

New Zealand Resilience Trust

Annual Report

Year ending 30 June 2009

Earnest

Hard worker

Visionary

Leader

Willing to help

Expert

Inspirational



Chairperson's Report

Heather Cotton

The New Zealand Resilience Trust has undertaken a number of groundbreaking activities and we are being noticed. I find that more and more, people have heard of our organisation when I speak of it in passing or meet formally. We should be proud of this.

Many have given of their time to implement an exceptional education programme and resources. Everyone that completes our education course walks away more empowered to take control of adverse situations. They also have access to a support network that they can tap into if need be. This is the key to developing community resilience.

What has been created out of nothing constantly motivates me. I keep on being humbled and lifted up by others. I am now involved with local groups like the Woodridge Planters and the NPPA and am so impressed by their capacity to get and get things done. These groups are forging their own sense of place by quietly going about their business: planting trees and shrubs in public reserves, becoming involved in democracy and generally improving the lot of others.

One of my roles is to form networks – creating partnerships and finding synergies between groups – and then cultivating and sustaining them over time. This is no easy task as sometimes I forget that people are simply that: people. I intend to spend more time in this capacity in 2010 and I acknowledge that I will need the help of others. I look forward to that support.

Thanks must also go to Chris Lane and Tony Jackson, NZRT's medical directors, and my fellow trustees David and Joy. Both Chris and Tony saw the value of the New Zealand Resilience Trust before it was demonstrated or even fully formed. Not only do they offer their time and expertise willingly and at no cost, they align their considerable reputation to our fledgling one. This increases our profile and boosts our capacity to grow as a well-respected organisation.

Special thanks must go to Jarrod Coburn, CEO of the New Zealand Resilience Trust, and his partner Bridie. I have known Jarrod personally for three years and appreciate the enormous effort and time that goes into this organisation because he believes, as I do, that it is totally worth it.



Chief Executive's Report

Jarrold Coburn

It's hard to believe that the New Zealand Resilience Trust has been operating for just over a year. The journey from humble beginnings to where we are today is a result of the sacrifice and commitment from many people. You know who you are, when you read this give yourselves a pat on the back. Thank you for believing.

The challenges we have faced are similar to many start-up organisations: loose structure, lack of control systems, bursts of enthusiasm that have resulted in little or no visible benefit, abject poverty (although we did better financially than I could have dreamed!), and constantly fighting the perception from some parts of local and central government that we are radical loonies.

Yes we have some radical ideas – but there is strong evidence that we are on the right track with much of our visionary thinking. I only need look around at those who have supported us this past year to realise we are a lot more mainstream in our direction than some would be prepared to accept.

But let us not focus at the lows of the past year, but the soaring heights of our achievement. We set up an ambulance service and provided amazing training experiences for ordinary people in the community. We contributed our time and expertise toward the Northern Wellington Festival, North Wellington Community Patrol, the NPPA, and several events around the region. We delivered many excellent community education courses, produced two very worthy research projects, and for a short while were on the world stage in the area of disaster management.

All this in one year, from a small group of hardworking individuals who received no recompense for their time, generating most of the revenue ourselves, and at all times striving to uphold the values and integrity that defines the New Zealand Resilience Trust.

I am so excited about what the year ahead holds, I can hardly think straight. But let's take the time now to reflect on the bigger picture and acknowledge that we have taken our first of many giant steps toward making Aotearoa New Zealand a better place for future generations to live.



The Big Picture

Many people ask what the NZRT does and it is always a hard question to answer simply. The reason is because our vision impacts upon every single person in New Zealand: both today and into the future.

There is little doubt that the this country's social fabric has undergone drastic changes in the past few decades. Globalisation, technology, changing work patterns, and increased consumerism all have contributed to what many feel is a place where New Zealanders are suffering a lesser quality of life. The NZRT feels that unless something is done – something positive – to change this then future generations will not enjoy the egalitarian and unique country we have today.

A key factor we have identified is that people seem more isolated nowadays. Neighbours don't know neighbours. Children no longer walk to school together. Community groups don't talk to one-another. This is something we can fix. This is something that can change. And a change at that most basic of levels will – we believe – see an increase in the health, education, and overall wellbeing of all New Zealanders.

By 2024 we intend to establish 1,000 local resilience trusts affiliated to the NZRT, who will work for- and be owned solely by the communities they operate in. These affiliate trusts will undertake research, training, education programmes, networking activity, and will focus on building the resilience of communities through greater self-awareness and sustainability.

