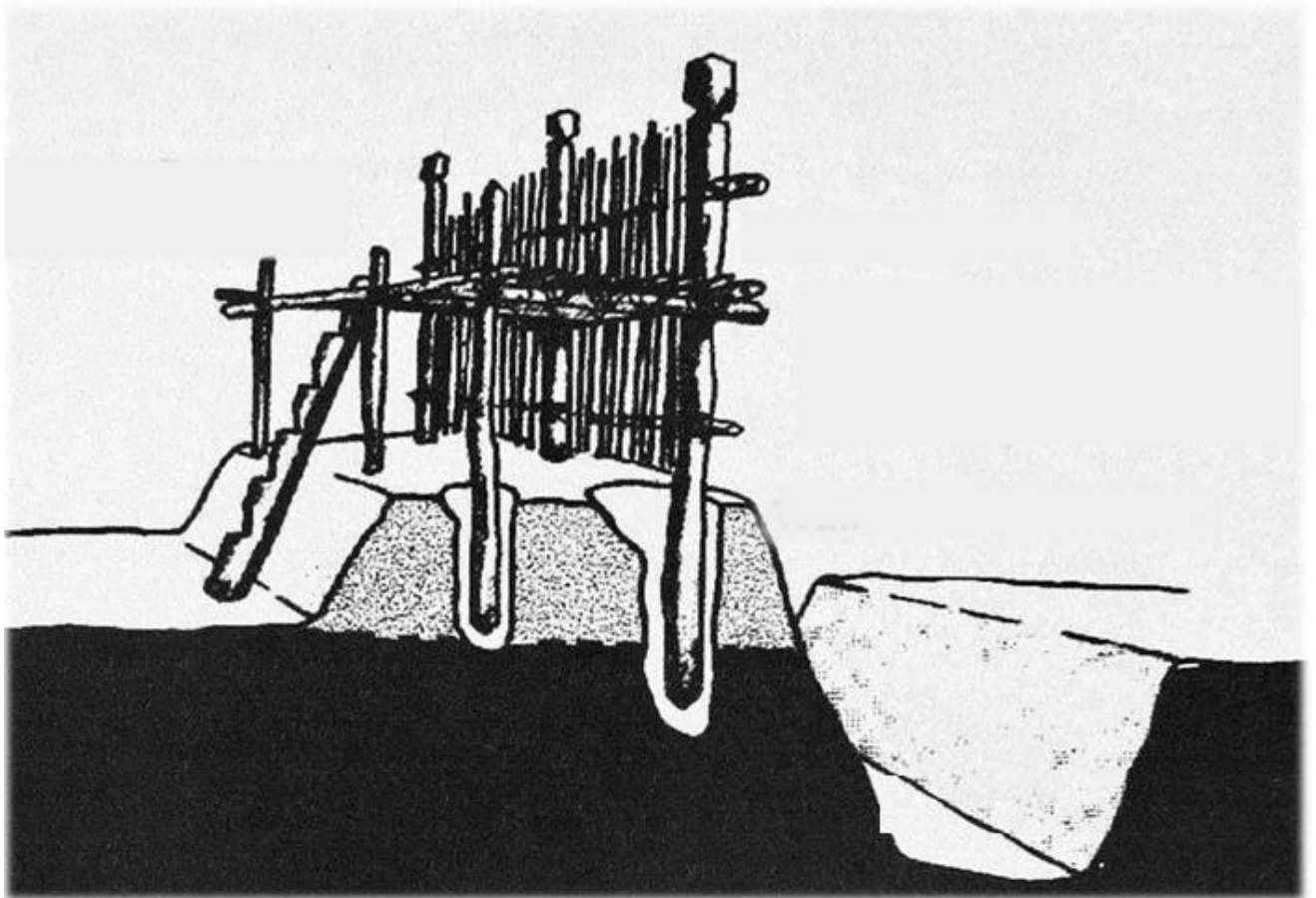


Tuwakawaka

CDEM Resilience Project

October 2022



Tūwatawata (the fortified palisades and earthworks of a pā)

Acknowledgments:

The project was developed by the Civil Defence and Emergency Management (CDEM) team at Rotorua Lakes Council and funded by the National Emergency Management Agency (NEMA).

