

Wellington Region Emergency Management Office

Community Resilience Strategy

Second Edition

Building Capacity - Increasing Connectedness - Fostering Cooperation



Wellington Region Emergency Management Office © 2012 Community Resilience Strategy

Second Edition
Version 3.1

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It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change.

Charles Darwin, Naturalist

We are living through the most immense transfer of power from institutions to individuals in history.

Nancy Gibbs, Managing Editor of TIME

Executive Summary

Throughout this document contextual information in the green bar provides the reader with some background to the development of this Community Resilience Strategy.

This Strategy can be applied and scaled to other Emergency Management offices interested in adopting a community engagement and empowerment approach in their organisation

Resilient communities are able to plan for, respond to and thrive after a disastrous event. At the heart of a resilient community is a robust set of social networks which help people address the challenges in their day-to-day lives, as well as those that occur in times of extreme stress. This Strategy outlines how the Wellington Region Emergency Management Office's (WREMO) Community Resilience Team will engage with its diverse communities and apply a wide-range of tools to help empower them to survive and thrive after an emergency event. It is broadly driven by three strategic objectives which are - build capacity, increase connectedness and foster cooperation.

A core principle of this Strategy is the idea that individuals, organisations and communities have varying levels of interests, resources, needs and organisational capacity. Consequently, they will adopt and sustain preparedness activities which are appropriate for them. To support this philosophy, the Team employs a "Communicate and Collaborate" methodology by proactively engaging with diverse communities, supporting local ideas and existing structures, and facilitating various opportunities that lead to increased connectedness and preparedness. This approach is encapsulated by WREMO's Community-Driven Emergency Management model.

The Resilience Team acts a primary lead and facilitator in areas directly related to disaster resilience, while supporting the activities of other organisations and groups working to build strong communities outside the Emergency Management space.

While the traditional Command and Control model emphasises a centralised, top-down approach, appropriate for the official portion of an emergency response, the Communicate and Collaborate model supports a partnership approach between community leaders and government to develop resilience solutions together from the outset.

In 2013, the Wellington Region was selected as an International Centre of Excellence in Community Resilience through the United Nations Integrated Research on Disaster Risk programme. The aim of this Centre is to bring practitioners and researchers together to answer the question, "*how does a community make itself resilient to future disasters*". Organisations from around the world are encouraged to participate in this programme with an aim of helping to answer this challenge.

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Introduction



Wellington Region Emergency Management Office

In July 2012, the nine councils of the Wellington Region amalgamated their respective Civil Defence Emergency Management functions. The resulting organisation, WREMO, is a semi-autonomous 'networked enabled' organisation characterised by a small core of staff leveraging off both the efforts of others as well as the benefits of modern technology.

WREMO is divided into three functional areas – Community Resilience, Operational Readiness, and Business & Development. Although emergency response is central to the organisation's purpose, the majority of time is realised in a state of non-emergency. As a result, the organisation has been structured with 1/3 of its resources dedicated to working with and empowering communities to build resilience to an emergency event. WREMO's organisational vision is, "A Resilient Community, Ready and Capable".

This new structure for Emergency Management also represents an opportunity to deliver more from existing resources by taking a coordinated, integrated, holistic and functional approach to the design and delivery of CDEM services. Relationships are being built and/or improved, inter- and intra- council, with the community, and also with traditional emergency service partners. The resulting concept of operation and structure represents a paradigm shift, with councils giving up direct control of their CDEM staff in return for an enhanced service across the region. Further, real capacity has been allocated to working with and empowering communities to improve their disaster resilience.

International Centre of Excellence in Community Resilience

The Wellington region has been designated an International Centre of Excellence in Community Resilience (ICoE:CR) through the UN-funded Integrated Research on Disaster Risk programme. The Joint Centre for Disaster Research (Massey University/GNS Science) and the Wellington Region Emergency Management Office are coordinating this region-wide initiative to answer the question: *'How does a community make itself resilient to future disasters?'* This International Centre of Excellence forms part of a United Nations initiative to enhance the regional and research foci of the IRDR programme through a network of international research and practice clusters.