This costs nothing! Well, not in economic terms. But it takes a lot of dedicated volunteer effort, belief, trust, and is a truly organic and holistic process. Because of this the development of affiliate trusts takes time – like the propagation of a seedling that one day grows into a tall kauri.

This year the NZRT set up the foundations for developing those trusts. In addition to the five areas of operation the Trust undertakes we also now have a national database of residents' groups (in association with the Newlands Paparangi Progressive Association) and have helped set up Council Watch – a web-based initiative designed to empower residents associations and improve democracy at the local level.

So what does the NZRT do?

We strengthen communities through building self-awareness and developing leaders.

We work at the molecular level of communities – the very stuff this country is built upon.

We have high ideals and integrity.

We are a volunteer organisation committed to finding ways of doing everything at no monetary cost, or for as little money as possible.

We practice what we preach and get on with job!

The Future of the NZRT

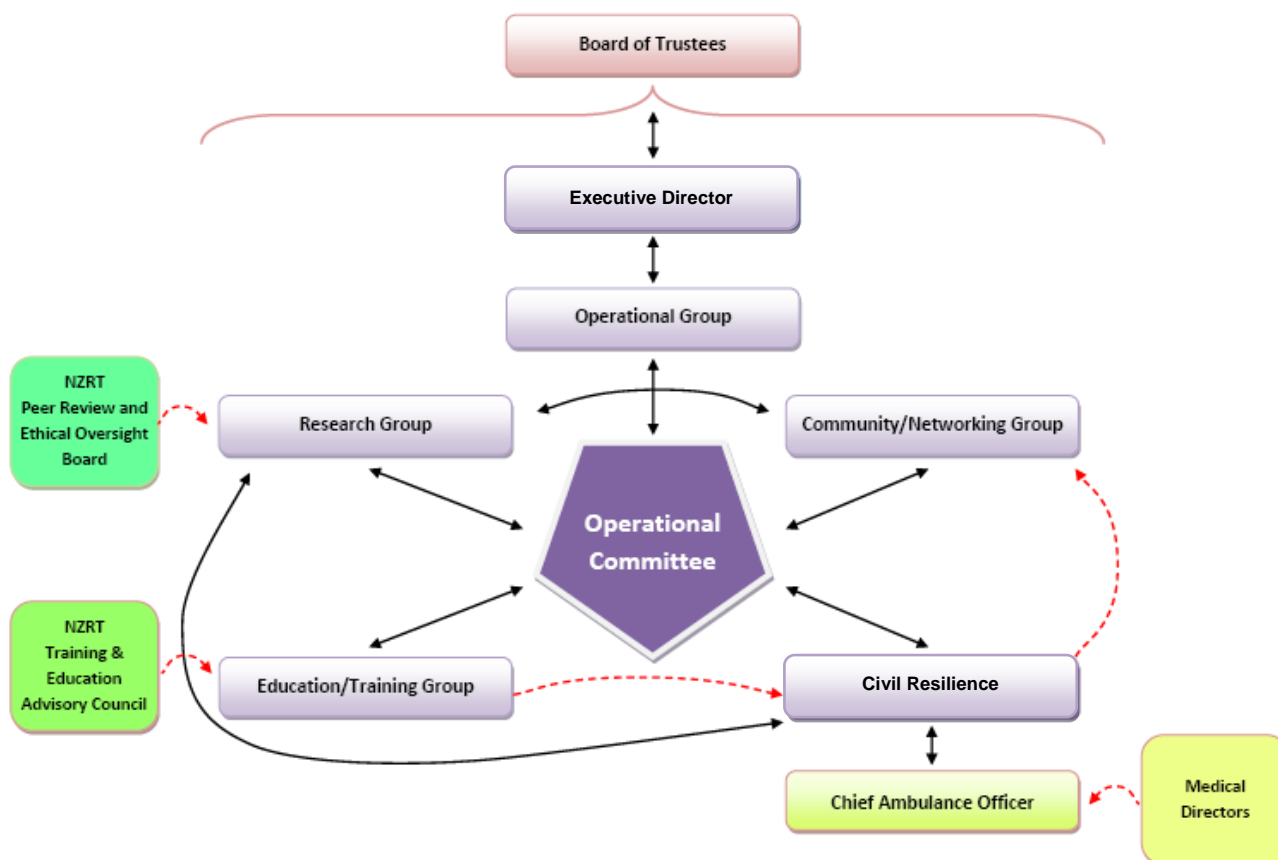
We welcome this year onto our Board of Trustees Simon Park and Dr Patricia Mahoney, both of whom will add their own particular flavour to the Board. They join Drs David Mason, Chris Lane and Tony Jackson. Heather Cotton is stepping down as Chair to take on the role of Community/Networking Co-ordinator.

