

The Rebuild of Christchurch: supporting resilient staff while responding with reimaged services and resourcing opportunities

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New Zealand/Aotearoa has a population of approximately 4.5 million people. It lies in the southern Pacific Ocean, 1,500km east of Australia. It consists of two main islands plus numerous smaller islands. The city of Christchurch is on the east coast of New Zealand's South Island in the Canterbury region. It is home to over 370,000 people and is both the South Island's largest population centre and the second largest city in New Zealand, housing approximately 8.5 per cent of the country's total population. Before European settlement the indigenous Māori population or tangata whenua had a number of permanent and temporary sites within this region. The iwi (people) included Ngāti Māmoë and Waitaha before Ngāi Tahu migrated from the north into the Canterbury region and throughout the South Island during the 1700s. The Māori name for Christchurch is Ōtautahi and means "the place of Tautahi" and has been used since the 1930s.

4th September 2010 a 7.1 magnitude earthquake struck near Christchurch at 4.35am. We were extremely lucky and no deaths were attributed to it. This was followed by a 6.3 magnitude quake on 22nd February 2011 and a further 6.4 on 13th June 2011. In February 182 people died making it the second-deadliest natural disaster recorded in New Zealand. These earthquakes were located on previously unknown active faults and devastated Christchurch's Central City. The Earthquake Commission is the New Zealand Government agency providing natural disaster insurance to residential property owners. It has made payments topping NZ\$3 billion, making it one of the costliest natural disasters in history.

Within the central business district 1,000 buildings (of 4,000) are expected to be demolished. An estimated 10,000 houses require demolition and over 100,000 were damaged. Liquefaction was a factor across the area. This is a phenomenon where soil substantially loses strength causing it to behave like a liquid. This means foundations are not supported evenly under buildings and a mixture of silt and water will bubble up to the surface. There was major damage and disruption to roads, water supply, wastewater, telecommunications and electricity services. More than half (over 250) of the listed heritage buildings within Christchurch were in the Central City. At the end of November 2011 over 110 listed heritage buildings have been demolished while others suffered major structural damage. This includes the Anglican Cathedral of ChristChurch which was built

in the second half of the 19th century. The Cathedral was the most visited church building in New Zealand and an icon of the city.

A state of national emergency was declared from 23rd February 2011 to 30th April 2011. Urban Search and Rescue teams with 150 personnel from New Zealand and over 400 from overseas worked tirelessly in addition to Army, Police and Fire Services. Meanwhile over 10,000 aftershocks have struck the region and become part of the “new normal” for all Cantabrians.

This paper aims to share stories from three institutions based in the Canterbury region. It will explain how each has supported their staff while responding to the new normal with reimaged services. There is also a focus on services to and for Maori as the research gathered for this paper was based on the information used by the authors for a presentation as part of the recent Te Rōpū Whakahau Hui-a-Tau.

Te Rōpū Whakahau

www.trw.org.nz/

Te Rōpū Whakahau is the organisation which unites Māori librarians and information specialists in Aotearoa. With under 200 members nationally, and only 15 of them based in Christchurch. It aims to teach, strengthen and advocate for improved management of Māori workers, Māori materials and Māori clients. The executive council, Ngā Kaiwhakahau, represents the membership and included one member from Te Wai Pounamu (South Island) who is based in Christchurch. As that representative I was contacted with questions from around the country as to the health and safety of our local members. In the weeks following the February 2011 earthquake I only had access to my personal iPhone for internet and email. This was because the Lincoln campus and public libraries were closed and with damage to landlines and roads access to other computing options were limited. However I was able to eventually confirm all our members were safe and relay this information via a national list-serv and personal email responses. Having a membership list that included both work and personal contact details was vital to this. As a local group we meet only occasionally and found that the meetings after the earthquakes were an important opportunity to share our stories and experiences. It was also an opportunity to view the situation from a variety of institutional perspectives.

At the Hui-ā-Tau 2011 (annual national gathering) held in April 2010 I was the only Christchurch member able to attend. I updated members as to the current situation in Christchurch libraries. It was also an opportunity to gather comments of support to be relayed to our members. Realising there was on going interest in developments I returned to Christchurch and with support from other members formed a group who would present at the Hui-ā-Tau 2012. “In the wake of Rūaumoko, Ōtautahi” was a five person panel discussion with members representing Lincoln University Library Teaching and Learning, Christchurch City Libraries Ngā Kete Wānanga-o-Ōtautahi and Te Rūnanga o Ngāi Tahu. It is from the research for that panel discussion that the idea of this paper was later developed. Continuing to work as a group the sections of this paper are authored by staff from each group or institution.

