

# Enterprise Deep Dive: Cyclone and flood affected areas from Jan-Feb 23

## Environmental driver description

Additional actions are likely required in areas impacted by the North Island early 2023 weather events, as many in the population have been displaced and they may experience greater challenges in registering and voting.

21 July 23

<p><b>Establishing Context</b></p> <p>What is the risk that the Board specifically need to be concerned about?</p>	<p>The North island significant weather events disrupted and displaced many people and services</p> <ol style="list-style-type: none"> <li>Has the EC understood the impact on the communities?</li> <li>How were/are EC operations responding?</li> <li>Are EC operations appropriate to enable participation in impacted areas, across enrolment, engagement and voting services?</li> </ol>	<p><b>Key data</b></p> <p>1/3 of NZ's 5m people impacted and 3.5bn damage by combined weather events. There are still areas with reduced access – the East Cape and East coast of the Coromandel, Tukituki (SH50), and SH2 between Gisborne and Whakatane; SH2 between Wairoa and Napier. 348 of our 755 recorded engagements during the MEO period were located in cyclone impacted areas (Northland, Auckland, BoP and Tairāwhiti) *Staff hubs in impacted areas include Rotorua, Whakatane, Gisborne, Napier, Whangarei and Auckland. Increase of GNAs for the region.</p>	<p><b>How may this risk or issue impact us?</b></p> <p>Displaced people means the roll is more likely to be inaccurate. Fewer options for VP locations and transport. People in these areas will face additional challenges accessing voting places and services. Reduction in engagement foreseeable due to prioritisation of other challenges. If voter registration and turnout is significantly impacted in these areas, a perception of inadequate focus and support to resolve challenges could undermine EC and electoral system reputation.</p>	<p><b>Key factors that influence our success in this space (internal and external)</b></p>	<p>People in/displaced from impacted areas get enrolment packs Local knowledge incorporated into voting services preparation. Road closures. Accessibility of communities/ capacity: our engagement does not systematically cover all impacted areas due to the isolation and inaccessibility of certain areas. General frustration with government - feedback received that many are sick of Crown engagement in these regions.</p>
--	--	---	---	--	--

<p><b>Commission activities</b></p> <p><b>Key area 1</b></p> <p>Enrolment implications in impacted areas and how we've responded</p> <p>Parts of business / project involved, what they have considered, and the goals they wish to realise. Summarise key activities being undertaken to prepare, address or respond.</p>	<p><b>Staff involved:</b> Enrolment, Strategic Engagement and partnerships (SEP)</p> <p><b>Considered:</b> Areas impacted, level of displacement, community</p> <p><b>Goals:</b> despite impact of weather events, community is supported to enrol and choose an appropriate roll.</p> <p><b>Activities:</b> - work by the Commission to contact people affected as part of MEO: advertising on TV, radio and online, with our website and free-phone number with more information, and teams in the community talking to people face-to-face.</p> <p><i>Accurate roll</i> – We contact electors whose mail has been returned undeliverable and unsafe where details available. Checks on addresses include focus on the impacted areas, incl against red-sticker information most councils have provided</p> <p><i>Additional local advertising</i> focus in impacted areas</p> <p><i>On ground activities /relationships</i> Extensive engagement supporting motivation, education and participation; (348 in MEO period) with iwi and other groups in these areas to support MEO and enrolment (IE Matariki Ki-o-Rahi Challenge at Taipa Area School in Doubtless Bay, 27 June Connections with Stats NZ, MSD etc and doing government roadshows, including in Wairoa recently. Enrolment campaign work with NZ Post (who advise no disruption anticipated on the basis of past events.)</p>	<p><b>Key area 2</b></p> <p>Implications for election preparation, voting, and election day</p>	<p><b>Staff involved:</b> Voting Services, Electorate &amp; Regional managers, SEP</p> <p><b>Considered:</b> Areas impacted, level of displacement, infrastructure damage/ resilience for VPs, transport and accessibility in region for placement of VPs, community groups and channels.</p> <p><b>Goals:</b> Service for voters in cyclone impacted areas is appropriate, with any additional challenges caused by the weather events considered and managed.</p> <p><b>Activities:</b> RMs and EMs for impacted areas are considering the impacts that the weather events had on their areas in their planning of VP location and site assessments- including storage hubs to ensure access to materials in the event of road closures.</p> <ul style="list-style-type: none"> <li>In addition to national information channels to the public, targeted assessment of, and contact with, impacted areas is enabled through SEP-partners are helping to find VP staff</li> <li>Many impacted communities are predominantly Māori, this election we are setting up more te reo voting places, including in these areas</li> <li>Employing local people helps appropriately place voting places</li> <li>Pop up mobile voting services are increased for this election</li> <li>SEP engagements include working with and connecting locally with VSs to share learning s and contacts.</li> <li>Emerging Te Puna o Te Mataatua (social services provider) relationship- travelling with them to connect with isolated greater Whakatane.</li> </ul>	<p><b>Key area 3</b></p> <p>Preparedness to respond should similar events occur</p>	<p><b>Staff involved:</b> Enterprise services, VSs, L&amp;P</p> <p><b>Considered:</b> Threat agnostic BCP preparation</p> <p><b>Goals:</b> Ability to deliver election/ prepped to adjourn if significant events require it</p> <p><b>Activities:</b> - Detailed planning to a key road closure level in Central North Island, with key CDEM and FENZ links in place at EM and RM level</p> <p>We are currently developing a suite of Business Continuity Plans across the business aimed at the restoration of critical functions and minimising the impact of a business disruption. Operational continuity planning has commenced and is on target for completion by the end of August. Playbook to make and manage decisions RE s195A and s195B electoral act (power to complete the election) Scenario testing as part of BCP</p>
--	---	---	---	---	--