As organisations grow the structure will change to accommodate that growth. This year a new structure has been proposed to enable better communication and greater efficiency and governance. The new structure will see the five key areas formed into ‘pods’ or areas of operation. Each will have a co-ordinator and will act autonomously but in accordance with the Trust’s strategic plan.

The five areas are: Research, Training & Education, Community/Networking, Civil Resilience, and Operations. Together the Co-ordinators of each pod – along with the Executive Director – will form a committee (the Operational Committee) that will make decisions affecting the whole organisation.

The Operational Committee will meet every two months and the Executive Director will brief a full meeting of the Board at least once every quarter. Of course, there will be plenty of opportunity for all members, supporters and volunteers of the Trust to socialise both formally and informally on a regular basis – that is the NZRT way of doing things!

Organisational Structure



REPORTS

1. RESEARCH
2. COMMUNITY EDUCATION
3. TRAINING
4. ADVOCACY
5. PROJECTS
6. OTHER ACTIVITIES
7. FINANCES









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RESEARCH - increase awareness of what community resilience is, why it is important, and how to achieve it, by policy makers in central and local government, by the general public, and by the media.

Area	Activity	Status
1.1 Complete a major research project	Economic impact report on effect of major disaster on Wellington City was started	All data gathered and analysis completed 
	Attract significant media attention	Interview on Triangle TV, Newstalk ZB, and in several newspapers 
	National conference presentation	Invitation to speak at National Volunteer Conference in October 2009 
	International conference presentation	Presentation made to World Conference on Disaster Management 
1.2 Design a data collection programme for local resilient trusts to use	Scoping paper on community data collection toolkit	Not achieved 
1.3 Complete a community data collection project with the NWRT	UNHCR Newlands project	Started but not completed 
1.4 Establish a Community Research Clearing House	Scoping paper on Community Research Clearing House	Not achieved 
1.5 Additional activities	Community health and wellbeing networks	Completed 

Summary of Activities

- The **major research project** focuses on the impact to the economy of Wellington City in the event of government agencies leaving the city after a major disaster. The project is divided into three phases: data gathering, initial data analysis, and economic impact study. The research methodology consists of getting copies of the current business continuity plans of 121 government agencies (to see what they will do in a disaster and where they will go), gathering statistical data on the number of people they employ and the amount of money they spend per annum in the city, then producing an economic model showing the flow-down effect of the absence of government spending in the city.

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Jarrold Coburn spoke with Colin Feslier - Manager of Strategic Communications for the Department of Internal Affairs – with regards to the research project. Mr Feslier was interested from the point of view that the Ministry of CDEM is under the umbrella of the DIA. Subsequent discussion was held with State Services Commission and DPMC representatives.

An approach was been made to Ministry of CDEM seeking to present at the North Island Civil Defence Emergency Management Conference 2008 in Rotorua, however this was rejected by the Ministry.

The 19th World Conference on Disaster Management was held in Canada in June 2009. Jarrold Coburn presented on the development of community resilience using local trusts (a précis on the pilot of the NWRT).

- Development of a scoping paper for design of a **data collection programme** is now due to begin in 2010.
- The initial stages of developing a **community data collection project** has been considered. The Trust has been in touch with researchers at the United Nations Center for Regional Development in Kobe, Japan, to seek their assistance with a model called Community-Based Disaster Management (CBDM). This model is particularly applicable to the work of the Trust, and in some cases strongly validates the work we have undertaken to-date.

The Trust plans to undertake action research that transforms the *preparedness* of a community using a CBDM model with guidelines in the United Nations High Commissioner for Refugees Emergency Management Manual as an indicator of success. This work will serve to give the Trust greater visibility and therefore access amongst sub-communities, where our work around *resilience* will be most effective.

- Development of a scoping paper for a **Community Research Clearing House** is now due to begin in 2010.
- A research project was completed that shed light on the networking activities of medical providers in Newlands.