This report was prepared by Hēmi Waera (Consultant, Te Ihuwaka Limited), Bruce Horne (Rotorua Lakes Council), Linda Johnston (Rotorua Lakes Council) and Aneta Morgan (Rotorua Lakes Council).

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Background:

Civil Defence and Emergency Management (CDEM) staff in the Bay of Plenty have been working to improve engagement with local Iwi for more than a decade. In 2016 Emergency Management Bay of Plenty (EMBOP) launched an emergency planning toolkit for marae as part of the effort to lift the level of engagement with local Māori. For a number of reasons within the Rotorua rohe that initiative failed to achieve the desired outcomes.

In March 2020 a state of national emergency was declared in response to the COVID-19 pandemic. Emergency Operations Centres (EOC) were activated by both the Rotorua Lakes Council CDEM team and the Lakes District Health Board. Local Iwi leaders in Rotorua also quickly took the initiative to establish a response centre for local Māori known as the Te Arawa Hub.

Local CDEM staff worked hard during the emergency to engage with community agencies – in particular umbrella groups such as Te Arawa Hub in an effort to raise the level of understanding of the role of CDEM and how CDEM staff could provide assistance to community led initiatives.

One of the main discussion points during the Rotorua CDEM de-brief for the response to the COVID-19 emergency; was a desirability of achieving better coordination and unity of effort between iwi providers and CDEM. It was recognised that both groups would benefit from developing a better understanding of each groups protocols, systems and processes.

Following the de-brief the Rotorua Council CDEM team re-visited Council's engagement strategy with local Iwi and began exploring ways to improve the working relationship between the two entities. That work quickly identified the desirability of engaging a local Iwi leader to help CDEM staff connect with leaders and other key stakeholders in local marae and develop opportunities for CDEM staff and local Iwi to work together in a much more collaborative manner in respect of local marae.

Rotorua CDEM subsequently prepared an application for funding from the National Resilience Fund in order to progress that work.

The objectives of the project included;

1. Strengthen the relationship between iwi and emergency management.
2. Improved capability and capacity of local Iwi to support national CDEM objectives in respect of increasing community resiliency.
3. Identification of strategies that would increase the understanding of the four core elements of Civil Defence – reduction, readiness, response and recovery.
4. Identification of strategies that would increase the understanding of CDEM professionals of Māori kawa (protocols) and tikanga (systems and processes) – in order to achieve better synergy between CDEM and local Iwi.
5. To build a better understanding around the operational aspects of the CDEM sector and identify opportunities for local Iwi and the CDEM sector to work more effectively in partnership in order to build community resilience.

This project aligned with key goals within CDEM national Resilience Strategy including;

- i. Building relationships between emergency management organisations and hapū/iwi/groups representing Māori, to ensure greater recognition, understanding, and integration of iwi/Māori perspectives and tikanga in emergency management' and;
- ii. To cultivate an environment for social connectedness which promotes a culture of mutual help; embed a collective impact approach to building community resilience.

It is envisaged the learnings from this project will benefit CDEM personnel across the Bay of Plenty and across New Zealand.

Project Focus:

The focus of this work is to engage with local marae and their respective hapū in the Rotorua Rohe in order to

1. Strengthen CDEM's relationship with local hapū/iwi.
2. Build a better understanding among Māori of the operational aspects of the CDEM sector.
3. Identify opportunities for local hapū/iwi and the CDEM sector to work more effectively in partnership in order to build community resilience.

Given the special relationship that Rotorua Lakes Council has established with local Iwi, Rotorua CDEM is currently in a very strong position to leverage off this foundational work to make significant improvements in marae emergency planning and building community resiliency.

During the preliminary stages of the project it became apparent that local marae favour a holistic approach to marae development and have a preference for emergency planning to be a distinct component of an over-arching marae development and reliance strategy.

Project Deliverables:

Recruitment and induction

The project engaged a Takawaenga (facilitator) for 8 months to lead a consultation and engagement process with local iwi and marae trusts, to identify opportunities and develop recommendations that would provide a pathway for improving synergy between CDEM and hapū/iwi.