<p><b>Monitoring</b></p> <p>What visibility has the Board had of key programmes and how the risk is being dealt with?</p>	<p>The Board have received regular updates on MEO, enrolment generally and the National Incident Management Plan was approved by the board last month. In June, the Board also received a detailed briefing on supplies, storage and transport preparations in Central North Island.</p> <p>Forthcoming: Continued updates as part of GE programme updates, or via GE taskforce updates as governance structures change as we proceed into the election period.</p>	<p><b>How does management monitor and maintain confidence in these areas? How is success monitored? What is the trend?</b></p>	<ul style="list-style-type: none"> <li>Previously ELT received fortnightly MEO updates; plus Programme board monitoring on a fortnightly basis. Forthcoming: Programme board reporting transitioning to regular GE taskforce closer to the election. Will be monitoring enrolment and voting place preparations and activity.</li> <li>Monitoring “gone no address” returns (normally 70-100k per 3.4m enrolment packs distributed)</li> <li>VSs regional managers also monitor weather events, and Waka Kotahi road closures; and EMs are connected to civil defence and FENZ.</li> <li>Escalation channels from our on the ground staff and partners.</li> <li>IMT and BCP escalation if implemented have ELT channel.</li> </ul>	<p><b>What key information or milestones will trigger action?</b></p>	<p>Enrolment</p> <ul style="list-style-type: none"> <li>Regions with undelivered voting packs in significant numbers will be shared for action</li> <li>Info from on the ground staff and our stakeholders monitored, to enable further action where required.</li> </ul> <p>Voting Services</p> <ul style="list-style-type: none"> <li>Any road closures and weather events that are identified as materially impacting delivery will be actioned</li> <li>Key road disruptions have been identified and are being monitored w/ contingency for alternate routes and option to use light aircraft GE taskforce, including IMT and BCP escalation.</li> </ul>
---	---	--	---	---	---

<p><b>Overview, any gaps?</b></p> <p>Assurance assessment</p>	<p>Overall we have undertaken substantial reactive steps since the significant weather events this year, built stronger relationships, have taken significant preparation and are leveraging local knowledge to best deliver in the areas that have been impacted by the weather events. Particularly with the feedback we are receiving from people on the ground in severely impacted areas about their limited bandwidth for any more engagement, EC has responded and prepared comprehensively in response to, and to be prepared for, weather disruption, particularly in the more isolated impacted areas. Regardless of this, we may find ourselves being closely scrutinised should further events occur or if there is reduced participation in these areas. It is important that we acknowledge the other factors that may influence less than ideal outcomes, should they arise.</p> <p>GAPS: We don't have detailed planning to level we have in Central North Island, , South Island region and to a lesser degree in Auckland and North, across all of New Zealand. I don't see this as an issue as it responds to the likelihood and level of risk of significant weather disruption, and it is impossible to be prepared for every individual scenario. Our threat agnostic preparations look sensible and proportionate for potential weather disruption events.</p>
---	---