As part of this initiative, the Resilience Toolbox, has been developed as a resource bank for practitioners and researchers to share resilience building tools, methodologies and ideas. To become an active member the ICoE:CR and access any of the tools in this Strategy, as well as a growing range from partners around the world, visit www.resiliencetoolbox.org



The organisational structure of WREMO, with a significant team dedicated to enhancing community resilience, is unique in the emergency management sector. Because the scope of resilience is so vast, WREMO has focused on the areas that it can and should influence community preparedness, with a strong emphasis on the social capital dimension. This Strategy is an attempt at developing a systematic approach in order to achieve holistic and integrated outcomes that ensure best value with community members

Purpose

The purpose of this Strategy is to create a structured pathway for the Community Resilience Team to enhance resilience by:

- defining the role of the CR Team in the community
- developing a strategic set of objectives to enhance community resilience
- establishing a set of engagement principles and tools for the CR Team
- fostering stronger partnerships between community leaders, practitioners and researchers
- guiding future resilience thinking and practice for the Wellington region.

Scope

This Community Resilience Strategy applies to the Wellington Region Emergency Management Office. It focuses primarily on societal resilience as it applies to Disaster Risk Management. This Strategy will guide the Resilience Team through 2015 at which point it will be reviewed and adjusted, if required.

Benefits

Benefits to having a defined Community Resilience Strategy include:

- clarifying the role of the Team and the scope of its responsibilities in the resilience space
- having a clear set of engagement principles for the Team
- the development of policies and programmes that specifically target disaster related resilience planning, offering opportunities for communities to influence emergency related outcomes
- enabling WREMO and communities throughout the region to build and/or strengthen relationships with a goal of working together to achieve mutually desired outcomes
- laying the groundwork for an effective response and a strong and rapid recovery after an emergency event.

Community Engagement Principles

This Strategy is underpinned by the following principles that guide how the Team engages with the community to build trusting relationships and implement great projects with community leaders.

Listen first – Understand and abide by the interests and needs of individuals, organisations and communities before offering specific solutions.

Support local ideas – Each community generates unique and innovative ideas to their challenges. The Resilience Team will encourage and support local initiatives.

Encourage ownership – Facilitate activities that enhance resilience while still maintaining the responsibility of preparedness on the individual, organisation and/or community.

Focus on end-users – Resilience activities must be meaningful, applicable and easy to adopt. Public messaging and related tools will be framed in a manner that supports positive outcomes.

Be informed by evidence – Draw upon current good practices in Community Development and Emergency Management, and incorporate the evidence into expert advice, project development and facilitated activities.

Innovate – Think differently and experiment to develop better outcomes.

Engage proactively – Actively seek out community leaders and follow up on opportunities to bring people together.

Be inclusive – Include a cross-section of diverse stakeholders in a decision-making process, with particular emphasis on vulnerable communities.

Be transparent – Be clear about intentions and all proposed activities.

Be hospitable – Provide a friendly and welcoming environment when people come together. Appropriate food and beverages should always be provided.

Collaborate – Team up with community leaders, other practitioners and researchers from the outset to develop great resilience solutions together.

Act ethically – Act in a manner that reflects the Golden Rule maxim and is in line with the Greater Wellington Regional Council's Code of Conduct.

Have fun! – Treat every single engagement as an opportunity to have fun. Good energy creates great outcomes.

How WREMO engages with its various stakeholders is vital to building supportive and honest partnerships with communities.

These engagement principles clarify how the Resilience Team will engage with communities and manage relationships in a manner that builds trust and cooperation before, during and after an emergency event.

Our strategy recognises the importance of the Treaty of Waitangi and WREMO actively works in partnership with iwi throughout the region.

Community Resilience

Defining Community Resilience

There are many definitions of resilience. The meanings and focus depend largely on the audience and purpose. This Strategy focuses on societal resilience as a dynamic process owned by individuals, organisations and communities. The definition promoted by the Community and Regional Resilience Institute is appropriate for the context of this Strategy –

Community resilience is the capability to anticipate risk, limit impact, and bounce back rapidly through survival, adaptability, evolution, and growth in the face of turbulent change.

This is consistent with WREMO's vision statement:

A resilient community, ready and capable.

The communities of the Wellington region will be resilient if these attributes are present before, during and after an emergency event:

1. Communities are connected and work together toward shared goals
2. Individuals and social structures are engaged and empowered to make a difference
3. Communities have clear channels of communication to link into physical and social resources
4. Communities have realistic expectations of the levels of support available during an event
5. Communities take actions to reduce the impacts of hazards
6. Communities have strong and trusting partnerships with each other and with WREMO
7. Private, public and community sectors are prepared to respond effectively and return to business quickly
8. The region's local governments have the capacity and capability to effectively manage a large response and recovery while supporting community-driven efforts
9. People feel a sense of place and belonging in their community. In times of stress people want to stay.