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COMMUNITY EDUCATION - *develop community education courses to a world-class standard.*

Area	Activity	Status
2.1 Develop a national framework of resilience education	Scoping paper on national resilience education framework	Some early investigation carried out 
2.2 Produce course materials for delivery by local Resilience Trusts	Scoping paper on community education toolkit	Started but not completed 
2.3 Build community education capacity	Community education courses provided at three community colleges	Achieved 
2.4 Increase the number of trained tutors	Enough tutors to meet demand	(ongoing) 
2.5 Liaise with relevant sector organisations at a national level	Networks developed amongst key organisations	(ongoing) 
2.6 Additional activities	Development of draft education resource.	Achieved 

Summary of Activities

- Development of a scoping paper for a **national framework of resilience education** has been put back until the 2009/10 financial year.
- Development of a scoping paper for design of a **community education toolkit** has been put back until the 2009/10 financial year.
- Work to establish community education courses in three community colleges was successful, although the response rate for both Tawa and Wellington High School were less than expected. It is apparent that community education needs to be delivered with the support of a local resilience trust to drive attendance.
- **Networks are being developed amongst key organisations.** We were present at the recent national award ceremony for Adult Learners Week. Jarrod regularly attended ACE Network meetings in Wellington and the NZRT participated in public activities promoting adult learning.
- A draft resource for delivering the Disaster Preparedness and Resilience community courses has been developed. We are awaiting funding to produce the final product, which is in the form of a handy folder containing course materials along with information on surviving a disaster.






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TRAINING - *New Zealand Resilience Corps to grow in size and be accepted as an egalitarian, accessible, and well-trained vehicle for citizens to engage in the development of community resilience.*

Area	Activity	Status
3.1 Develop the capacity of the New Zealand Resilience Corps (NZRC)	<i>NZRC capacity is increased</i>	Resilience Corps members: 60 
3.2 Hold a large training exercise involving the NZRC	<i>Preparedness exercise run in Newlands</i>	Not achieved 
3.3 Develop the capacity to deliver quality first aid, pre-hospital emergency care, and mental health first aid courses	<i>Ongoing income generated from running first aid and pre-hospital emergency care courses</i>	Income has been generated as planned 
	<i>Mental Health First Aid programme</i>	Not achieved 
3.4 Additional activities	Operational training	A number of PHEC participants have had many opportunities to work in an operational ambulance situation this year 

Summary of Activities

- **NZRC capacity** is increasing. Community resilience courses boosted membership to 60. Nine members of the Corps are trained to PHEC level. We are expecting to hold another PHEC course toward the end of 2009 and have offered to provide training free of charge to Civil Defence volunteer managers.
- Development of a **preparedness exercise in Newlands** for members of the Resilience Corps was not attempted.
- We have had great success **generating ongoing income** from courses. Most income generated this quarter has been from the two PHEC courses run in partnership with Triple One Care. There have been concerns about the quality of the service and ongoing support Triple One Care has delivered. This has been attended to through the Trust increasing the communication it has with course participants.









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ADVOCACY - Support local resilience trusts to advocate the benefits and opportunities of developing attributes of resilience.

Area	Activity	Status
4.1 Promote the work of the New Zealand Resilience Trust	Increased public exposure	There has been a high level of local radio and newspaper media exposure this year. The website averaged 240 visits per month 
4.2 Grow networks that will assist with the establishment of new local trusts	Local resilience trust establishment	Not achieved 
	Local promotional campaign for NWRT	Not achieved 
4.3 Promote the NWRT	Participation in Northern Festival	Achieved 
4.4 Strengthen local networks	Networks established in Newlands community	(ongoing) 
4.5 Develop and capitalise on funding opportunities	Sustainable funding sources established	Significant potential income opportunities have been identified and realised. 
	Grant made to NWRT	Considerable support in-kind has been given. 
	Budgetary and audit requirements met	Achieved 

Summary of Activities

- A strategy for **establishing two more local resilience trusts** in Wellington City has been identified and this is now a priority.
- **Networking in the Newlands community** included meetings with church leaders; Malaysian, Indian, Sri Lankan, and Fijian community leaders; Newlands Paparangi Residents Association; Newlands Community House Committee; Newlands Skate Crew; Newlands Volunteer Fire Brigade; local Councillors; and the Newlands Medical Centre.
- **Sustainable funding** sources have been developed through capacity to deliver PHEC courses. This will be a major revenue-earner for the Trust in the future. Revenue is also coming in from running community education courses and ambulance operations.
- **Additional advocacy activities** include the establishment of the Ohariu Resilience Trust, which covers the area north of Raroa through to Glenside, and west of the motorway to the sea. This encompasses also the suburbs of Johnsonville and Churton Park.






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PROJECTS – Support community-initiated projects that are tangible and lead to an improved skill base, greater participation, and additional resource.

