

# Response and Resilience Development Report

July 2025

## Background



### Project phases and deliverables

Te Ātiawa o te Waka-a-Māui Trust secured funding through the National Emergency Management Agency's Resilience fund to deliver a programme of work to help build its internal resilience before an emergency occurs. During previous emergencies, Te Ātiawa have provided support to iwi members and the wider community, but an absence of planning, connection with regional emergency management arrangements, resources and / or equipment, or having the confidence to effectively mobilise and manage the impacts from emergencies, has limited Te Ātiawa's effectiveness. The intent of this project was to strengthen foundation arrangement for emergency management by:

1. Clarifying Te Ātiawa o te Waka-a-Māui Trust emergency management policy and practice.
2. Developing an Emergency Management and Business Continuity Plan to guide decision making and response priorities in the event of an emergency.
3. Developing a Cultural Contingency Plan to support sustaining critical cultural practices.
4. Undertaking a Training needs analysis and developing individual training plans to support staff being confident to undertake their response roles.
5. Developing a service level agreement template to support Te Ātiawa o te Waka-a-Māui Trust engaging with its marae and clarifying shared expectations for emergency management before, during and after an emergency.

## Deliverables - Documents & Tools



Suite of Emergency Policies and Processes

Name	Purpose	Key components
Iwi Emergency Management Policy	<i>Set out the principles, roles and responsibilities, and the framework to support emergency management integration into normal business.</i>	It includes sections for emergency management and business continuity; emergency response (including reference to an Emergency Response Plan to guide staff safety actions); Cultural continuity; training and exercising, and recovery and restoration. The policy outlines monitoring and review cycles.
Emergency Management and Business Continuity	<i>To provide guidance on how to identify, assess and manage issues arising from emergencies, and to support sustaining critical business functions.</i>	The plan includes sections that outline emergency management values; roles and responsibilities; an emergency response levels framework; an emergency management activation plan (including response principles, structure and actions); and contingency procedures for critical business functions
Emergency Response Plan	<i>To ensure that Te Ātiawa staff understand the immediate actions to follow in the event of an emergency that could cause life safety risk.</i>	The ERP helps senior leaders determine whether staff are safe, understand where staff are currently located, and whether or not they may be available to support any emergency response activities.
Cultural Contingency Plan	<i>To uphold cultural practices and provide for continual protection of culturally significant sites in the event of an emergency.</i>	The plan outlines priority cultural practices, and contingencies to ensure these can be sustained.
Service Agreement template	<i>To clarify shared emergency management arrangements before, during and after an emergency to enable effective support to whānau, hapū and marae affected by an emergency.</i>	The agreement template outlines the Response Levels Framework, propose roles and responsibilities for Te Ātiawa and the marae, and an opportunity to specify any services agreed (which could include areas such as relationships

and connection, emergency management planning, training and development, cultural support, or any other service that is mutually agreed).

# Deliverables - Training Needs Assessment and Plans



As part of strengthening planning and capability to respond to an emergency, Te Ātiawa engaged with its staff, along with staff from marae and Te Kotahi to understand current levels of emergency management training and confidence to respond in an emergency, and to identify where training gaps might exist. During the development of the training survey, the Business and Operations Manager met with the Operations Manager from Te Kotahi and it was agreed to share the survey with them for staff to complete. Te Kotahi work collaboratively with Nelson Tasman and Marlborough CDEM Groups to help identify opportunities for staff to join scheduled emergency management training session held across both CDEM Groups. It was agreed that survey data would be shared with Te Kotahi to help ensure training needs are met.

## Survey Development and Distribution

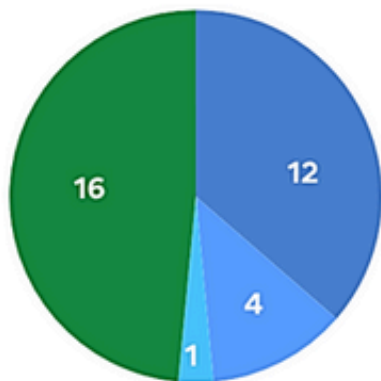
A short survey was developed and sent to staff to understand their current role, the type of emergency management role they might perform in an emergency, what training they had already undertaken, how confident staff might be in responding to an emergency (generally and in specific roles) – including whether they had experience of being involved in past emergencies. The survey also explored what training they thought could be beneficial in their role, and if there was anything that was generally preventing them from effectively engaging in an emergency response.