One of the first steps the Resilience Team undertook was to put context around WREMO's organisational vision. Using an Appreciative Inquiry methodology, the Team described the attributes of a resilient Wellington region. These are written in the present tense and serve as guidepost for the Team's policies and programmes. These attributes have been refined in the second edition of this Strategy.

Social Capital and Community Resilience

The term *Social Capital* was first introduced nearly 100 years ago by L.J. Hanifan who stressed that community involvement was a critical component for successful schools.

Despite Hanifan's prescient observation of the role human connections play in the formation of a healthy community, the importance of social capital has only recently been recognised by practitioners within the Emergency Management sector.

Improving social capital is at the core of the CR Team's approach to enhancing resilience

"The community as a whole will benefit by the cooperation of all its parts, while the individual will find in his associations the advantages of the help, the sympathy, and the fellowship of his neighbours"

L. J. Hanifan, 1916

Social networks have immense value. They facilitate access to physical and social resources in the everyday environment as well as in times of stress, particularly in an emergency. These 'ties that bind us' are often referred to as social capital. Like the term resilience, social capital has many meanings and definitions. This Strategy applies the definition supported by the Organisation for Economic Co-operation and Development (OECD), where social capital is "*networks together with the shared norms, values and understandings that facilitate co-operations within or among groups*".

A large body of evidence indicates that high levels of social capital is one of the most important attributes of resilient communities. This Strategy places particular emphasis on promoting opportunities to strengthen relationships with communities of similar and dissimilar interests. In research literature, this is referred to as social capital that "bridges" relationships based on some commonality and "links" relationships based on disparate interests. As a primary driver to enhancing resilience, the Team will promote opportunities that create and/or strengthen relationships that are non-existent or barely existent in communities of place and interest.

Strategic Objectives

Enhanced community resilience is achieved through three strategic objectives:

1. Build capacity
2. Increase connectedness
3. Foster cooperation

Build capacity

Build and improve knowledge, skills and resources that are valuable before, during and after an emergency event.

Capacity building is the process of developing and strengthening knowledge and skills that aid in the preparation for, response to and recovery from an emergency event. The Team will provide the opportunities and tools to facilitate activities that improve communities' ability to ***anticipate risk, limit impact, and bounce back rapidly after an emergency event.***

Increase connectedness

Support activities that create and strengthen relationships throughout diverse communities that build social capital.

Increasing connectedness is the process of creating and strengthening relationships between individuals and organisations that result in stronger communities. The Resilience Team will support, but not lead, traditional, non-emergency related community development activities that improve social capital.

Foster cooperation

Lead activities that foster trust, reciprocity and interdependence by facilitating opportunities to improve resilience.

Fostering cooperation is the process of bringing diverse individuals, organisations and communities together for a common emergency-related purpose. The Resilience Team will work with stakeholders to create and/or facilitate outcomes that improve social capital and aid in the preparation for, response to and recovery from an emergency event.

Role of the Community Resilience Team

The Community Resilience Team focuses on building relationships with community leaders and other drivers of positive change. Their primary role is to facilitate opportunities that improve their communities' ability to prepare for, respond to and thrive after an emergency event. This can be driven largely through the strategic objectives of *building capacity* and *fostering cooperation*. Examples could include the facilitation of community response planning, assisting small businesses with continuity plans, educating the public or training community leaders as CD Volunteers.

A secondary objective for the team is to help build strong communities through the objective of *increasing connectedness*. By supporting the development of strong and connected communities, social capital is improved and people have greater access to physical and social resources before, during and after a stress related event. When traditional, non-emergency related community development opportunities arise, the Resilience Team plays a supporting role by joining different people to the driver of that opportunity. For example, forming Neighbourhood Support Groups, enabling communities to connect via Facebook, or providing ideas to help a organise street BBQs all lead to improved social capital. By forming positive relationships with a diverse group of individuals and organisations, the Team becomes the go-to-person in their geographic area for emergency-related issues, as well as a conduit to support a wide range of community-building events.

