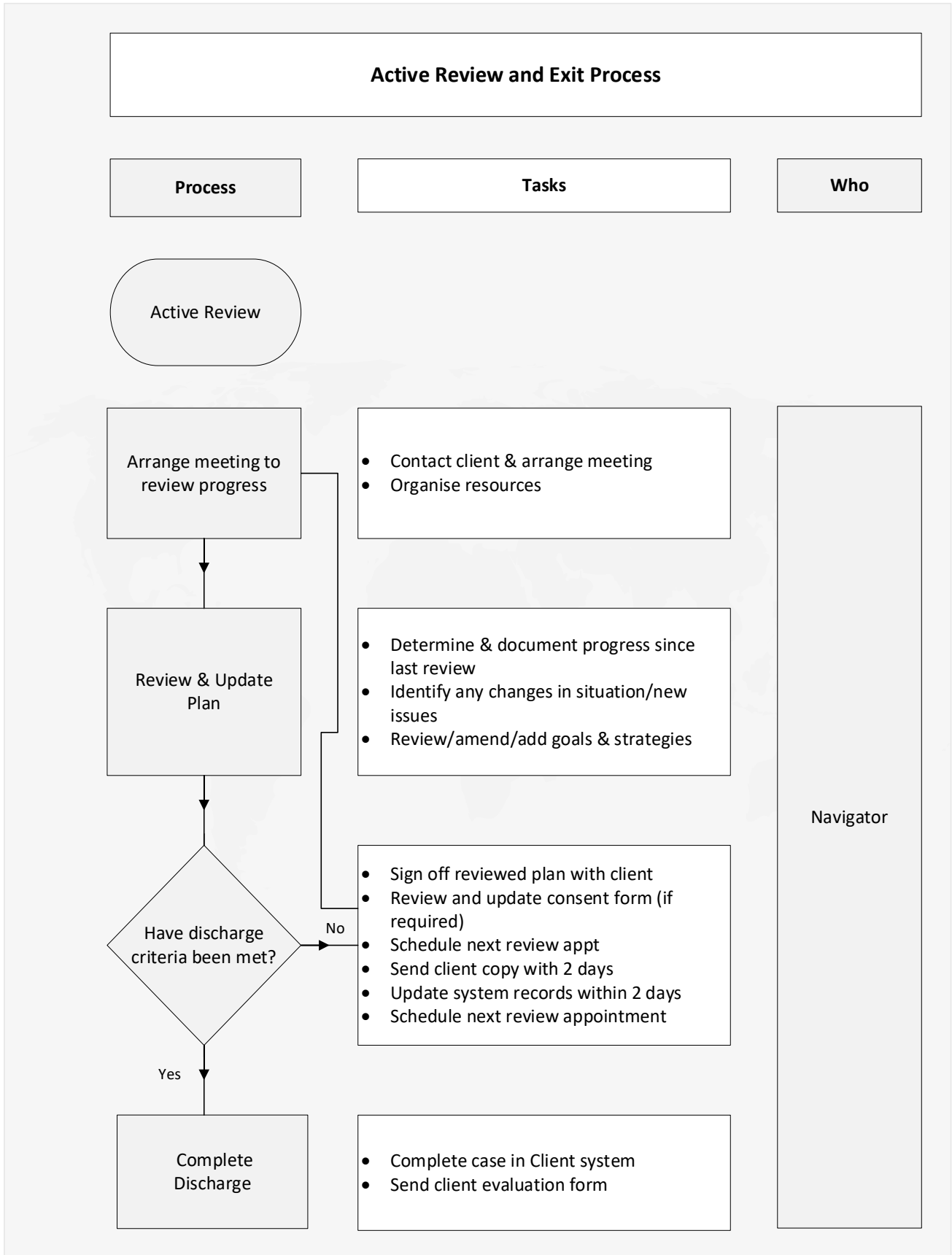
14.1 Referral process



14.2 Assessment and Recovery planning



14.3 Ongoing review and Navigator service exit



15 Navigation Services Report - template

Summary update

Brief summary update of Navigator services as at the reporting date.