Area	Activity	Status
5.1 Establish an ambulance service	Compliant ambulance service	In progress 
	Membership of Ambulance New Zealand	Membership is reliant on becoming an audited and compliant ambulance service 
5.2 Develop capacity for a range of community projects	Discussion paper on alternative community projects	The following projects have been established: <ul style="list-style-type: none"> • National Residents' Association Database • Council Watch 
5.3 Support the NWRT community ambulance	NWRT event ambulance service	Emergency Support Vehicle has been acquired, painted, sign-written and fitted-out for operational purposes Secondary ambulance vehicle has been acquired and fitted-out for operational purposes 
5.4 Support the Newlands Volunteer Emergency Resource Centre	Newlands Volunteer Emergency Resource Centre on target	Not achieved 

Summary of Activities

- **Ambulance service** procedural documentation has been developed and two Co-Medical Directors have been appointed, namely Dr Chris Lane (EMS, Kapiti) and Dr Tony Jackson (Newlands Medical Centre). We have undertaken 20 events. The service has completed the compliance requirements of NZS8156:2008 but has yet to be formally audited and as such we will only use first aid protocols and do not carry nor administer medicines until the audit is completed.
- **Alternative community projects** have been undertaken, most notably National Residents Database and Council Watch, both of which are critical elements of the Trust's national establishment strategy.
- **Community ambulance service** has been established with basic equipment issued to trained PHEC-qualified personnel in the Newlands and Johnsonville areas. Some of this was funded by a grant through the Newlands Paparangi Progressive Association.
- **Newlands Voluntary Emergency Resource Centre** appears to be on the back burner. No contact from NVERC Trust for over six months.

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OTHER

Major meetings/seminars attended this year:

- Dr Lester Salamon, with Statistics NZ
- Mike Mendonca (Controller Civil Defence Wellington City)
- Freemasonry New Zealand
- Sustainability Trust
- Paul Bruce (Transition Towns), with Cr. Celia Wade-Brown
- Wendy Walker (WCC)
- Ethnic Council of Wellington
- Adult Learner's Awards, Te Papa Tongarewa
- Department of Internal Affairs – regarding government BCP research
- Wellington Free Ambulance
- Director of Civil Defence and Emergency Management, and senior management team
- Minister of Civil Defence and Emergency Management
- Hon. Peter Dunne, M.P.
- Social and Civic Policy Institute
- Sustainable Futures New Zealand
- Office of the Auditor General
- State Services Commission
- World Conference on Disaster Management, Toronto
- Dr. Steven Rottman, Head of Emergency Medicine, UCLA
- Federal Emergency Management Agency, USA
- State Emergency Service, Australia
- General Manager of National Ambulance Strategy Office
- Newlands Paparangi Progressive Association

Notable achievements:

- Inception of the Ohariu Resilience Trust
- Heather Cotton and Tracy Hurst-Porter received Awards for Adult Learning
- Development of a style guide and suite of branded materials
- NZRT nominated for a Wellington Airport Regional Community Award
- Qualitative research produced on networking of medical providers in Newlands community
- Paper presented at the World Conference on Disaster Management

Upcoming activity for the second half of 2009:

- Northern Festival – NZRT Ambulance again providing first aid support, NZ Resilience Corps providing marshals for Johnsonville and Tawa Christmas Parades
- Opportunity to generate sustainable income from ambulance and event work
- Invitation to speak at WCDM Conference in Sydney
- Invitation to present at NZ Volunteer Conference in Wellington
- Opportunity to participate in a regional convention for residents' associations

Statement of Financial Performance

New Zealand Resilience Trust

Year ending 30 June 2009

Revenue

	2008	2009
Non-specific	0.00	0.00
Merchandise	0.00	368.00
Equipment	0.00	3,565.00
Training	0.00	9,950.00
Education	0.00	112.04
Ambulance event	0.00	11,935.00
Other event	0.00	0.00
Consulting	0.00	0.00
Interest/miscellaneous	0.00	15.75
Grants/Donations	0.00	1,300.00
Volunteer time donated	5,805 hours	82,953.45 ¹
TOTAL	0.00	110,199.24

Expenditure

	2008	2009
Non-specific	0.00	(362.70)
Operational costs	0.00	(4,738.26)
Human resources	0.00	(1,127.96)
Vehicle	0.00	(6,714.70)
Asset purchase	0.00	(7,264.85)
Meetings	0.00	(620.65)
Stationery/printing	0.00	(2,715.44)
Compliance/auditing	0.00	(646.54)
Fees/charges/taxes	0.00	(639.78)
Reimbursement	0.00	(2,375.46)
Staff costs (volunteer time)	0.00	(82,953.45)
TOTAL	0.00	(110,159.79)

