



RUAPEHU

EMERGENCY MANAGEMENT

Civil Defence Emergency Management Resilience Fund Project Final Report



2024 - 2025

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Acknowledgement of Tikanga (Māori customs)

We acknowledge the traditional keepers of knowledge, traditions, and tikanga throughout Aotearoa and acknowledge their connection to whenua, wai and hapori. We pay our respects to the whānau, hapū, and iwi and the Kaumātua past, present, and emerging.

Questions or Feedback

If you have any questions or feedback on this operational doctrine, please email Simon.Osborne@ruapehudc.govt.nz

1.0 INTRODUCTION

1.1 Executive Summary

In February 2024, the Ruapehu District Council applied to the National Emergency Management Agency (NEMA) seeking financial support through the Civil Defence Emergency Management Resilience Fund to strengthen the resilience of Marae and local communities.

The aim was to enhance the capacity of whānau and residents across the Ruapehu Rohe to care for themselves and others during extended periods of disruption caused by natural hazard events and other emergencies. The application was successful, and the Council was awarded \$115,000 through the Resilience Fund, which is administered by the National Emergency Management Agency (NEMA).

1.2 Purpose

This final report serves as the final deliverable produced by the Ruapehu District Council for submission to the National Emergency Management Agency. Its purpose is to formally report on and close the Resilience Fund project undertaken by the Ruapehu District Councils Emergency Management Unit (REMU). The report outlines the project’s objectives, achievements, challenges, and outcomes, ensuring that all obligations to the National Emergency Management Agency and Government are met and that the project is formally concluded.

1.3 Project Objectives

The primary focus of this project was to strengthen relationships and build capacity among whānau, communities, and the Ruapehu District Council. The aim was to support whānau-centred, community-led, and Council-enabled kaupapa that would Build local capability, increase emergency preparedness, and improve overall community resilience across the Ruapehu District.

This approach emphasised collaboration and empowerment, ensuring that resilience efforts were grounded in local values and led by the people most affected.

1.4 Outcomes

The core outcome of this project was the successful delivery of training between July 2024, and June 2025 aimed at enhancing the emergency readiness and response capabilities of marae and other community groups across the Ruapehu Rohe.

Through the strong and ongoing partnership between the Ruapehu District Council and local Iwi, the Ruapehu District Council is now well-positioned to build on this foundational work. This places the district in a strong position to further advance marae-based emergency planning and strengthen overall community resilience.

1.5 Project Team

Project Sponsor	Chairperson of the MWCDEM Coordinating Executive Group
Applicant	Ruapehu District Council - Ruapehu Emergency Management Unit (REMU)
Project Lead	Simon Osborne – Emergency Management Officer (EMO)

1.6 Acknowledgement of Enablers

Firstly, we extend our heartfelt thanks to our marae and whānau who have participated in this kaupapa. We acknowledge our manawhenua iwi and their unwavering support.

In particular, we recognise Troy Brown, Chair of Te Kāhui o Paerangi tribal rūnanga and Tuhiariki Marae, Brendon Morgan, Chair of Raetihi Marae, Fiona Kahukura Hadley-Chase, Ruapehu General Ward Councillor and Trustee of the Taumarunui Kokiri Trust and Morero Marae and Helen Leahy, Chief Executive of Ngā Waihua o Paerangi Trust. These individuals have come together to champion a collaborative and community-driven approach to this important mahi.

Secondly, we express our sincere gratitude to our partners, the Manawatū-Whanganui Civil Defence Emergency Management Group. The outcomes achieved are a direct result of our shared commitment and close collaboration. We also thank our funder, the National Emergency Management Agency (NEMA), whose support has been instrumental in making this project possible.

2.0 PROJECT MANAGEMENT

2.1 Project Administration

The Ruapehu District Council's Ruapehu Emergency Management Unit (REMU) was responsible for the administration of the contract, which was Sponsored by the Manawatū-Whanganui Civil Defence Emergency Management Group through the Coordinating Executive Group.

2.2 Project Execution

The original project timeline, as outlined in the approved Resilience Fund application, was revised in consultation with the Manawatū-Whanganui Civil Defence Emergency Management Group and with the endorsement of the National Emergency Management Agency.