<p><b>Establishing Context</b></p> <p>What is the risk that the Board specifically need to be concerned about?</p>	<p>The Commission's history of not effectively identifying and addressing low participation or designing services for Māori also exposes EC to scrutiny as we address the gap. Poor or insufficiently broad/targeted with Māori and iwi groups could lead to continued low participation</p> <ol style="list-style-type: none"> <li>1. Is the purpose of engagement and our role and objectives clear as we pursue this work</li> <li>2. Do we have relationships with all Māori and iwi groups?</li> <li>3. Does EC have the sufficient capability to support meaningful engagement and service design?</li> <li>4. Are we prioritising our efforts appropriately?</li> </ol>	<p><b>Key data</b></p>	<p>New Zealand's estimated Māori population is 892,200 (17.4%), 573,800 aged 18+ . Total Māori enrolled across all rolls as at 14 July 2023: 506,077.</p> <p>Māori are growing in population 2% annually compared by 0.2% of the national population. A higher proportion of Māori are younger.</p> <p>We have ~265 identified stakeholders of which we can see 85 are specifically Kaupapa Māori or iwi/hapu.</p>	<p><b>How may this risk or issue impact us?</b></p>	<p>Poorly designed or targeted engagement with Māori could diminish trust in the electoral process and lead to missed opportunities to generate interest.</p> <p>This could further limit efficacy of services to a population that is already underrepresented and struggling with historic and socio-economic barriers to participation.</p> <p>Lower Māori enrolment and voter turnout numbers could harm EC's reputation.</p> <p>Regardless of trend, the scope of ECs activities are likely to be criticised as both too little by those who advocate support that results in equitable participation, and too much by others.</p>	<p><b>Key factors that influence our success in this space (internal and external)</b></p>	<p>Meaningful relationships with Māori and iwi leaders across communities.</p> <p>Appropriate information campaigns and education materials at different periods of election campaign.</p> <p>Simple, user-centric, culturally appropriate processes.</p> <p>Good information about participation to inform business planning / prioritisation.</p> <p>Timing of engagement and operational planning for it.</p>
<p><b>Commission activities</b></p> <p><b>Key area 1</b></p> <p>Enrolment</p> <p>Parts of business / project involved, what they have considered, and the goals they wish to realise. Summarise key activities being undertaken to prepare, address or respond.</p>	<p><b>Staff involved:</b> Enrolment; Comms; Strategic engagement and partnerships (SEP)</p> <p><b>Goals:</b> Get information to Māori to exercise their rights</p> <p><b>Activities:</b> - On ground activities /partnering with iwi and other groups to support MEO and enrolment (e.g. Matariki Ki-o-Rahi Challenge at Taipa Area School in Doubtless Bay, 27 June )</p> <ul style="list-style-type: none"> <li>- MEO campaign included advertising on TV, radio and online, with our website and free-phone number with more information, and community face-to-face. Overall 39,949 changes by Māori during the campaign.</li> <li>- Comms</li> </ul> <p><i>Regular activities</i> –support to Māori available through normal registering /enquiries channel, telephone services in te reo available from now until GE.</p>	<p><b>Key area 2</b></p> <p>Supporting Voting</p>	<p><b>Staff involved:</b> Voting Services; Comms; P&amp;C; SEP; Māori Advisory</p> <p><b>Goals:</b> Deliver voting services which will meet the needs of Māori</p> <p><b>Activities:</b> -14 Kaupapa Māori Voting Places deployed across all Māori Electorates to deliver a whānau centric voting service to all New Zealand voters including whānau who wish to engage in the voting process via their own Kaupapa and in te reo Māori. 17 Priority areas centrally identified and further areas identified by EMs: Identify and focus on priority electorate communities where percentage of Māori population is higher than the national average; in these regions we have built relationships with community advocates who are helping staff to locate voting places in locations of significance to Māori and advise how to reach local people . 40 marae VPs</p> <ul style="list-style-type: none"> <li>- Promote and recruit whanau to access employment opportunities in the Commission- recruitment campaign includes Māori specific activities.