Lincoln University, Te Whare Wanaka o Aoraki, Library, Teaching and Learning
<http://library.lincoln.ac.nz/>

Lincoln University, founded as Canterbury Agricultural College in 1878, is New Zealand's publicly owned and operated specialist land-based university. Lincoln is based on the Canterbury Plains, 22 kilometres south of Christchurch. Because of this placement the effect of the September 2010 Earthquake was more damaging than the later February 2011 Earthquake. On campus there was mainly minor damage to buildings and following February 2011 the University was able to offer office space to many groups fleeing the damage in the Christchurch Central Business District or to those coming into the Canterbury region to support the recovery efforts. This included New Zealand and Australian Police and Army. For staff living in Christchurch extra time had to be factored into travel because of damage to roads and petrol shortages after February. However having access to working toilets, showers and clean running water was greatly appreciated by many.

Library, Teaching and Learning (LTL) is based in Ivey Hall. Originally opened in 1880 Ivey Hall is located in the heart of the campus. The building went through major renovations and was reopened in 1988 with the collection spread over its three floors. Earthquake proofing renovations included a circular staircase with a seismic joint, designed to move in an earthquake, and the installation of shelf bracing. Even with these renovations after the September earthquake most of the collection on Level 2, and much of Level 1 and ground floor's was thrown to the floor. The bracing did however support the shelving so only a few shelves were damaged. Access was limited to Level 2 because of the amount of items on the floor and because the staircase and elevators were damaged. Many volunteered to help, but it was decided only those with Library experience should return stock to the shelves. This included ex-Library staff, plus many colleagues from Christchurch Polytechnic Institute of Technology. With these volunteers it took nearly four weeks to reshelve all these items.

During this time Lincoln University staff had increased availability to the Employee Assistance Programme, providing access to free and confidential counselling services. Campus Chaplaincy Services also promoted their provision of counselling services. As well as campus wide emergency planning LTL have their own Disaster Salvage Team who compiled the Disaster Salvage Plan. This plan includes:

- Work and private contact details for all staff (including student assistants)
- Campus wide and external emergency contact details
- Lists of available emergency equipment
- Priority lists for retrieval of items from the building including items from the collection as well as artworks and record management priorities
- Floor plans
- Emergency evacuation protocols

Having this plan helped give the university management confidence that LTL had the skills and mechanisms to cope during this time. It is important to also note that the Plan is a living document, kept up to date and procedures within it are practised regularly. We were one of the few faculties on campus with an up to date staff list!

LTL hosted a general information desk for staff and students. At first questions were about the safety of belongings left in buildings after evacuation, then about the timetable for re-entering buildings and safety concerns. Then there were general earthquake concerns about road conditions, water and wastewater supply. Others questioned the impact on the academic year and what additional support would be offered. Other information was supplied via a variety of social media forums. In the first days after the February earthquake two staff from the Marketing Department updated the University

Facebook page using personal laptops while sitting in their car, as they could not access the buildings and the university servers were down. The demand for information was 24/7 as questions came not only from local staff and families of staff and students, but also internationally from staff, colleagues, families of international students and alumni. The University also posted photos on Flickr to reassure people, while LTL used Twitter to disseminate library specific information. The University Vice Chancellor live-streamed messages and continued to circulate information across the campus in emails and via the staff intranet.

With these seismic events continuing there has been major disruption to the academic year. Many staff and students have also personally been affected by earthquake damage at home, and/or have devoted time to participating in rescue and clean-up efforts around the region. Additional LTL Teaching and Learning Services to support staff and students coping with the shortened term had included a move to presenting Library Skills training in an online delivery model. Since the 1990s Library Skills training has been presented as lectures within the Library in the first two to three weeks of each semester as part of a compulsory programme for all undergraduate study at Lincoln University. Early in 2010 the content and format of this programme were evaluated and changes implemented including developing online tutorials to support self-paced learning and recapping of skills. These changes were successful and with the shortened 2011 semester, LTL Teaching and Learning Services were able to extend the online delivery model within a much shorter time frame than originally planned but still in a managed and structured way.