- induction included completion of EMBOP Basic and Intermediate CDEM course to gain insight into CDEM systems and processes.

Engagement

- Takawaenga made contact with marae, hapū and iwi representatives to inform them of the project overview, objectives and expected outcomes.
- Goal was to support marae/hapū to review current resources to inform development of respective marae/hapū CDEM plans.

Resources included:

- Te Puni Kōkiri Guide.
- Rotorua Lakes Council Template.

- Localised CDEM plans (Waikite Valley Community Emergency Response Plan).
- Kearoa Marae CDEM Plan.

Engage with local hapū/marae/iwi committee

- Takawaenga maintained contact with all hapū/marae throughout the duration of the programme.
- Not all marae/hapū replied to communications for various reasons
 - Too busy at the moment.
 - No leadership structure in place as yet. We will come back to you when we have set up our structure.
 - No replies to communications.
- The marae/hapū (14/26) that did engage want to continue discussion and support post the wānanga and programme completion date October 2022.
- Preparations to design, setup and facilitate an online community to continue to support marae/hapū in the local area-
 - Facebook Group
 - Email Group

Gathering information

- Weekly team meetings (Rotorua Lakes Council Emergency Management Group, Te Amorangi Group, Hapū/Iwi Coordinator).
- Monthly catchups with Iwi Liaison Emergency Management Bay of Plenty Stace Tahere.
- Ongoing email, phone communication.
- Wānanga 'Knowledge and Understanding Feedback' (Marae/Hapū Representatives)

Analysis

- Marae/Hapū acknowledge the importance and need to develop a CDEM Plan
- Marae/Hapū are time and resource-poor.
 - People/Leadership to lead and complete the development of a plan
 - Time to dedicate to this project as they have many other marae/hapū kaupapa to focus on.
- Lack of resources aimed to support Marae/Hapū to understand CDEM from a Māori perspective (tikanga and kawa)
- Wānanga feedback
 - Very positive'
 - Shifts in knowledge and understanding'
 - Identify the importance for marae/hapū to develop a plan'

Recommendations

1. Continue to work with marae/hapū to develop plans.

2. Continue to facilitate wānanga for remaining and reluctant marae/hapū.
3. Create resources that are marae/hapū tailored (mātauranga/tikanga/kawa/reo/ Māori).

Action plan

- Invite marae/hapū to a 1-day wānanga.
- Facilitate wānanga.
- Follow up marae/hapū representatives
 - Create a Community of Practice/Learning for long-term support
 - Keep informed about future wānanga.
- Create online platform to continue to support marae/hapū post the term of the project.
- Create resources to support marae/hapū focussed on mātauranga/tikanga/kawa/reo Māori.
- Create future opportunities for wānanga to support hapū/marae in environs that are user friendly to them.

Project Management:

The Rotorua Lakes Council Emergency Management team was responsible for the administration of the contract.

Budget and Expenditure

Income	Expenditure	Comment
\$50,000.00		Source: National Emergency management Agency Resilience Fund
	\$5000.00	Recruitment and induction processes
	\$13,436.60	Consultants fee (Contractors)
	\$5000.00	Analysis
	\$9670.11	Development of wananga
	\$9936.00	Project debrief and action plan development
	\$6957.29	Administration costs for participants

	\$50,000.00	Total expenditure

Challenges:

COVID-19 interruptions caused some delays in meeting with hapū/iwi. The technology option was always available but as we know isn't always the preferred option of Māori.

Innovation and Resource Development:

The project culminated with 2 one day wānanga held on Friday, 14 and Saturday 15 October held on at the Te Pakira Marae, Whakarewarewa village, Rotorua. This venue was considered appropriate considering the recent incident at the nearby village where a visitor was hospitalised as a result of a geothermal incident. This highlighted the need for marae and hapū to develop CDEM plans in readiness. It was also adequate for practical reasons such as parking and space.

The courses were facilitated by Hēmi Waerea (contractor), Bruce Horne (Rotorua CDEM), Aneta Morgan (Rotorua Council Te Amorangi Unit and Stace Tahere (Planning Manager, Emergency Management Bay of Plenty).