</li> <li>- Strategic relationships with Māori</li> <li>- Communications and channels includes many initiatives – see July Board update.</li> </ul>	<p><b>Key area 3</b></p> <p>Other participation in electoral system – input into wider policy in the Electoral Commission; other relationships, services and partnerships;</p>	<p><b>Staff involved:</b> Māori Advisory; Strategy Governance and Development; Enterprise Services, Operations</p> <p><b>Goals:</b> Awareness of and increase in Māori capability in the Commission to better enable engagement with Māori across our work programmes and approaches. Sharing information and getting insights on our work programmes and approaches from Māori.</p> <p><b>Activities:</b> Iwi Chairs relationship, including feedback and insights on enrolment and voting services work for Māori</p> <ul style="list-style-type: none"> <li>- Relationships with other agencies which enables leveraging of wider public sector engagement</li> <li>- Communications being made in dialects of te reo relevant to regions deployed.</li> <li>- Ngā Maihii strategy to lift EC capability</li> <li>- Working through our relationships to recruit, second and offer internships/graduate programmes for Māori.</li> <li>- Utilise our growing relationships, including with Iwi chairs, to inform EC strategy and operational policy.</li> </ul>		
<p><b>Monitoring</b></p> <p>What visibility has the Board had of key programmes and how the risk is being dealt with?</p>	<p>In July, the Board received the Delivery plan for GE23: services to Māori .</p> <p>Forthcoming: Continued updates as part of GE programme updates, including specific updates on recruitment</p>	<p><b>How does management monitor and maintain confidence in these areas? How is success monitored? What is the trend?</b></p>	<p>All engagement feedback is collated and reviewed for future action (but not for this election unless it is feedback on operations already in train).</p> <p>Management monitor engagement activities at an aggregate level.</p> <p>Enquiries and other contacts are also monitored as part of normal reporting channels.</p> <p>Items relating to Māori engagement may be escalated through existing reporting channels as relevant.</p>	<p><b>What key information or milestones will trigger action?</b></p>	<p><b>GE:</b> For voting place staff numbers and recruitment generally, staff ethnicity is being monitored and compared to overall electorate demographics. Where priority areas are not receiving desired application numbers, some levers may be available as the election draws closer (i.e. contingency is considering extra activities or incentives which may be applied.)</p> <p><b>General:</b> All feedback is being collated for consideration at a later stage to shape further activities and long- term strategy and planning.</p>		
<p><b>Overview, any gaps?</b></p> <p>Assurance assessment</p>	<p>Overall the Commission has increased its work and upscaled both the number of engagements and the quality of the relationships with Māori in the last few years, and it is heartening to see this increase. However, from a reputational risk perspective, the steps we are taking are initial steps on a journey to address a long history of not taking a Māori lens to activities, and I think it likely that we will be open to criticism for doing too little (by those who want immediate equitable participation outcomes). We are also being scrutinised for doing too much (by those who don't accept a gap) and Our strong purpose of enabling participation, and the data on participation means our activities are both rationally justified and needed. Unfortunately critics and polarising elements of society may not follow the same decision making pathways.</p> <p>Our relationships and operational culture need to be supported on this journey. Further thinking and strategic goals to better enable Māori participation can be monitored by management and the Board and that enable decision making throughout the Commission will help us as we take this journey. Gaps that could helpfully be addressed include a Commission position on navigating political neutrality when working with and for Māori to assist our teams to confidently engage. As we continue to break down silos within the Commission, build relationships and build a longer- term planning cycle, I think we will continue to see material improvements in the impact that Māori engagement has in delivering the outcomes we seek – particularly equitable levels of participation across NZ demographics.</p>						