Key themes/issues

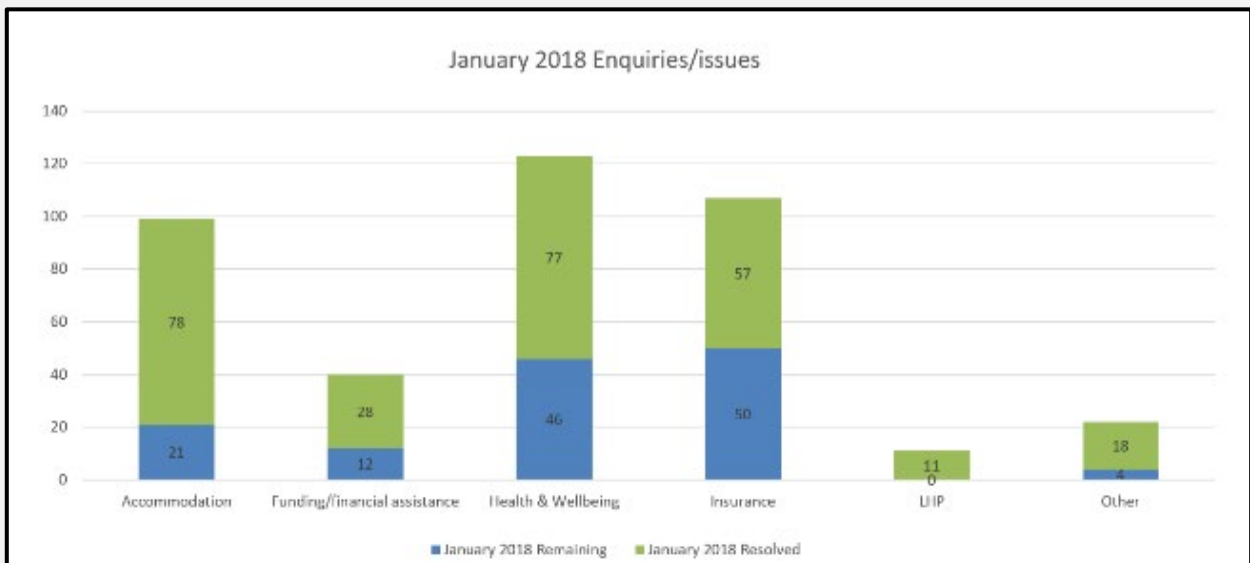
Outline the key themes and issues for example:

Below are the general key themes/issues that families may be experiencing:

- Insurance/rebuild
- Health and wellbeing
- Temporary accommodation

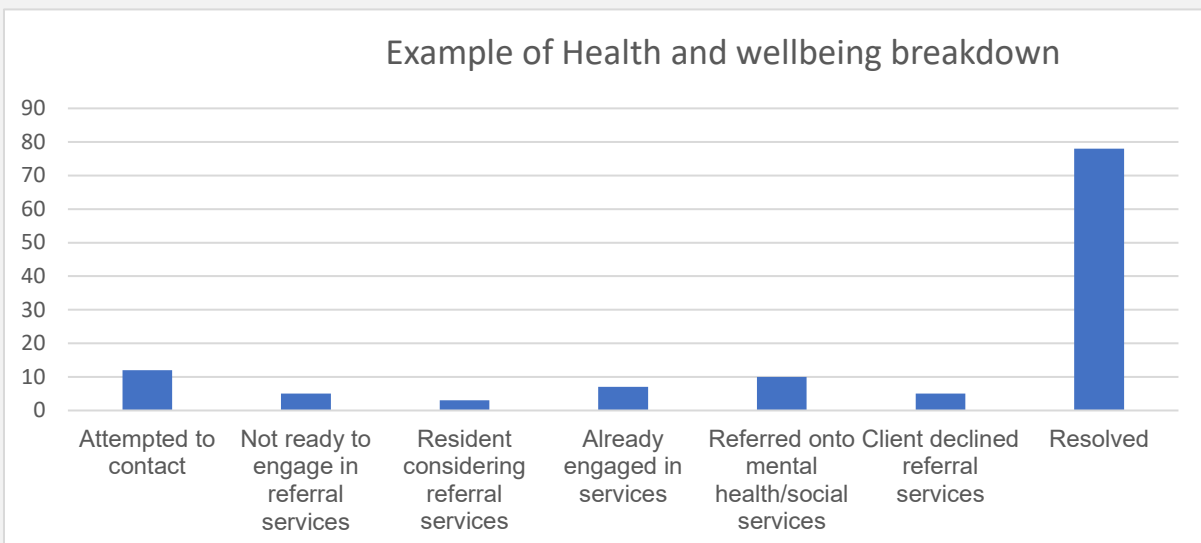
Types of enquiries/issues

Graph the types of enquiries and issues and compare to previous.