The Resilience Team comprises 6.5 full-time-equivalent (FTE) staff. Each team member has ownership of defined geographic areas based on population and will work in cooperation with cross-geographic networks. This represents a stakeholder population of approximately 75,000 per one FTE. For example, with a population base of 190,000 Wellington City is allotted 2.4 FTEs.

Community Engagement

Communicate and Collaborate for Resilience

Individuals and organisations connect with one another through interconnected channels at multiple times and for various reasons. Some relationships are formed and maintained based on physical locations (schools, neighbours and places of worship), while others centre on shared interests (work, recreation and cultural identity).

How the Resilience Team engages with its communities is as important as what activities it undertakes. By emphasising good engagement processes, greater trust and collaborations are developed between communities and the Resilience Team. The Engagement Principles at the beginning of this Strategy act as a guide for building strong partnerships and creating resilience outcomes that are owned by each community. Each individual and organisation is driven by unique interests and will own their preparedness investment with different levels of enthusiasm. This Strategy supports a wide range of tools and options so that every member of the community can become better connected and prepared for a disaster based on their interests. This approach aims to make emergency preparedness easy to adopt; the “It’s Easy” brand is central to WREMO’s preparedness marketing which emphasises easy adoption of preparedness in the home, workplace and the wider community.

By focusing on building good relationships across a range of people and providing a wide-range of different tools for individuals, organisations and communities, the public is better positioned to adopt a resilience solution that is likely to suit their needs and level of interest. This user-focused methodology helps empower people in ways that are appropriate for them, not Emergency Management. Also, by focusing on good engagement and providing a range of tools and opportunities, Emergency Management is better positioned to support the unpredictability and improvisation that occurs during and after an emergency event. The Team aims to continually draw out and support the latent power of interconnected individuals, organisations and communities to self-organise and address their own issues.

This Strategy takes the opportunity to introduce a fresh approach to building disaster resilient communities that is based on good community development principles - *Community-Driven Emergency Management*. This term better reflects a philosophy that emphasises an engaged and empowered public and a supportive Emergency Management sector that collaborates with its communities as partners to create meaningful resilience outcomes. In practice, this “Communicate & Collaborate” model is employed 99% of the time for resilience-building activities, and complements the Command & Control model used in response.

The approach to the Tsunami Blue Line project is an example of WREMO’s Community-Driven Emergency Management philosophy. The Island Bay community recognised their tsunami risk and the Team created the “white space” for locals to develop new solutions to raise public awareness comprising of a painted blue line across the road. The result was an effective community-driven solution that dramatically raised tsunami awareness and, anecdotally, improved general preparedness in the suburbs and across the city. This project went on to receive the Global Award for Public Awareness by the International Association for Emergency Management in 2012.

Community Resilience Tools

This section outlines the principle tools used by the Community Resilience Team.

Tools for Building Capacity

CD Volunteer Training – The individuals residing in a community are the best resource for Emergency Management. By acting as WREMO's 'Partners in Preparedness', CD Volunteers promote resilience through their networks and play an important role before, during and after an emergency. Training provides CDEM knowledge and skills to a wide range of individuals and organisations across communities of place and interest. This builds stronger relationships with community leaders and organisations. During an emergency, Volunteers are trained to act as facilitative leaders in their own community and/or provide valuable surge capacity for CDEM by plugging into the official response.



Preparedness Enablers – Cost is a barrier for many people to get prepared. The Team seeks out partnerships with the private sector to facilitate the availability of affordable and quality products that improve preparedness. Examples include the Grab&Go Emergency Kits, 200L Home Rainwater Tanks, QuakeFlex brackets and 10L water bottles at significantly reduced prices. Making costly preparedness items affordable and easy to adopt enables greater self-reliance.



Public Education – Understanding hazards, risks and easy mitigation strategies is an important part of preparedness. The Team promotes the use of WREMO's "It's Easy" preparedness guides for households, neighbours and businesses. Each of these guides have been designed to walk the user through a dozen easy-to-complete steps with a focus on activities that lead to positive outcome expectancies by the user.

It's Easy: Prepared Businesses – Small to medium sized businesses (SMEs) constitute 95% of the NZ economy. Most have limited time and/or money to develop a robust Business Continuity Plan (BCP). It's Easy: Prepared Businesses is written in laymen's terms and walks businesses and community organisations through the basics of business continuity without any specialist assistance. A free online template is provided to save the completed plan online in the cloud and offline on a smartphone. Making it easy for small businesses to prepare for a disruption of any kind increases the probability of their survival in times of stress.

