

# Best Practice Guide for building Community Resilience Outline

## Purpose

The purpose of this guide is to develop pathway for consistent and effective Community Resilience practice throughout CDEM in Aotearoa. The principles contained within this guide have been developed to sit alongside the National Disaster Resilience Strategy and support the outcomes of the Strategy.

The topics in this outline to the guide have been developed through year one funding from the Resilience Fund, which has enabled the establishment of Community Resilience Practitioners from throughout New Zealand.

This guide reflects the following objectives of the National Disaster Resilience Strategy.

Objective 8: Build the relationship between emergency management organisations and iwi/groups representing Māori, to ensure greater recognition, understanding, and integration of iwi/Māori perspectives and tikanga in emergency management.

Objective 10: Ensure it is clear who is responsible for what, nationally, regionally, and locally, in response and recovery; enable and empower community-level response, and ensure it is connected into wider coordinated responses, when and where necessary.

Objective 13: Enable and empower individuals, households, organisations, and businesses to build their resilience, paying particular attention to those people and groups who may be disproportionately affected by disaster.

Objective 14: Cultivate and environment for social connectedness which promotes a culture of mutual help; embed a collective impact approach to building community resilience.

## Relationship with Iwi/Maori

### Relationships under the Treaty of Waitangi

- The importance of the Treaty
- How the three principles of the Treaty can be reflected across the four “R’s”
  - Partnership
  - Participation
  - Protection

### Building Te Ao Maori into everyday practice

- Internally – within team – workplace and our practice
- Externally – with all partners

### Developing partnerships with local Iwi

- Reference to the Preparedness with Marae planning tools developed by Bay of Plenty
- Regional differences
- The importance of relationships in readiness
- Opportunities to develop relationships

## Developing consistency across the sector

### Defining key terminology

- The benefits of developing key terminology
- The terms used throughout the country and their meanings

### Developing common principles of engagement

- What does good engagement look like – the good, the bad and the ugly
  1. Identified principles for us with our communities
  2. Have a party! Make it fun
  3. Be inclusive
  4. Listen first and understand community drivers, recognise community capabilities and needs
  5. Work with pre-established community groups/networks
  6. Foster relationships with local leaders
  7. Provide transparent information to ensure communities understand their risks and hazards

8. Do your research and know your community including;
  - i. History
  - ii. Dynamics
  - iii. Relationships
  - iv. Economic drivers
9. Take your time and don't rush the process
10. Do no harm
11. Be a good guest and be mindful
12. Encourage ownership
13. Make it about relationships not meetings
14. Recognise the best person to engage with communities – it may not be you
15. Be informed by evidence and link practice to research/academia
16. Have a clear purpose
17. Engagement is not always collaboration – appreciate the spectrum of engagement and implement the most appropriate for your community
18. Identified principles for us with our partner agencies
19. Keep the door open
20. Be aware of who isn't at the and table and not represented
21. Seek out new voices
22. Appreciate each other's priorities, mandate, drivers and capacity
23. Appreciate and leverage off each other's knowledge and networks

#### Strategies and techniques for engagement delivery

#### Best international practice – lessons learnt

Identify and aggregate a range of recognised methodologies relevant to the field

1. Co-design/co-creation
  - It's truly collaborative
2. IAP2
  - Public participation spectrum
3. Design thinking
  - To ensure user needs are met
  - Problem solving tool
  - User focused
4. Project management
  - Basic foundations will help to cope with additional work and ensures delivery
5. Collective impact
  - To recognise and maximise partnerships
6. ISO 31000
  - Risk management
7. Marketing
  - Communicating to large audiences to change behaviour
8. Continuous improvement
  - Checking and adjusting regularly
9. Nudge theory

- Small gains
- 10. Asset based community development (ABCD)
  - Building on what communities have - strengths based
- 11. Appreciative inquiry/inquiry-based learning
  - Enabling people to discover through questions approach
- 12. Stakeholder engagement
  - Ensures buy-in, awareness and collaboration
- 13. Motivational interviewing
  - To support the development of personalised community outcomes
- 14. Community visioning
  - To find out more about where the community wants to go
- 15. Improv comedy
  - Teaching people to think in an adaptive way

### **Developing a common set of priorities for the community resilience sector**

#### Key outcomes for the community

- To be undertaken in consultation with those working in, with and from communities

#### Key outcomes for Civil Defence and Emergency Managers

- To be developed in consultation with Group Managers

### **Defining common measures of effectiveness**

#### How we measure success

##### Success for the community

- The community is prepared, connected and empowered
- more confident to self-organise
- aware of the hazards, risks, the impacts and actions to take
- expectations are clear
- they know where to find information
- improved social capital and connectedness

##### Success for CDEM

- community driven and community managed planning
- organic within community
- raised awareness and preparedness levels
- well-developed relationships and partnerships with the community – trust and reciprocity
- increased intelligence from the community during a response
- there less dependence on resources
- integration into social recovery planning is possible
- community understanding CDEMs role
- KPIs ticked

- Review and evaluation processes

## Professional Capability

### Key practitioner attributes

- Knowledge, Skills and Attitudes needed for people who are delivering community resilience initiatives in the emergency management sector

### Knowledge

1. Strategic thinking
  - Hazards and impact
  - Communities and dynamics
2. Local community understanding
3. Understanding of psychosocial principals
4. Knowledge of relevant methodologies and processes
5. Understanding of legislation and its application
6. Cross cultural understanding
7. Te Ao Maori and tikanga

### Skills

1. Te reo Maori/multi lingual
2. Facilitation
3. Presentation/public speaking
4. Mediation/negotiation
5. Project management
6. Event management
7. Ability to prioritise workloads
8. Time management
9. Planning
10. Political nous
11. Conflict resolution
12. Strong communicator
  - Oral
  - Written
13. Influence and advocacy

### Attributes

1. Empathy
2. Collaborator
3. Negotiator
4. Good judgement
5. Flexible and adaptive
6. Emotional intelligence
7. Plays well with others
8. Tactful

9. Thick skinned
10. Resilient
11. Self-aware
12. Genuinely passionate about working with people
13. Curious
14. Humble
15. Time flexible – to hold community meetings

### **The role of community resilience in CDEM**

Recognising Community Resilience as a field within CDEM

Resilience building across the team and in all work

The unofficial response and official response

- All working towards the same goal
- How the two are intertwined
- How the two are different

### **Establish a suite of platforms to enable sharing and collaboration**

What suites can be used and their benefits

Platform management system