33 responses to the survey were received including

- 12 from Te Ātiawa Trust
- 4 from Onetahua Marae (Pōhara)
- 1 from Te Āwhina Marae (Motueka)
- 16 from Te Kotahi o Te Tauihu Charitable Trust

## Survey Findings

## Total Survey Responses



- Te Kotahi Trust
- Te Ātiawa Trust
- Onetahua Marae (Pōhara)
- Te Āwhina Marae (Motueka)

## 33 Survey Responses

The Training Needs Analysis survey was made available to staff from both Trusts, and all four marae.

## Te Ātiawa Trust Staff Responses

### Type of role

What type of role do you have?



"other" roles included whanau ora navigators, office administration, memberships and archives, events and engagement, and contractor support

### Prior Emergency

Have you been involved in an emergency response in the past?



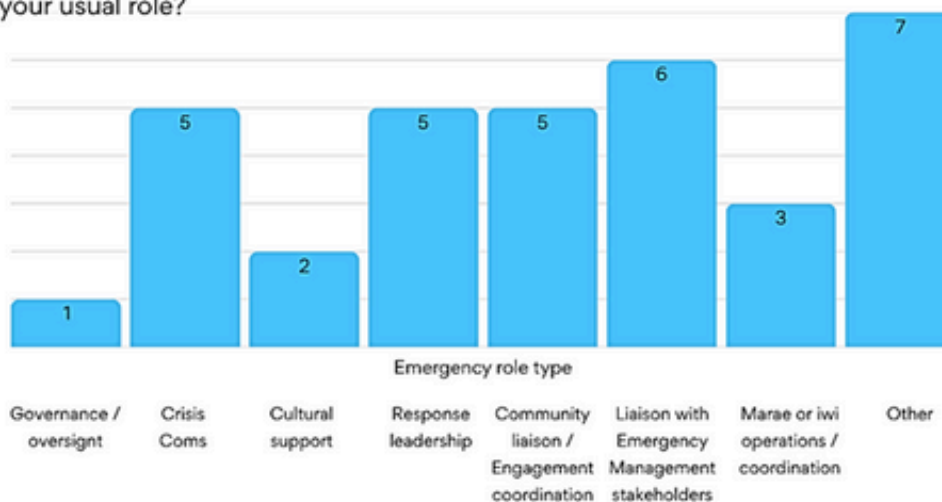
### Prior EM training

Have you participated in emergency management training in the past?



### Capability

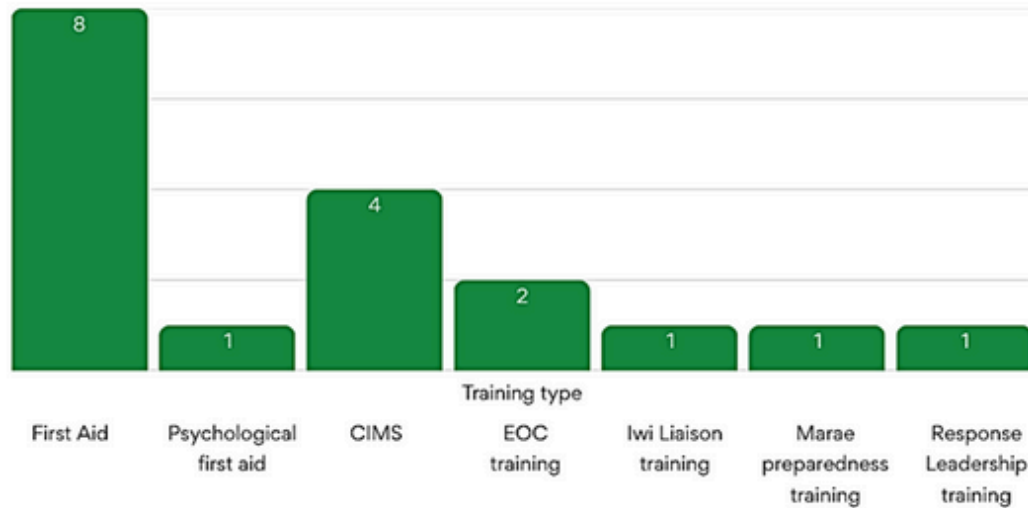
During an emergency which of the following emergency management responsibilities might align well with your usual role?