Summary

	2008	2009
Total Revenue	0.00	110,199.24
Total Expenditure	0.00	(110,159.79)
Suplus/(Loss)	0.00	39.45

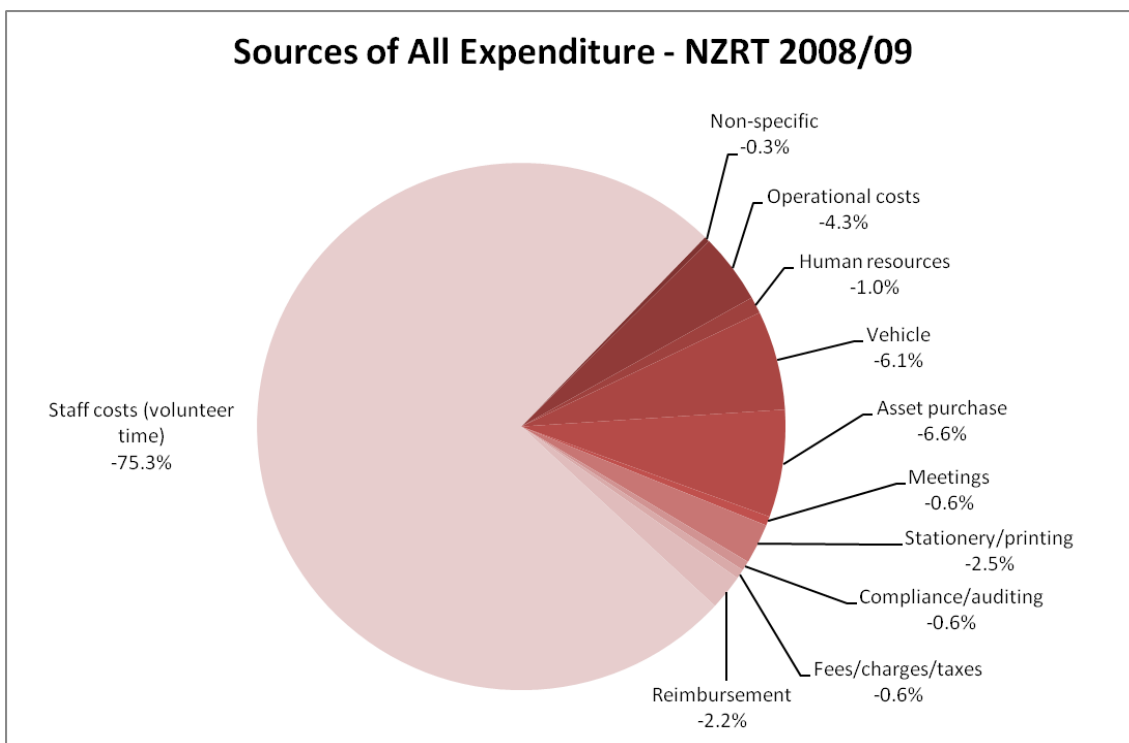
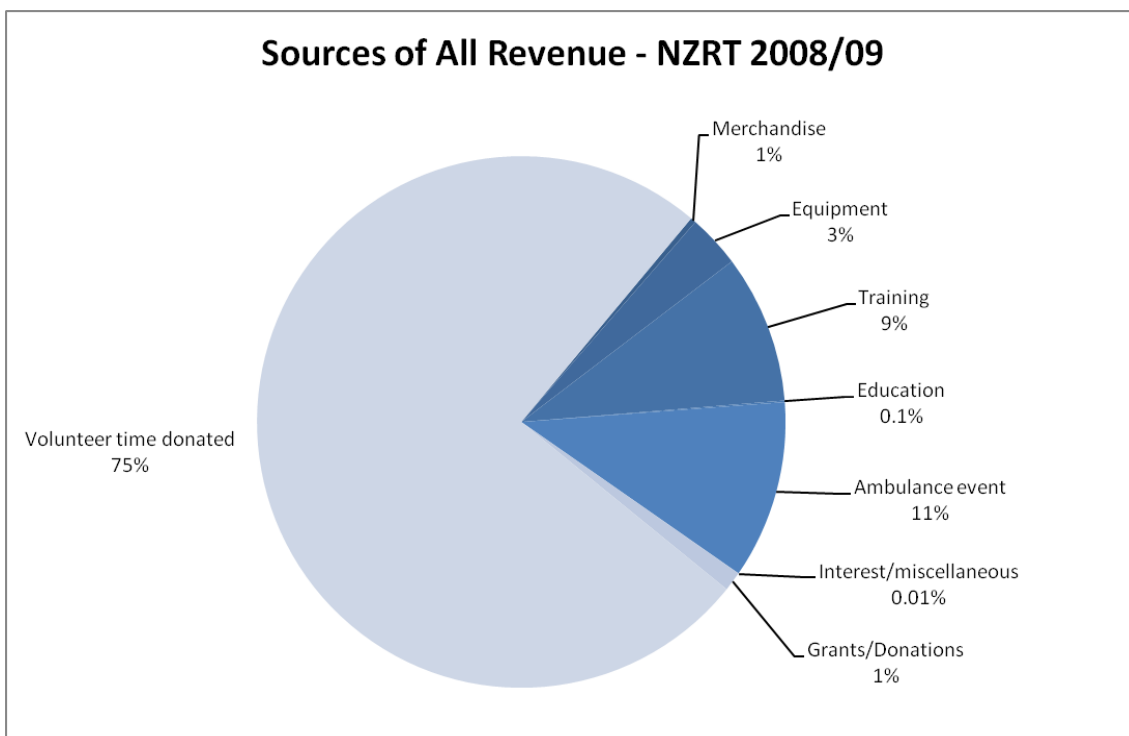
Notes