By April 2011, Lincoln University was able to offer classroom space to students and staff from Christchurch Polytechnic Institute of Technology (CPIT). Around 400 Nursing, Business, Science and Computing students were relocated, along with associated tutorial, Library, ICT and Learning Services staff. Working with Information Technology Services from both institutions, we ensured that students were able to access their Moodle sites, Library Services, and learning support. Lincoln Library staff worked closely with their CPIT colleagues to load students and resources into the Lincoln Library system, and physical "high-use" resources were relocated to Lincoln for the duration of the arrangement. Computer suites were set up which were on the CPIT network, and Learning Services operated a service desk from the foyer of the Library, answering questions from both CPIT and Lincoln students. CPIT Library staff worked on the Lincoln Library service desk to support the increased demand for library services.

This collaboration has strengthened the links between the two institutions, while exposing each to the differences in services offered. It provided the opportunity to learn from each other and re-evaluate our policies and practices. Also CPIT teaching staff and students have appreciated sharing the experience of being rehoused at Lincoln.

Since the earthquakes, regulations regarding public building risk assessment have been updated and in December 2011 two buildings on campus were closed to staff. Following this the IT department moved into Ivey Hall taking over collection and study space on Level 2. To facilitate this move additional priority was given to an on-going weeding project to remove print material replaced by e-collections. This move has also led to increased formal and informal collaboration between Information Technology Services and LTL staff as they share meeting space and tearoom facilities.

From a collection perspective we have been generously supported by many vendors, including DA Information Services who supplied free access to their Springer e-collections. There has been increased publishing and interest in publishing local history material, especially items covering history of a specific institution or area with pre and post-earthquake photographic material. There have been many general interest items

published about earthquakes as well as scientific reports about their effects. Many of these have also been published as fund raising efforts in support of earthquake recovery efforts.

Christchurch City Libraries, Ngā Kete Wānanga-o-Ōtautahi
<http://christchurchcitylibraries.com>

Pre-February 2011, Christchurch City Libraries (CCL) was a network of twenty libraries and included a mobile service. It had a total collection size of over 1,150,000 physical items and over 10,000 e-titles. Ngā Pounamu Māori and Ngāi Tahu collections within this numbered around 11,500 items and distributed through the community libraries.

Post February all branches closed for varying lengths of time and for different reasons. One common reason was that after any major event (over 5 on the Richter Scale) libraries are evacuated and staff can only re-enter once the building is inspected and cleared by a structural engineer. As City Libraries are part of the Christchurch City Council these inspections can take some time as all council building need to be checked.

For months after February up to sixty percent of the entire collection was inaccessible. Constant updates on access to buildings were sent to staff and customers via Twitter, Facebook and the Library Webpage and to staff via internal email. The organisation's internal Disaster Action Tree was used for contacting all staff with most updates being sent by SMS message (text) updates, and staff email. This is still very much in action and has become a normal part of working life. Store has spent a great part of the year yellow stickered (meaning the building can be entered only for short periods of time) in the Central Library with limited or no access. Archives have only recently been retrieved from Central and are now located in a dedicated storage facility. Central's first planned limited retrieval was delayed for months as it coincided with June's 6.3 earthquake and heavy August snow falls.

The Māori Services team consists of two staff, Haneta Pierce, Kaiwhakahaere Ratonga Māori (Manager, Māori Services) and Aurelia Arona, Kaitakawaenga (Community Liaison Māori Services). This team is part of the larger Programmes Events and Learning Team that works across the entire citywide CCL network.

Māori Services were originally based within the Central Library close to the Ngā Pounamu Māori Centre. This Centre was a community space within Central Library that fulfilled an important function for local Māori communities. The centre contained the Ngā Pounamu Māori Collection (NPM). The NPM collection consisted of 2,800 items of cultural, historic, social and linguistic significance for the indigenous people of Aotearoa. Special emphasis was given to any material of a local nature, particularly relating to the people of Ngāi Tahu. The Ngā Pounamu Māori Centre collection provided the largest and most diverse range of Māori material in the Library network. In addition to a general lending collection, the Ngā Pounamu Māori Centre also had two specialist reference collections; the Ngāi Tahu Collection, named Ngā Rākau Teitei e Iwa and the Chatham Island collection.

Ngā Rākau Teitei e Iwa was a reference only collection located within the Ngā Pounamu Māori Centre containing material relating to the Ngāi Tahu claim relating to Crown breaches of the 1840 Treaty of Waitangi, and included general books about Ngāi Tahu or written by Ngāi Tahu authors. The South Island, Chatham Islands and Tītī Islands Minute Books are also part of this collection. Some items, generally unpublished, are found only in the Ngāi Tahu collection. Examples of this include the Ngāi Tahu Treaty of Waitangi Claims evidence and the Crown's evidence. The Chatham Island Collection was a small collection of reference books located in the Ngāi Tahu collection, as many Ngāi Tahu people also whakapapa (or are genealogically related) to the Chatham Islanders. The Chatham Islands is an archipelago over 800 kilometres east of New Zealand. Historical

information about the place, the land and the people of the Islands can be found along with the Chatham Island Minute Books.