The CDEM Volunteer training is centred on creating relationships throughout the community as well as building response and recovery capacity. The goal is to create a large number of capable CDEM champions across the region that WREMO can leverage in multiple ways. The programme is evolving to partner with other emergency agencies.



Emergency Skills Training – In an emergency, the public provides lifesaving assistance to others without the support of emergency services. The Team promotes free *Emergency Skills Training (How Not to Get Killed While Helping in a Disaster)*, offered by local Response Teams that teach basic emergency skills such as assessing scene safety, basic first aid and safely moving an injured person while preventing self-injury. This training increases knowledge of what to do, and how to act safely when assisting others during an emergency.

Tsunami Blue Lines – Much of the Wellington region is at risk of tsunami. The Team assists councils to implement Tsunami Blue Lines in coastal areas so that the maximum run-up height of a local tsunami is clearly marked. The lines raise awareness of tsunami and act as a clear evacuation point after a large earthquake, as well as embed tsunami evacuation knowledge within the community consciousness.



Supporting Social Agencies with Vulnerable Communities – People whose day-to-day living is supported by external organisations are at greater risk during an emergency event. The Team works with NGOs, community-based and health sector organisations to help improve the community connectedness and preparedness of their clients, as well as ensure the agency has a good business continuity plan in place, and can better support their clients in a response and recovery situation.

Resilient Schools – Schools offer huge opportunities to enhance a community's resilience through the children, parents and staff. The Resilience Team works with school principals to help them plan for self-directed evacuation scenarios (earthquake, fire and intruder) with its online "School Response Plan". Further, the Team arranges special offers of Preparedness Enablers for parents, provide them with monthly Preparedness Tips for their school newsletter and supports schools that double as Civil Defence Centres/Community Hubs to operate during and after a large-scale disaster.

Emergency Text Alerts – Alerting the public about a Civil Defence emergency is always a challenge. WREMO provides a free Emergency Text Alert service that is easy to sign up to and can provide a quick heads up to individuals. Signing up for this service adds one more possible channel of communication to an individual or organisation during an emergency.

Community-Driven Opportunities to Build Capacity – The best resilience ideas are generated by the community. The Resilience Team supports community-driven ideas and projects within the scope of this Strategy that increase a community's capacity to thrive before, during and after an emergency event.

Ten per cent of the Resilience Team's time is dedicated to supporting non-emergency management activities. This allows the Team members to spend time with community leaders without an EM focus. By taking the time to understand the community's interests and what drives them, trusting relationships have a better chance of developing.



Facebook/WREMOnz

Twitter @WREMOinfo

Tools for Increasing Connectedness

Networker & Connector – There are thousands of government, non-government and community groups leading activities throughout the region. The vast majority of these organisations have no defined emergency management function. The Team acts as a nexus to connect emergency and non-emergency related individuals and organisations to one another. Examples include supporting groups such as Neighbourhood Support, Green Streets, faith-based organisations, Lions and Rotary Clubs, Menz Sheds, community gardens and Time Banks. Connected communities of place and interest lead to higher levels of social capital.

Community Events – Community events bring people together for a shared purpose or experience. The Resilience Team supports and promotes community events and projects that directly or indirectly lead to increased social capital and resilience. Examples could include street BBQs, Neighbour's Day, graffiti clean-ups, school galas, neighbourhood festivals. Supporting local events that bring people together result in a greater sense of place and better connected communities.



Social Media – Social media and other new online platforms provide efficient and effective two-way communication with the community before, during and after an emergency event. WREMO uses its Facebook page – WREMOnz – to promote opportunities and events that build strong communities. As a result of this approach, WREMOnz has developed one of the largest followings in the world for an emergency management office with more than 8.5% of the Wellington region liking the page.

Resilience and Crisis Mapping – Online maps allow for visual representations of resources and relationships in a community before, during and after an emergency event. The Resilience Team is building the framework to develop an online tool with community leaders to map out a range of local activities and resources in their area. This map will be driven by the public to build more connected communities before, during and after an emergency.