This revision was required due to the earlier-than-planned resignation of the previous Emergency Management Officer in November 2024. This personnel change occurred ahead of the timeframe anticipated in the application and necessitated adjustments to the sequencing and timing of project deliverables.

While the recruitment and onboarding of a new Emergency Management Officer introduced some delays, this transition also provided an opportunity to reassess and strengthen key project components. Notably, enhancements were made to the design and implementation of project deliverables to better support local whānau, and the broader community engagement.

These improvements have contributed to increased awareness, understanding, and participation in Civil Defence Emergency Management arrangements and preparedness within the district. The modified approach has maintained alignment with the project's strategic objectives and is expected to yield longer-term benefits through more robust marae and community resilience outcomes.

2.3 External Funding Allocated

The Ruapehu District Council was granted \$115,000 by the CDEM Resilience Fund to build the capability and resilience of marae and communities. The deliverables of this project have been underwritten by the Ruapehu District Council allocated against the Emergency Management GL Code # 69-00-41-3014 - Civil Defence Events.

2.4 Internal Funding Allocated

The Ruapehu District Council and REMO staff time were not included in the above expenditure across the project is estimated to be \$20,000.00 and accounted for over 200 hours. This allocation included staff, travel and associated costs of presentation to iwi and marae Leaders and other groups during the negotiation phase.

2.5 Our Training Needs

To ensure effective management and transparent budget allocation, the project was divided into five distinct deliverables. Each deliverable was aligned with specific objectives and charged separately by the respective external training providers, marae and suppliers.

Activity	QTY	Expenditure to date	Budget to date	Full year budget	Budget forecast	Variance
NZ First Aid	16	\$82,343.50	\$82,343.50	\$82,343.50	\$82,343.50	Nil
CIMS 3	2	\$4,500.00	\$4,500.00	\$4,500.00	\$4,500.00	Nil
Warden	1	\$2,200.00	\$2,200.00	\$2,200.00	\$2,200.00	Nil
CDEM Rescue	1	\$5,520.00	\$5,520.00	\$5,520.00	\$5,520.00	Nil
*Kai (Catering)	20	\$11,999.33	\$11,999.33	\$11,999.33	\$11,999.33	Nil
TOTAL:				\$106,562.83 GST Exc		

Note: In accordance with Māori custom, *kai (catering) was provided as a gesture of respect and appreciation for the use of the marae, and in recognition of the assistance given in organising each training event and supporting the Council in its delivery.

3.0 SUCCESSES AND CHALLENGES

3.1 Project Development

Although the programme was primarily developed by Fire Rescue First Response Ltd (Private Training Establishment – MoE Number: 7882) around the following suite of high-level short courses designed to benefit iwi and communities across the 4Rs of emergency management (Reduction, Readiness, Response, and Recovery), project delivery faced several initial delays and challenges.

- **CIMS 4** – Coordinated Incident Management System (2 days)
- **First Aid** – Standard (2 days) and Refresher (1 day)
- **Welfare Centre Staff Functions** (1 day)
- **Welfare Centre Supervisor** (1 day)
- **Fire Warden Training** (1 day)
- **Animal Welfare** (1 day)
- **General Rescue** (2 days)
- **Flood Rescue** (2 days)

Despite initial setbacks, the project's deliverables were amended by mutual agreement to include additional NZQA-accredited Level 2 First Aid and Stop the Bleed training for local whānau and members of the community.

This change resulted from consultation between James Lamb of the National Emergency Management Agency and Chay Hook from the Manawatū-Whanganui Civil Defence Emergency Management Group.

Oversight from both agencies ensured consistent implementation and helped guarantee that the revised deliverables were effectively met across the wider across the Ruapehu Rohe between April and June 2025.

3.2 Project Deliverables

The following amended deliverables were agreed upon during the third quarter of the project and were successfully achieved under the management of the Ruapehu District Council's Emergency Management Unit:

- **Project Design** – The Council's Emergency Management Officer led a consultation and engagement process with the leadership of local iwi and marae. This process identified key opportunities and produced recommendations to strengthen the relationship and operational synergy between Emergency Management and hapū/iwi.
- **Delivery of Short Courses** – A tailored suite of short courses was delivered to build practical emergency response capabilities across marae and local communities. These courses aimed to equip participants with essential skills to respond effectively in emergency situations.