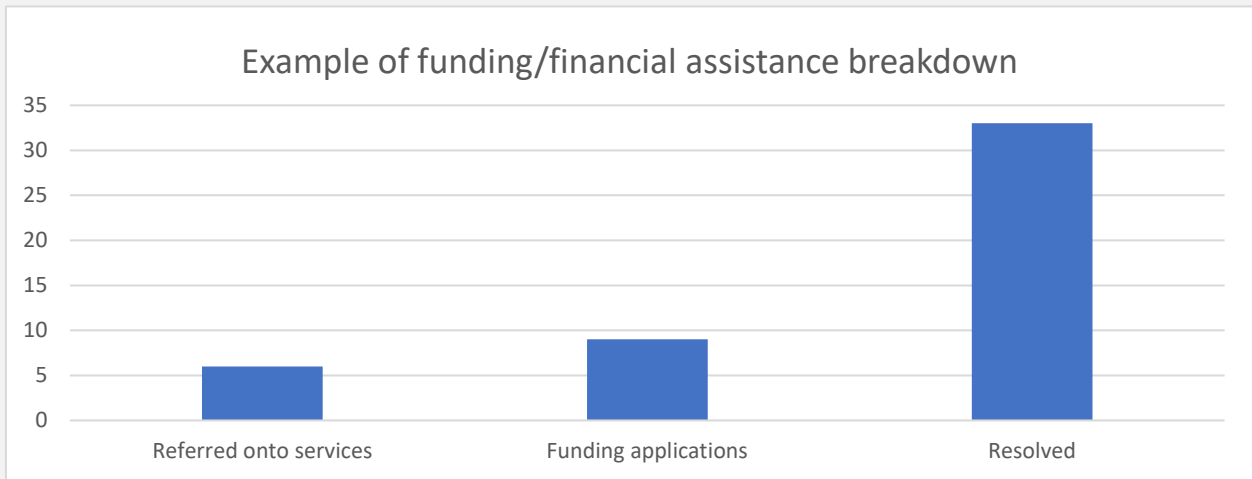


Breakdown: Health and wellbeing enquiries

A breakdown of referral services gives an indicator of wellbeing – EXAMPLE ONLY

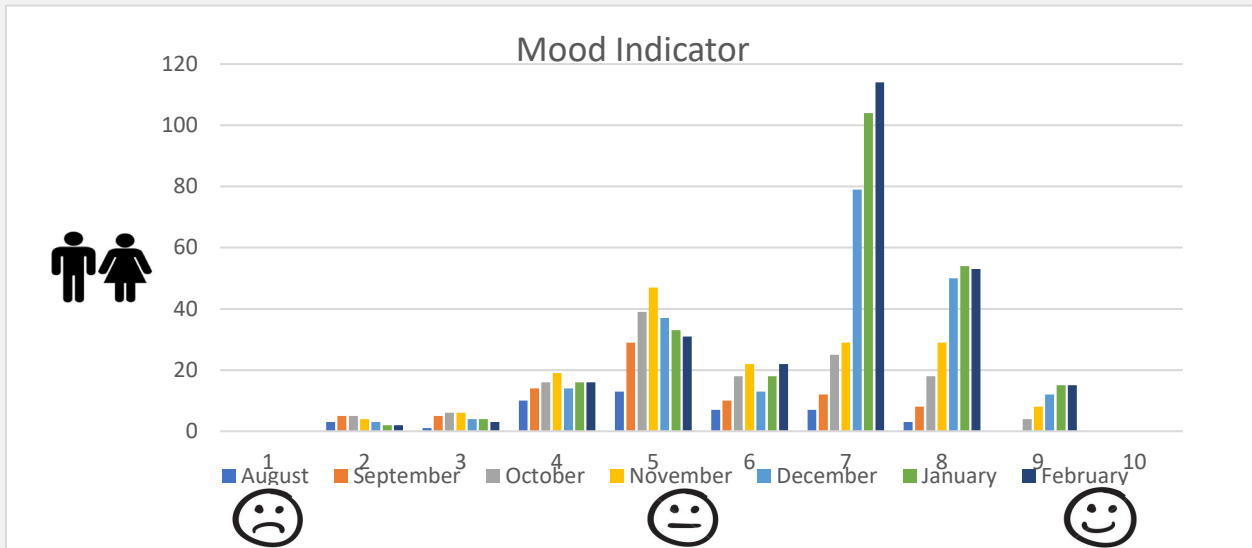


Breakdown of funding enquiries - example



Mood indicator - example

Although subjective, Navigators are in a unique position to be able to measure the relative mood of people and how it is changing over time or where there are growing issues.



16 Considerations for Health and Safety – example

This following example should not be considered comprehensive and is provided for stimulating discussion around risk assessments and precautions when working with people in environments following an emergency. The PCBU, employer and employees will have their processes, procedures, and legal due diligence to be followed.

House visits, rural properties, business operations	
Stage	Steps
Basic safety precautions	<ul style="list-style-type: none"> • Be familiar with health, safety and security practice. • Discuss as a collective, potential situations and scenarios that may occur and how best to deal with them.
Staff responsibilities	<p>The PCBU and employer may have specific procedures that override this example</p> <ul style="list-style-type: none"> • Take personal responsibility and never put yourself at risk. • If at any time you feel concerned for any reason, please leave the property immediately. • Encountering a client under the influence of alcohol or drugs leave the property immediately. • Have a plan in place for calling the Team Leader, other staff and/or the police for assistance, e.g. carry a cell phone that is pre-programmed with a short dial code for the police and the office. • Report all incidences to the Team Leader. • Ensure that your Team Leader is aware of expected and actual return or if you change the time of your return. • Record the details of planned visits in the central logbook. • Leave clear information about times, dates and address(es) where interview(s) will occur. • Do a summary check in the database to see if the client has any history of difficult behaviour. • Be aware of cultural differences when dealing with clients. • Ensure that if you are returning straight home and not calling into the office you advise the Team Leader accordingly. • Remember your Team Leader needs to know that you have returned safely after visits away from the office. • If you don't return when you say you will, the Team Leader will try to contact you. If this is not successful, they will put in place, plans to trace you. • Report any incidents to the Team Leader - make a full file note of the actions and statements that occurred.
Safety precautions	<p>The PCBU and employer may have specific procedures that override this example</p> <ul style="list-style-type: none"> • Call the client first and make sure they are comfortable with arrangements. • Check if any operations requiring your specific induction before entering a property, e.g. rural farming properties, businesses. • Check your vehicle before you leave, making sure you have sufficient petrol and are familiar with the area you are visiting. • Remember to carry your driver's license. • Know the location of the nearest police station. • Park the vehicle on the roadside, not in the driveway. Have it parked in such a way that it may be easily driven away if it is necessary to depart quickly. • Lock the vehicle before entering the client's premises. • Make a judgement call. If it appears unsafe to enter the premises, don't. • Use the front door if possible as it usually has the most visible entrance. • Do not enter the house if the person to be interviewed appears under the influence of alcohol, drugs or solvents. Leave immediately. • Memorise the route taken when entering the premises so you can leave quickly and, if possible, note the location of other exterior doors. • Use a chair closest to a door so if you need to exit, you are in the best position to. • Leave the premises immediately if the householder's behaviour is threatening and you feel at risk.