As a result of the 22nd February 2011 earthquake the Central Library was part of the “red zone” (or Central Business District cordoned area) and so this collection was also inaccessible to the public of Christchurch. After a period of ten months, the collection was retrieved. The Ngā Pounamu Māori Centre and the Ngāi Tahu Collection are now available for use by the public at the Peterborough Street library, first opened Monday 19th December 2011. Collection space in the new Central Library Peterborough is smaller so access to some resources is still an issue as not all of the collection material was able to be rehoused.

Immediately post-quake, Māori Services worked from home and met in various open libraries and with local community groups. Eventually the team was rehoused in a temporary office at another library site in the suburb of Linwood. In April 2012, we have again had to relocate as the Detailed Engineering Evaluation assessment of that building indicated the need for further investigation and possible remedial work. The team continues to operate providing Services to the community.

Immediately following the February earthquake some staff faced redeployment and or relocation for days, weeks or months to the Emergency Operations Centre, Recovery Assistance Centres, Civil Defence duties and other Christchurch City Council departments. Due to the closures of some libraries some staff had to be redeployed to other libraries while some teams worked from home until alternative accommodation could be secured. Staff may have been relocated numerous times with the possibility for still further relocations as facilities go through the Detailed Engineering Evaluation process. All staff at Christchurch City Council were offered Earthquake Resiliency sessions with an external consultant to assist with on-going stress and anxiety and encouraged to utilise Staff Support Services as required. In addition to this staff were allocated six extra leave days, one per month until December 2012. This extra leave proved invaluable as many staff had been affected personally by the earthquakes and needed additional time to arrange their private affairs with insurance companies and the Earthquake Commission. Also many facilities/services in the city were closed with little else open around workplaces which meant travelling further than was possible during lunchtimes. This leave was greatly appreciated by staff although it did put extra pressure on staffing levels in libraries.

Staff needed to be resilient, adapt to change quickly, and solve new problems as they arose. The organisation has been very supportive considering changes to personal circumstances and the effect on staff of loss of work sites, or relocation to new premises, plus damage to roads and disrupted or increased travel times. Many staff lived with damaged homes, lack of sleep due to persistent aftershocks, and the impact of supporting whanau (family) who were not coping well. Support and contact with other local Te Rōpū Whakahau members has been invaluable throughout this process.

The immediately obvious change to services and programmes offered by Māori Services was an increased need for outreach initiatives. The team met with members of the Māori community and educational groups to see what we could offer. We delivered information through our emailing lists and face to face meetings. We provided regular updates to our communities regarding available library services, and offered support to local groups through use of CCL resources. Also, we ensured regular information updates were distributed at the Recovery Assistance Centres.

Delivery of some of our regular annual schedule of events was disrupted. Every June Māori Services plan and co-ordinate a large programme of internal library events and external

events in partnership with other organisations and agencies focussed around the theme of Matariki (traditional Māori New Year). Matariki is one of our largest network wide events. The school portion of the Matariki at the Marae programme wasn't able to happen in 2011 due to the changed environment and Ngā Hau e Whā National Marae facilities being unavailable as they were being used initially as Recovery Assistance Centres and then later by the District Courts and other social services. Ngā Hau e Whā National Marae is an urban marae. A marae is traditionally the open area in front of the main meeting house, but today, a marae is generally understood to include a complex of buildings and other grounds all usually enclosed by a fence.

One of the key events every June as part of our Matariki celebrations is a two week programme for primary school (5-10 year old) children living in the Eastern suburbs on a local marae. There are four open night community evenings held during this fortnight with activities and invited speakers plus programmes and activities delivered by CCL staff and other local organisations from the Māori community. At this time the Eastern suburbs had limited public library access with some of the branches in the Eastern wards still closed. As the marae was unable to host the school based Matariki programme we usually delivered we approached five schools that had been badly affected by the earthquakes and arranged to deliver the programmes to their junior classes in their classrooms. This programme was very popular and due to demand we are again offering it in this format in 2012.

We had planned to still go ahead with the open community evenings. The large aftershock in June 2011 coincided with the first night of planned community activities on the marae. Roads in the area were again badly damaged and due to concerns around public safety the first evening was cancelled. While the barriers were large, staff had to think outside the square during the planning process to ensure the event could go ahead. We erected a marquee and used smaller buildings at the end of the marae site. We parked our mobile bus service in the car park rather than setting up an indoor display area with shelving and books and set up a library area inside where we delivered workshops on star weaving and promoting library resources.