Representatives from 22 local mara/hapū participated.



Training Wānanga:

The training/wānanga comprised of several parts:

1. **Introduction**, which set content and also provided an opportunity for participants to outline any questions they wanted covered during the day and their desired learning outcomes.
2. A presentation that included three **case studies** on the importance of preparedness.
3. A second presentation that covered the **principles of the CIMS framework**. A key element of this presentation was highlighting the common features of how a marae organises for a tangihanga and the similarities in roles and functions to those in the CIMS functional groups
4. A **practical exercise** which involved participants stepping into 'role' in respect of CIMS functions.
5. A **'wrap-up'** session that included a review of the day and provided confirmation that the desired learning outcomes were met. This session also provided for an opportunity for participants to provide advice to the course facilitators in respect of next steps.

Hapū delegates were asked to complete two forms of feedback:

- a. Pre-Wānanga CDEM Personal Knowledge and Understanding rubric
- b. Post-Wānanga Feedback

Pre-Wānanga Knowledge and Understanding Rubric:

Participants were asked to indicate their knowledge and understanding using a four scale rubric

- 1 – Strongly disagree.
- 2 – Disagree.
- 3 – Agree.
- 4 – Strongly Disagree.

Across these questions:

1. I know and understand the purpose of Civil Defence.
2. I know and understand the roles and responsibilities within the local/regional Civil Defence groups.
3. I know and understand how the Civil Defence Emergency Management group supports local, regional and national civil defence emergency incidents.
4. I know and understand how to develop an individual Marae/Hapū/Iwi Civil Defence Emergency Management Plan.

Delegates were also asked to give a general comment if they wanted.

Post-Wānanga Feedback:

The feedback form focussed on delegates feedback in relation to the organisation and facilitation of the wānanga. Representative comments from the feedback forms follow:

- *“Wow and wow! Thank you for having me at your very important hui today – what an incredible effort of all and I feel very privileged to be able to attend. So a huge thank you from me.”*

- *“Awesome workshop. Great to learn about all the different roles of Civil Defence.”*
- *“Fantastic communicators. I really enjoyed every phase of the Wānanga. It made you think about the relevance to your whanau and hapu. So grateful to be introduced to this amazing plan of preparedness.”*
- *“Excellent! 9 out of 10.”*
- *“Right people doing the right job giving the right advice.”*
- *“Miharo! (Wonder, amazement, awe). Excellent information and facilitators. Everything about the wananga was excellent.”*
- *“Very well organised, information and comfortable environment.”*

(A copy of some of the Post Wānanga Feedback is attached as an appendix to this report).

The project will be continue to be evaluated to ensure the effectiveness of this approach to training and understanding the operational processes for emergency management.

Lessons Learned:

Marae are at different stages of readiness and preparedness for emergencies. However, the pathway forward, as a result of these wānanga, have been consolidated as:

1. Knowing and understanding how the local Civil Defence Emergency Management Group support civil defence incidents.
2. Knowing and understanding what the purpose of a Civil Defence Emergency Management Plan is for Marae, Hapū and Iwi.
3. Creating of a Hapori Mahingātahi/Ako - Community of practice/learning to ensure hapū, marae and iwi continue to work together to strengthen and support each other.

Recommendations:

1. To continue to engage constructively with local hapū, iwi and marae committees.
2. To offer additional workshops whilst including feedback from participants to gauge usefulness and incorporate improvements, continued learning and support the Hapori Mahingātahi/Ako.
3. Future opportunities to provide online modular educational and engagement opportunities are being considered.

4. To continue to look for opportunities to weave Pūrākau (Māori stories and legends) into the strategy development, as that approach would assist in increasing the resonance of key themes with local hapū, marae and iwi.

On-going Costs:

Following on from recommendations and action plan provided by this project there may be future product development or future resource development which may require additional funding.

Rotorua Lakes Council (RLC) CDEM work programmes will continue to promote participation of local iwi in emergency planning and will engage local iwi and marae in emergency preparedness planning as core business. These costs are the responsibility of Council.

It is anticipated that future funding options for the ongoing offer of operational and preparation costs for marae may be met by other funders including DIA. Future training workshops could be supported by CDEM Group or Local Authorities.