	<ul style="list-style-type: none"> • Report the matter to the nearest police station if you are threatened or intimidated in such a way that you feel your personal safety is at risk. • Report any threats or aggressive behaviour to the Team Leader. • Leave immediately if you are told to. While you are not trespassing when entering a householder's house or property, once they ask you to go, you have no legal authority to remain there. • First visit, one person to attend unless safety risk identified. If any concerns, two people attend and if property is 30 minutes or more from home base, a second person will attend.
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Aggressive dogs	
Stage	Steps
Before entering property	<p>The PCBU and employer may have specific procedures that override this example</p> <ul style="list-style-type: none"> • Call the householder beforehand so they can secure the dog if you know there is a potentially aggressive dog on the premises. • Rattle the gate, then look and listen when entering a fenced, gated property that you believe has a dog. • Pay some attention to 'Beware of the Dog' signs. These can indicate a dog on the property. • Check for signs that a dog lives there before walking onto the property such as dog bones, chewed up articles, dog droppings, a kennel, holes dug in the lawn, paw prints. • If at any time you feel unsafe, please leave the property immediately. • Seek the advice and training from local Council animal rangers or other professionals. • Do not enter a property unless a dog is secured.
Once on the property and then encountering a dog	<p>The PCBU and employer may have specific procedures that override this example</p> <ul style="list-style-type: none"> • Don't run away, put your arms by your side and stand still. • Do not shout or scream, rush at or threaten the dog or behave in a threatening or dominant manner. This signals to a fearful dog that it has no reason to fear you and to a dominant dog, that it has no reason to defend its dominance. • Avoid direct eye contact, especially in the early stages of the meeting but do not lose sight of the dog completely. • Call the dog by its name if you know it. Remember that owners often use abbreviated versions of the name. This may have a remarkable effect in changing the dog's attitude towards you. • Use any object you have as a barrier, not a weapon - you will not win. • Act confidently at all times. Do not try and push your friendship on the dog. If it wants to make friends, it will when it's ready. • If the dog is asking for attention, stroke it under the chin or on the chest. Avoid the top of the head and shoulders. • Angle away from corners of the house if you are going around it so you don't startle the dog. • Never think a chained dog can't reach you. The chain may be longer than you think, and they have been known to break. • Do not stand square on to doorways. Stand off-centre or side on.

Dog Awareness Training

A number of organisations provide dog awareness training. Ask if there is a course or training session available to attend. These sessions may include:

- Identifying and interpreting canine body language
- Awareness when accessing properties
- Avoiding an attack by a dog
- Dog bites
- What to do in case of a dog attack
- Dog legislation

- Assessing personal protection and safety
- Appropriate use of personal protection and safety equipment
- Other health and safety issues when handling dogs
- Breed identification
- General safe handling practices

17 Navigator use in emergencies in New Zealand - examples

Examples of some of the variety of approaches that have occurred:

Emergency	Services provided
Waimakariri District 2010 and 2011 Earthquake event	Up to 28 Navigators employed over 4-year period with numbers diminishing over time
Marlborough District Storm and Flooding Event 2021	1 Navigator Internal 6 months
Whakatāne District Storm damage and flooding event 2017	3 Navigators Administered and managed by WDC Recovery Office 2 years
Hurunui/Kaikoura District 2016 Earthquake event	NGOs services contracted Plus 1 Whānau Ora Navigator plus Navigator Team lead from Putahitanga o Te Waipounamu
Buller District Flooding event 2021	9 Navigators and 1 Coordinator Host NGOs in partnership with Poutini Waiora



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