Lacking access to the physical Māori collection the team provided additional training to colleagues to ensure they would utilise Māori online resources. From this we saw a marked increase in the use of these and other CCL general online resources by many external groups. These included schools, marae, Church groups, Māori Social Services Agencies and local teachers.

Māori Services developed new programming initiatives in response to specific customer requests including the Banks Avenue School Tukutuku Project. Tukutuku are a traditional Māori art form of woven decorative wall panels that tell a story through their design. Māori Services worked alongside teachers and a group of students to create contemporary Tukutuku panels that expressed a shared visual narrative about their earthquake experiences. This was a powerful and moving project that has spanned three terms, building strong relationships with the school.

From a wider organisational perspective, colleagues from the Programmes Events and Learning Team were also involved in many new and exciting projects. Early literacy programmes (titled Baby Time Wā Pēpi and Story Times Wā Kōrero) were delivered as a travelling road show in welfare centres, school halls, Recovery Assistance Centres, at a local market during weekends and on sites nearby to closed libraries. Additional sessions were run in libraries to ensure the same level of service was retained despite quake interruptions. Presenting in school halls first thing in the morning enabled parents and pre-schoolers to attend sessions as they dropped their older siblings off to school while at

Mt Pleasant the new entrants joined these sessions. Support for the central city schools of Christchurch East, St Michaels and Discovery was also made through the provision of the road show.

The Programmes Events and Learning Team also delivered an older adults cell phone support and training programme some community centres. This programme was driven by members of the community, who needed additional support to be able to stay in touch with families especially during this time.

Study Support for local Christchurch students was offered in our Libraries by providing space and resources to support the shared secondary schools at four of our sites. The Ministry of Education supplied additional laptops that students could book. Further services are in development. New "Learning Parties" are being piloted, to encourage pre-reading skills in children in the year before school. The provision of these programmes will be supported by the CCL's Ready for Reading packs that are given free to all 4 year olds. The intention is to hold sessions/workshops with parents and children to demonstrate how you can learn through play. The idea is for parents and their four year olds to come into a library or for library staff to go to their preschool centre or church to play games that have a literacy base to encourage print, alphabet and phonetic awareness. Trial sessions have been held with a local Early Learning Centre and CCL are currently talking with the Playcentre Association to see if we can run parties at Playcentres in 2012. The vision is that Libraries will also host Learning Parties in house.

New partnerships and relationships are evident. Working in collaboration with the National Library meetings were held with staff from secondary schools to explore how to best meet local student needs. Any Questions and Many Answers are nationwide services provided to support customers with reference enquiries and there was an increase in the number of hours offered within Christchurch. Many Answers has also become a higher priority in terms of our staff support roles. Interestingly comments from operators report an increased complexity of the inquiries now being received.

We are developing new relationships to co deliver other new programmes as well. We have been approached by Science Alive - who lost their premises - to do a joint project. Science Alive is a charitable trust that provides a range of science and technology education programmes to schools. The aim is for us to provide them with a list of books with science related topics. They then provide an activity card that a child and whānau can take and do at home. They will be running promotion sessions after school in the libraries where they highlight the books to interested children and relates to the national science curriculum.

CCL now has an agreement with the Canterbury Development Corporation to provide services to the Greater Christchurch Schools Network to provide e-learning opportunities. Services include programme delivery for online learning, formal and informal learning programmes for students and teachers including face to face workshops for Teachers (Professional Development) e.g. Moodle sessions. We are contributing to the development of a repository of digital content to support learning programmes which are facilitated by our staff, for example programmes using online resources or videoconferencing technology. Examples include our partnership with Greater Christchurch Schools Network. Moodle training sessions were held for teaching staff in local schools to develop and post on-line content for students. Training sessions were held at South Learning Centre for teaching staff to learn and share best practice. In addition the use of video conferencing was promoted to ensure students could access specialist support. Scholarship student support remains a focus and weekly sessions are hosted at South Learning Centre Video

Conferencing room and schools.

Video Conferencing provides opportunities to share our post September earthquake stories. This story began with a Video Conferencing session between Riccarton and Papanui High School students speaking with Dr Egbert School in Calgary. There was also participation from Thorrington Primary and Heaton Normal Intermediate (11-12 years). Students had the opportunity to come together and share their personal stories. The theme of the project was on community resiliency, where individuals with a variety of backgrounds, ages, and circumstances, talked about how they reacted to and responded to this natural disaster and how it continues to affect people in the community. The Primary/Intermediate schools also shared their stories via video conferencing with Pt. England School and Takapuna Primary in Auckland.