Preliminary discussions have been held with TPK as to how they may support marae in future in terms of provision of emergency equipment and preparing marae facilities to accommodate evacuees.

Final Comments:

Rotorua Emergency Management team and the wider council team will continue to support and engage with marae and will support ongoing hui and follow-up wānanga.

This project has contributed to local community capability building and developing emergency response practices by ensuring our local hapū, marae and iwi are informed and given the opportunity to develop localised plans that are co-developed to support their collectives should a civil defence emergency occur.

Appendices:

Appendix 1:
Photos from wānanga.



2: Training invite

NAU MAI HAERE MAI
 Te Hauwhare a nga Rangi e Rotorua, Rotorua Lakes Council
 whakaohia te mahi ki aua, aua hoki he taiao, he taupuni,
 he whakawhakaheke ki aua. Whakaohia te taiao.

REGISTER NOW TO SECURE YOUR PLACE
 REGISTER HERE: <https://tinyurl.com/rotorumaracdwananga>

**CIVIL DEFENCE
 TRAINING
 FOR MARAE, HAPU, IWI**

REGISTER NOW ...

- IS YOUR MARAE OR COMMUNITY AT RISK?
- EARTHQUAKES
- FLOODING
- OTHER NATURAL DISASTERS

Join us at one of 2 workshops at
 Whakarewarewa Village Tours
 17 Tryon St, Rotorua
**FRI 14 OCTOBER ... OR
 SAT 15 OCTOBER**
 Realise the benefits of being
 well prepared

Register Now

Online registration:
<https://tinyurl.com/rotorumaracdwananga>
 Contact details: Hemi Waerea | hemi.waerea@rotorualc.nz

3: Feedback from participants attending wananga

My notes from yesterdays hui.

Rotorua Lakes Council - Marae Civil Defence

- Feedback from wānanga
 - Future wānanga
 - Holding on marae
 - Clustering marae
 - Energy power sources for marae - Generators/Powerbanks
 - Pocket of containers for marae and community to use
 - More wānanga to support ongoing momentum
 - Basic plan for marae to engage with whanau
 - Radio
 - More scenarios
 - Options of days good
 - Bigger venue
- Report?
- Complete with final wānanga update
- What next?
- Earthquake prone Marae?
 - Marae warrant of fitness - BWOF
 - Insurance implications
 - TPK support
 - No resource or skill set to complete all of inspections for earthquake prone buildings
 - If Marae are used for emergency purposes makes it a priority
 - If not, less of a priority
 - Need Right people to complete wof
 - Need Funding to support this project
 - Timeframe for marae to do this?
 - Package to support marae

4: Agenda training workshop



Marae, Iwi-Hapū Civil Defence Training



What Provide marae and hapū representatives an opportunity to:

1. Become familiar with how Civil Defence supports local, national and international situations or events.
2. Develop and implement a Marae Civil Defence Emergency Management Plan

Why All of New Zealand – and in particular the central North Island – is considered a high risk zone for natural hazards. The Waikariki district is located in the middle of the Taupo Volcanic zone which has 6 active volcanoes and 45 major fault lines; and the incidence of severe weather incidents are increasing due to climate change. The frequency of civil emergencies are increasing and everyone needs to increase their level of preparedness for an emergency.

Who The intended audience for this training includes:

- ✓ Marae trustees
- ✓ Iwi/Hapū trustees
- ✓ Iwi/hapū members who support marae

When This training will be available on two dates –
Friday, 14 October and Saturday, 15 October 2021 between 9.00 am and 3.00 pm.

Where Training on both dates will be held at The Whakarewarewa Village Tours Board Room, Whakarewarewa, Rotorua

Training Day Programme

Wā Kaupapa

9:00 Karakia/Mihimihi

9:30 Kapū Ti/Whakawhanaunga

10:00 What is Civil Defence and how can we support marae/hapū to be ready?

11:30 Civil Defence Scenario Training

12:30 Kai

1:00 Developing a Marae Civil Defence Emergency Management Plans

2:30 Whakarāpopoto

3:00 Karakia/Hoki kāinga