Community-Driven Opportunities for Connectedness – Many individuals and organisations are not well connected to one another or feel ownership in their neighbourhood. The Resilience Team will support community-driven ideas and projects that increase connectedness and nurture a sense of place and mutual reciprocity.

Tools for Fostering Cooperation

Community-Driven Response Planning – The Team brings community leaders, asset holders and other local drivers of change together from a geographic community to plan how they will coordinate and address the challenges caused by a devastating earthquake. The leaders meet each other (often for the first time), define their community values, identify their

community's strengths, weaknesses, opportunities and challenges, create a shared response framework and identify ongoing community projects that will maintain the relationships and advance resilience efforts. A Memorandum of Understanding is created between the community and the local council that reimburses the plan owners for monies spent in a disaster.



It's Easy: Prepared Neighbours – Neighbours are most peoples' best resource in an emergency, yet few people know more than the first name of those living next door, and almost certainly have not planned how they might look after one another in an emergency event. Prepared Neighbours provides a series of prompts for 10-15 neighbours to meet each other, self-organise, record each other's details and prepare for an emergency at the street level using local social and physical resources.

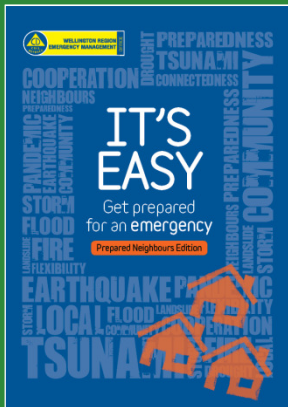
Emergency Assistance Centres (EAC) – If an event requires the official provision of emergency welfare to affected people, the community can support the response through lending their buildings to councils as an EAC. As a result of working closely with community groups, the Team connects owners or operators of suitable buildings to local council Welfare Teams to create a wide-range of choices that suit the requirements of the response and community needs. Further, by creating a way for the private and community sectors to contribute before a response, additional pathways are created for these groups to become better connected and prepared in other ways.

Knowledge Generation and Transfer – The Wellington region is home to leading universities, research institutes and companies that are at the global forefront of research into hazards, resilience, innovation, earthquake engineering and emergency management. The Team works closely facilitate the effective transfer of this knowledge locally and internationally. This is one of the goals of the International Centre of Excellence in Community Resilience.

Community-Driven Opportunities for Cooperation – The Team supports community-driven projects and ideas that foster cooperation and lead to an improved community response and recovery. By making available the 'white space' for new ideas, the public are more empowered to develop innovative approaches that build resilience and support local leadership.

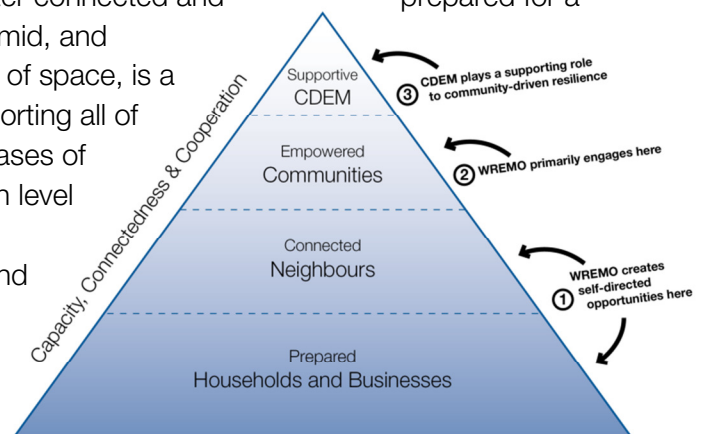


CDEM Volunteers assisting in the evacuation of foreign tourists to Wellington after the Christchurch Earthquake - 23 Feb 2011



A model for Community-Driven Emergency Management

The model below represents WREMO's systematic approach of turning resilience theory into operational practice by linking households and businesses to their neighbours, then to the larger geographical community through to the official CDEM structure. The foundation of a resilient community begins in the home and workplace where people have the greatest effect on their own lives. The majority of the tools in this Strategy are aimed at these bottom levels and do not require external guidance from an Emergency Manager. In contrast, The Resilience Team primarily engages with community leaders to help them drive change and help others be better connected and prepared for a disaster. At the top of the pyramid, and occupying the smallest amount of space, is a supportive CDEM actively supporting all of the stakeholders through all phases of Emergency Management. Each level is dependent on the others surrounding it with the formal and informal response connecting through the Civil Defence Centre.