Te Rūnanga o Ngāi Tahu

<http://www.ngaitahu.iwi.nz/>

This organisation, established by the Te Rūnanga o Ngāi Tahu Act 1996, services the statutory rights for the people of Ngāi Tahu descent and ensures that the benefits of their Treaty Claim Settlement are enjoyed by Ngāi Tahu, by building a stronger economic, social and cultural base for Ngāi Tahu now and in the future. The iwi (people) hold the rangatiratanga (iwi authority) to over eighty percent of the South Island. Throughout the South Island there are 18 Rūnanga (local councils). An elected representative from each Rūnanga makes up Te Rūnanga o Ngāi Tahu (TRoNT) - the iwi council that oversees the activities of the iwi. Through this iwi council structure Te Rūnanga o Ngāi Tahu is accountable to iwi members.

Located in the Christchurch central business district, in a building that is eight levels high, TRoNT was based on six of those levels. Since the violent 6.3 earthquake in February 2011 this building has been in the 'red-zone'. Alongside working and meeting areas were displayed most of the items from their artwork and taonga (cultural treasures) collection. The items that were not on display were in storage on site. There was also a small corporate library, and retained onsite (for easy access), the photograph collection, some inactive records and archives. The Ngāi Tahu Archive however is located at Macmillan Brown Library at the University of Canterbury.

Following the earthquakes TRoNT immediately checked on Canterbury based staff to ascertain the safety and wellbeing of them and their whānau (families). A small group of staff also contacted Ngāi Tahu iwi members, especially kaumātua (elders) living in Canterbury to also establish the state of their safety and wellbeing, and determine what assistance, if any, was needed. In some cases, where telecommunications and electricity were erratic or not working, Te Rūnanga o Ngāi Tahu were able to facilitate contact to Ngāi Tahu families living outside of Canterbury to pass on information about the wellbeing of their Canterbury-based whānau living within the quake stricken area.

The TRoNT website became the first port of call for official communications from the Kaiwhakahaere (Chair of the Ngāi Tahu iwi council) to Ngāi Tahu iwi. This information and other notifications from Christchurch City Council were also published via the Te Rūnanga o Ngāi Tahu Facebook page and Twitter. Local iwi members also took to their own Facebook and Twitter accounts to help spread the word about accessing fresh water, food, assistance from Red Cross, Salvation Army, City Council, Earthquake Commission, the 'Student Volunteer Army', the volunteer 'Farmy Army' (farmers volunteering their physical assistance along with their diggers and other equipment), advice as to which petrol stations, banks, supermarkets and schools were open, which roads were open or closed, where to access hot water showers plus the location of and operating times for the Earthquake Recovery Assistance Centres. Specifically following the more violent earthquake of 22nd February 2011, Ngāi Tahu met with Ngā Maatawaka (grouping of iwi Māori living away from their recognised region), Christchurch City Council, Canterbury Regional Council and other national and regional based welfare organisations to provide a co-ordinated approach to earthquake response and recovery programmes.

As tangata whenua, Ngāi Tahu co-ordinated offers of assistance from iwi from the North Island and from as far away as Hawai'i. Those iwi who come south to Canterbury to assist with the earthquake response, came self-sufficient. For example, Tainui iwi came with their own marquees for sleeping, cooking and eating, and helped host the small group of Hawai'ians who also came to help.

Ngāi Tahu liaised with a large contingent of Ngā Wātene Māori (or Māori Wardens, a voluntary group who provide security, first aid and traffic control for the community) who came from all over New Zealand to be part of the recovery assistance programme. They located themselves in North Canterbury so as to not strain the severely reduced Christchurch services. Their work involved walking hundreds of miles throughout the streets of the worst-hit eastern areas of Christchurch, door-knocking to determine the safety and wellbeing of the community. Water, food parcels, clothing and bedding deliveries were made. At the end of the shifts, leaders stayed behind to attend nightly debrief meetings and to collate forms completed from door knocking.

It was recognised that staff needed time to secure the safety of their families and homes, and to assist other members of their local communities. This manifested in a variety of ways, including the shovelling of silt that rose up through liquefaction. As Te Rūnanga o Ngāi Tahu was the delivery point for container loads of food, clothing, toiletries, bedding, furniture and home-wares gifted by iwi communities and others throughout the North and South Islands, some staff assisted with the receiving, sorting and delivering of these items to support displaced peoples and communities, and were encouraged to continue to participate in these community-based activities while systems were being re-established at Te Rūnanga o Ngāi Tahu. In Dunedin, the second-largest city in the South Island, 360km south of Christchurch, staff also supported local marae that accommodated those in transit when leaving Canterbury, and through the provision of earthquake assistance information.