Te Ātiawa staff already have a range of skills that can support different emergency management responsibilities. "Other" responses indicated they would provide support where they were needed, or were unsure.

## Current Training Levels

What emergency management training have you completed?



## Confidence

How confident do you feel in your ability to respond to an emergency?



Very confident      Somewhat confident      Not very confident

While staff have had some level of emergency management training, there is opportunity to grow confidence in being able to respond effectively.

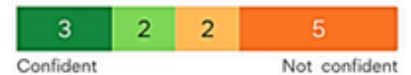
How confident are you in the following:

Understanding the role and function of the Coordinated Incident Management System (CIMS)



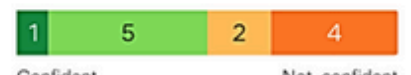
Confident      Not confident

Understanding how the Emergency Operations Centre (EOC) works



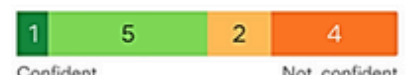
Confident      Not confident

Performing the role of iwi liaison officer (or any liaison function)



Confident      Not confident

Activating Emergency Response Plans



Confident      Not confident

## Barriers to training



The main barriers for staff undertaking emergency management training are:

- Not being sure of their emergency management role
- not being aware of what training is available

## Training Gaps

What emergency management training might suit your needs?



## Training format



When asked what format training should take, most responses indicated that Multi agency wānanga (workshops) or face to face training were preferred - over two thirds said they didn't mind

## Training Plans

Te Ātiawa Trust kaimahi have each had training plans developed to support meeting their individual needs. It may be helpful to discuss potential training opportunities with line managers, and for Te Ātiawa to ensure that Te Kotahi, and potentially iwi CEG representatives, are aware that Te Ātiawa Trust staff, marae staff and Te Kotahi Trust staff have identified training needs.

In addition to supporting Te Ātiawa staff complete training identified in their individual training plans, we will also consider some broad emergency management training that covers an introduction to emergency management, emergency management roles and responsibilities, and an introduction to emergency operation centres to give all Te Ātiawa Trust staff a foundation in emergency management.

# Roadmap on Next Steps



Below provides a summary of future actions for Te Ātiawa Trust for Emergency Management.

Focus area	Suggested Future Action Summary
1. Iwi Emergency Management Policy	Ongoing engagement with the Board on its emergency management programme, potentially including sharing this close out report
	Approval of the Policy once the Board is satisfied that the Policy meets its requirements and aligns with the Emergency Management and Business Continuity Plan.
2. Emergency Management and Business Continuity Plan	Review and revise the Emergency Response Plan and Cultural Contingency Plan
	Ensure contact details for staff are accurate
	Identify 'alternate' staff to delivery key contingency actions
	Consider suitable alternative communication methods in the event of power loss, loss of communication, loss of internet.
	Review and develop sub procedures for sustaining payroll and emergency financial decision making,
	Review the Support to Commercial Assets procedure and adjust as necessary.
	Once approved the Emergency management and Business Continuity plan should be shared with Te Ātiawa Senior Management and staff so key responsibilities and actions during an emergency are understood.
3. Emergency Management Response Plan	Decide if the use of an Emergency WhatsApp group would be helpful to connect with Te Ātiawa staff in a widespread emergency.

	<p>If agreed; Develop an emergency WhatsApp group for staff</p> <p>Develop simple guideline to inform the use of the WhatsApp group for staff</p> <p>Undertake an annual test of the Emergency Response Plan and emergency WhatsApp group for staff</p> <p>Ensure staff awareness of the Emergency Response Plan</p>
4. Cultural Contingency Plan	<p>Continue to engage with Te Ātiawa staff in refining and adopting the Cultural Contingency Plan.</p>
5. Service Agreement template	<p>Review the Service Agreement template contents and adjust as required</p> <p>Continue to engage with each marae to understand any areas where an emergency management service agreement would be valuable</p>
6. Emergency Management Training	<p>Ensure individual training needs outlined in individual training plans are managed</p> <p>Consider identifying and providing training that supports all Te Ātiawa Trust staff gaining a foundation in emergency management.</p>

## Contact Information



teish@teatiawatrust.co.nz | 2/4 Ara Kaimoana, Waikawa Marina, Waikawa, Picton.