¹ Volunteer effort was measured using Statistics New Zealand Volunteer Satellite Account (2004) figures adjusted for inflation. This is equivalent to 5,805 hours at a rate of \$14.29 per hour.

Analysis of Accounts

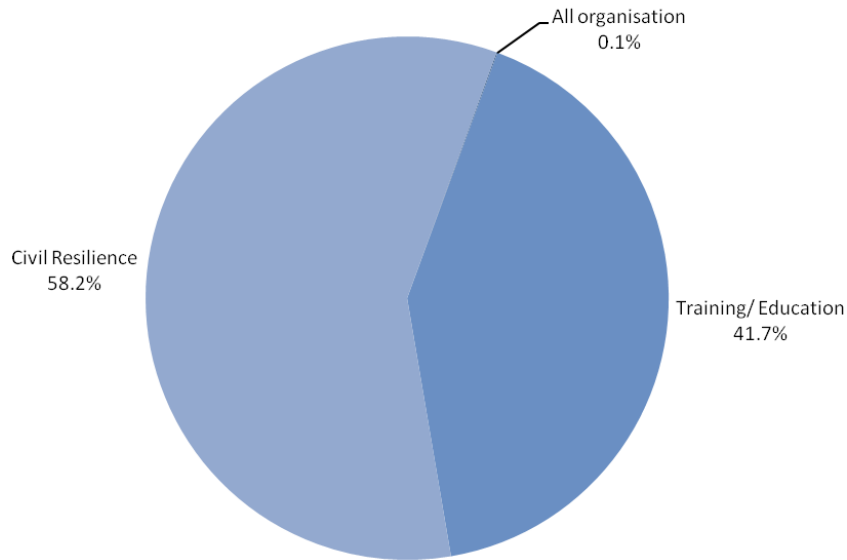
We choose to present a set of accounts that includes volunteer time on both sides of the ledger. It is important to recognise the considerable contribution our volunteers have made to the Trust. To allow a contextual analysis we used the hourly rate attributed to volunteer effort in the Non-profit Institutions Satellite Account produced in 2004 by Statistics New Zealand (\$12.26) adjusted to an equivalent 2009 value using the Reserve Bank of New Zealand’s CPI calculator (\$14.29).

It should be noted that this hourly rate nowhere near recognises the quality and value of our volunteers’ time.



In the past year the NZRT has earned \$27,245 in real revenue. A majority of this has come from revenue-generating activities within the Civil Resilience and Training/ Education operational arms.