At the same time some staff based at the Ngā Hau e Whā Marae Recovery Assistance Centre keyed in daily data received from Ngā Wātene Māori. Liaising with health and welfare organisations, these staff also provided follow-up telephone calls to the community in response to requests for clothing, food, water, chemical toilets, minor home repairs, psychological support, transport for the elderly and infirm, assistance with flooding/broken pipes/sewage overflows and other necessities. Daily statistical summary reports were furnished on the assistance required and delivered.

When the opportunities arose to gain limited access to its central city building, for the purposes of retrieving vital equipment and work files, staff that volunteered were equipped with high-visibility vests, hard hats, head lamps, sturdy shoes, large backpacks, gloves, masks and torches to carry. Safety protocols were established and communicated to all volunteers with each entry.

As part of TRoNT's commitment to their employee's wellbeing, health and safety, the organisation subscribes to an Employee Assistance Programme - a free professional and confidential support service called Organisational Counselling Programmes (OCP), which is made available to support all employees. Support can be sought for personal and work-related issues such as relationships, drug and alcohol issues, financial problems, depression or anxiety, work conflict, grief, family issues and career issues, any of which could have arisen following the earthquakes. The intention is to assist employees to receive the help they need, through the services of registered and qualified professionals, and support staff to work at their full potential. Any information discussed between the employee and a qualified professional counsellor will never be discussed with the organisation - unless the employee gives specific written permission to OCP. Whilst the Te Rūnanga o Ngāi Tahu Group pays for the service, no employee names or services sought are ever revealed. This support was able to be accessed by any member of staff following the earthquakes, and some did make use of it.

Te Rūnanga o Ngāi Tahu re-located to Wigram (a suburb south west of the central city, and largely unaffected by the earthquakes), where temporary buildings were brought in to

temporarily provide office space for all staff, including those from subsidiary companies and associated entities. Onsite shower and laundry facilities were also established.

Space was and still is at a premium, and so alternative options have been needed for the safe and secure storage of taonga, artworks, library contents and organisational documentation. Some of the organisation's written records and photographs suffered damage from dampness and mould due to being close to where an overhead pipe in the central city office had broken. Because of limited access to that building, it was some time before any knowledge was available as to the extent of the damage to those items. Some framed photographs, artworks and display items were broken due to coming off the wall or display area. When items were retrieved from the city office, support, advice and guidance in dealing with damp and mouldy files and damaged taonga was provided from staff of a local museum. This repository also generously provided secure storage space for the most important historical documentation.

A drying space was hastily established for drying of wet documentation including photographs. Again, staff have access to a paper conservator who is providing guidance and advice on how to remove mould from documentation once it is dry, and how to then re file for storage to mitigate against any cross-contamination. Decisions are still to be made on how best to treat some items that were damaged during the quake. Due to lack of space, some items of lesser importance than the historical documentation mentioned above, have been stored in a container at the Wigram facility. Te Rūnanga o Ngāi Tahu recognises that it is not the best solution, but is the best they are currently able to provide. After every major aftershock the contents of all containers are checked, to ensure there is no further damage to any of the collections.

The Te Rūnanga o Ngāi Tahu Corporate Library was finally fully retrieved from the inner city building during the end of February 2012. Staff and contractors with approved access were the only people allowed access to the building to pack the Library contents at the end of December 2011, just before the Christmas holiday period. All publications have been packed into cardboard boxes and brought back to Wigram. These documents will take considerable time to sort and a decision is yet to be made as to the re-establishment of the Library.

Following knowledge of damage to items within the artworks (particularly taonga photographic and archival collections) staff made email and list-serv contact with other members of the Records Management and GLAM (Galleries, Libraries, Archives, Museums) sector to seek guidance and advice about dealing with the collections. Networking opportunities in post-earthquake forums to discuss collective requirements and responses for archives, arts and heritage collections, were taken advantage of. Being thrust into the situation of having to put into practice disaster salvage processes, opportunities then arose to make presentations to other iwi groups at conferences and seminars on the organisation's response to the earthquake and subsequent care of its collections. Staff also, as circumstances and workloads allowed utilised opportunities to check and update the Library collection catalogue even while the contents were unavailable. Overall, staff became extremely and intimately knowledgeable about their collections.