Strategic Priorities

Key activities

This Strategy sets priorities that directly and indirectly improve community connectedness and preparedness. Key activities include:

- grow the number of trained and engaged CD Volunteers
- facilitate the creation of Community Response Plans and community-driven mitigation activities
- promote the completion of It's Easy: Prepared Households, Businesses and Neighbours
- empower social agencies to better prepare and support their clients in an emergency
- support schools to develop response planning and exercise drills
- develop new ideas, tools and initiatives that improve the Emergency Management sector's ability to enhance community resilience
- support organisations and events that help build stronger communities
- facilitate community-driven ideas and activities that build capacity, increase connectedness and foster cooperation among individuals, organisations and communities

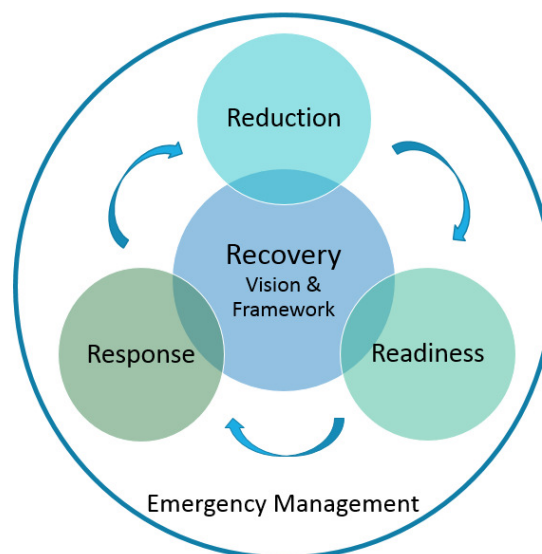
WREMO Annual Plan

The specific quantitative and qualitative details of the Resilience Team's activities are outlined in the WREMO Annual Plan.

Pre-disaster Recovery Planning

The likelihood of the Wellington region being affected by a major earthquake in the future is high, and the region will face a recovery effort on a far greater scale than that of Canterbury following the 2010-2011 earthquake sequence. This will inevitably be a massive challenge which could reshape the future of the Wellington region as a stronger or weaker urban centre in New Zealand. The Resilience Team is developing a concept for a Pre-Disaster Recovery Framework which identifies guiding principles and action points that the region's local councils can implement before and immediately after a disaster that will guide long-term recovery and redevelopment. This framework emphasizes opportunities for hazard mitigation, vulnerability reduction, community strengthening and creating processes that will facilitate and streamline recovery.

The Wellington Region Emergency Management Office is increasingly taking a recovery-centric approach to emergency management, where reduction, readiness and response activities are viewed through the lens of recovery. By anticipating possible recovery issues and building capability for positive recovery outcomes before an event, the Wellington region can be better positioned to prosper from the opportunities presented by a large-scale earthquake. This framework will draw on existing research while exploring new pathways to tackle the pre-event recovery planning issues. To be successful, this framework must position local and central government, as well as the community and private sector, as partners throughout pre- and post- recovery planning process. This framework and thinking is currently a work in progress and will likely shape many of WREMO's future activities.



Community Resilience Strategy

Wellington Region Emergency Management Office

Community Engagement Principles

Engage proactively	Focus on end-users	Encourage ownership	Support local ideas	Be transparent
	Innovate	Listen first	Act ethically	
Be hospitable	Collaborate		Be inclusive	Be informed by evidence

The Community Resilience Team enhances societal resilience through ideas, tools and networks that...

Build capacity

Build and improve knowledge, skills and resources that are valuable before, during and after an emergency event.

Increase connectedness

Support activities that create and strengthen relationships throughout diverse communities that build social capital.

Foster cooperation,

Lead activities that foster trust, reciprocity and interdependence by facilitating opportunities to improve resilience.

Resilient Communities, Ready & Capable

Our communities are connected and work together toward shared goals

Our individuals and social structures are engaged and empowered to make a difference

Our communities have clear channels of communication to link into physical and social resources

Our communities have realistic expectations of the levels of support available during an event

Our communities take actions to reduce the impacts of hazards

Our communities have strong and trusting partnerships with each other and with WREMO

Our private, public and community sectors are prepared to respond effectively and return to business quickly

People feel a sense of place and belonging in their community. In times of stress people want to stay