These included First Aid and Stop the Bleed® training sessions, provided by PracMed NZ Training Solutions (Private Training Establishment – MoE N°: 6687), and Emergency Management training sessions, delivered by Fire Rescue First Response (Private Training Establishment – MoE N°: 7882).

- **Increased Marae and Community Engagement and Participation** – Strong participation was achieved across a range of communities, particularly among local iwi, marae, and community-based organisations. Attendance levels reflected a high level of interest and a shared commitment to enhancing local resilience.
- **Whānau-Centred, Community-Led Approach** – The kaupapa was shaped by local needs and delivered in a culturally responsive, inclusive, and empowering way. First aid training and community engagement activities were designed to support the aspirations of whānau and marae leadership.
- **Strengthened Relationships Between Council, Marae and Communities** – The project helped to further build trust and cooperation among the Ruapehu District Council, iwi, marae, and wider communities. These strengthened relationships lay the groundwork for future collaboration in emergency preparedness and response.
- **Documentation and Reporting** – All training activities, participant information, evaluation feedback and assessment outcomes to NZQA were thoroughly documented. This information has been compiled to inform students, local iwi and marae trusts, support this closure report, and guide future emergency management initiatives.

3.3 Our Successes

- **Empowering Whānau, Hapū, Iwi, and Community** - The project successfully supported local whānau, and the broader community to build greater resilience and enhance their emergency preparedness and safety.

- **System Enhancement** – The knowledge of Civil Defence processes was enhanced, building upon an already effective platform to deliver improved functionality and community benefits.
- **Ongoing Support and Maintenance Secured** – Council agreed to host, support, and maintain a whānau-centred, community-led training approach moving forward, ensuring its sustainability.
- **Administrative Oversight and Coordination** - The Ruapehu District Council's Emergency Management Unit played a key role in ensuring the success of the project. Their administrative oversight and coordination with both local marae leadership and Private Training Establishments seem to have created a strong partnership that drove the achievement of course completion targets.

3.4 Our Challenges

- **Delays in Engagement with Hapū/Iwi** – Efforts to engage with hapū and iwi experienced delays. These engagements were not fully realized within the timeframe or budget, as they were not included in the initial project scope.
- **Training Format Misalignment** – The centralised high level weekend training model, while efficient, was not always aligned with the preferences and cultural practices of Māori participants and the resourcing needs of their host marae.
- **Initial Uncertainty Around Partner Commitment** – At the project outset, uncertainty arose regarding the Private Training Establishment's commitment and support, primarily due to key staffing challenges. This situation contributed to early delays in project delivery.
- **Delivery** – Access to additional Category 1 PTEs was constrained due to the geographically isolated nature of marae and other community groups across the Ruapehu District
- **Unanticipated Māori custom** – Expenses for kai (catering) at marae were not included in the original scope or budget, resulting in unforeseen financial pressure that limited funding for additional first aid programmes.

3.5 Our Results

Twenty training courses involving 250 participants have been successfully delivered across the district. Early feedback from participants has been overwhelmingly positive, with several key outcomes emerging:

- **Strengthened capacity** among local whānau to lead and support community-based emergency responses.
- **Increased confidence** in emergency preparedness and response practices.
- **Enhanced networks** within and between communities.
- **Improved overall readiness** to respond to emergency events.

These outcomes represent significant and measurable progress toward building resilient *hapori* (communities) throughout the Ruapehu Rohe.

3.6 Conclusion

Marae and local communities across the Ruapehu Rohe continue to demonstrate varying levels of readiness, preparedness, and access to resources for natural hazard events and other emergencies.

This project has delivered significant outcomes by enhancing local capability and supporting the development of effective, community-led emergency response practices. By ensuring that hapū, marae, and iwi are informed, connected, and empowered to act, the initiative has strengthened safety, resilience, and overall wellbeing throughout the Ruapehu Rohe.

The success of the initiative is a direct result of strong collaboration between the Ruapehu Emergency Management Officer, local marae and community leadership and Private Training Establishments. In addition, the fiscal support provided through the CDEM Resilience Fund has established a solid foundation for ongoing growth in community capability and resilience.

Looking forward, future applications to the CDEM Resilience Fund will seek to expand this programme to additional at-risk marae and communities, building on the proven success of this delivery model and further strengthening resilience across the Ruapehu Rohe.