Conclusion

When talking about natural disasters such as the Christchurch earthquakes the question of what is most important is answered in this whakataukī or proverb:

*Unuhia te rito o te harakeke kei whea te kōmako e kō?
Whakatairangitia - rere ki uta, rere ki tai;
Ui mai koe ki ahau he aha te mea nui o te ao,
Māku e kī atu he tangata, he tangata, he tangata!*

Remove the heart of the flax bush and where will the kōmako sing?
Proclaim it to the land, proclaim it to the sea;
Ask me, 'What is the greatest thing in the world?'
I will reply, 'It is people, people, people!'

Each of the organisations discussed in this paper had systems in place in case of an emergency. Disaster planning is important. Practising those procedures and having clear methods of communicating with all staff are vital. With damage to roads, lack of power and disruptions to telecommunications, having different options for communicating makes the task of updating staff about the status of their colleagues as well as their place of work much easier.

With a disaster of this magnitude the effects are long term and impact on individuals in different ways and at different times. Access to confidential counselling services helps deal with the personal emotional turmoil, while flexible or additional leave provisions help with the practical processes involved in resolving pragmatic issues around needs of the family and home. Providing a supportive work environment where staff can share experiences and benefit from learning from their colleagues' experiences and/or receiving training on resiliency is also helpful.

The importance of communicating with your wider community quickly was highlighted by our experiences. Questions from across our city, our nation and from around the world came in via social media within minutes of these events happening and continued for weeks and months after. Having a clear understanding of which forums your library and/or larger organisation will be using, and who will be updating that information, but also who will be the backup if those people are not available, can be helpful in ensuring the information is made available in as timely a fashion as possible, and that it is correct.

The role of libraries as the repository of a community's history after a time of disaster has been highlighted in Christchurch. Libraries not only collect and house these stories for future generations but help create them as was done with the Banks Avenue School Tukutuku project. Libraries also provide social space for their communities to share their stories. During this time many other social spaces in and around Christchurch have been destroyed or not accessible and the importance of social spaces within communities has been emphasised by library patrons.

To continue supporting your patrons while this level of damage is evident throughout the community requires changes to services, and changes to institutional priorities. Venues may not be available, staff may not be available. At times civil defence requirements or community recovery efforts will be the priority. Options for converting services to a digital format may be considered as Lincoln University did with their move to presenting Library skills course work digitally, or using alternative venues for programmes may be an option. Patrons may also have different needs, such as the new programme delivered by CCL to older adults training them to use cellphones to stay in touch with families. During

this time information about earthquakes and the processes involved in working with the Earthquake Commission and insurance companies became a priority for many. So the type of enquiries coming into our libraries changed.

There are many opportunities to build stronger relations with different groups or communities. Lincoln University Library, Teaching and Learning now works more closely with IT staff, CCL staff worked alongside other non-Library Council staff, while Te Rūnanga o Ngāi Tahu have strengthened ties with other iwi and learned much from working with staff from a local museum. Also when services have to be provided in alternative venues it can be an opportunity to strengthen the relationship with that community. Christchurch Polytechnic Institute of Technology Library staff have stronger ties with Lincoln University Library, Teaching and Learning after being based out at that campus. Also CPIT staff commented that students temporarily located at Lincoln University now appreciate the services and support they receive from their own library much more and are more likely to work in the library building or utilize it as a social space.

How have these events affected Māori library services provided in Christchurch? In Christchurch City Library Māori print resources have been inaccessible for some months; however more staff have been trained across the network in utilizing Māori online resources. Outreach programmes have continued to be delivered and stronger relations built by the Māori Services Team working with local community groups in response to increased need for outreach initiatives. Te Rūnanga o Ngāi Tahu staff have increased knowledge about preservation needs having worked closely with a local museum and paper conservator while also becoming intimately knowledgeable about their collections.

Local members of Te Rōpū Whakahau have shared stories and experiences amongst themselves and with the nation through presentations at hui-a-tau. Those stories are the basis for this paper and working as a group has strengthened our relationships with each other. The new experiences of presenting nationally and writing this paper have meant that as a group we are stronger and more open to other new opportunities both personally and professionally. In April 2012 we again presented this information, this time to Christchurch non Te Rōpū Whakahau members and that was a great opportunity to remember and celebrate all that has been achieved in Christchurch libraries. Sharing these experiences we are supporting a community of more resilient staff, who have created reimaged services and taken advantage of many opportunities to participate in the rebuild of Christchurch city.

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