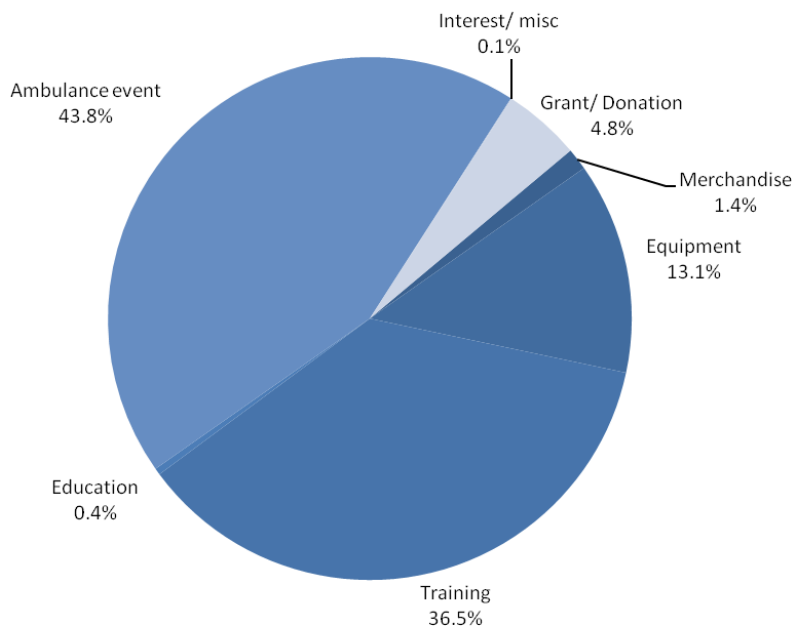
Revenue by Operational Area



The bulk of the revenue was generated through undertaking event ambulance work and the provision of Pre-Hospital Emergency Care (PHEC) courses. Our main customers have been local government agencies in the Wellington Region.

Secondary sources of income included the Newlands Paparangi Progressive Association, Newlands College Community Education Centre, and Rotary Club of Upper Hutt.

Revenue by Operational Activity



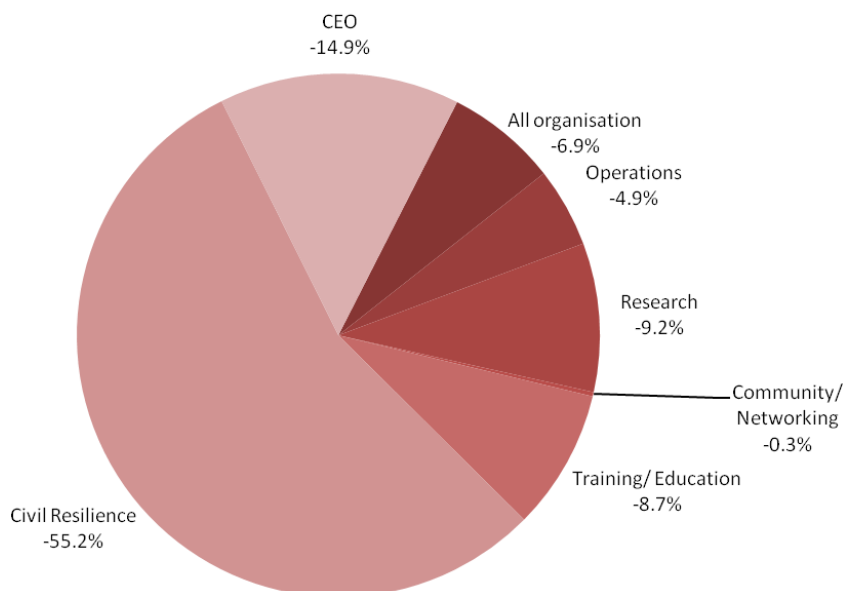
Expenditure was less than revenue by \$40 resulting in a surplus for the year. The Civil Resilience group expended the most budget, followed by the CEO, Research, and Training/Education.

Asset purchases and vehicle expenses made up half of the overall expenditure.

Assets included uniforms, radio communications gear, a scoop stretcher, storage equipment for medical item and emergency signal equipment for vehicles.

Human resources costs included volunteer recognition, expenses, protective equipment and food.

Expenditure by Operational Area



CEO expenses reflect the time invested by the Chief Executive for no financial recompense. An agreement with the Board was in place for 2008/09 financial period that committed the Trust to pay for all petrol, insurance, wear and tear, mechanical, registration and warrant of fitness costs for both ambulance vehicles (owned at the time by Jarrod Coburn – CEO) and personal payment of telephone, broadband, and office space at \$100 per month unless an office was provided.

In August 2009 the ambulance (van) was donated to the Trust by Jarrod Coburn.

Operational expenses include a one-off cost of \$3,500 for international travel, enabling the CEO to speak at the World Conference on Disaster Management in Toronto, Canada. Additional costs of this journey were met personally by the CEO.

Expenditure by Operational Activity

