



# PIHA RESILIENCE

Operating Framework

and

Resilience Plan

Working Document

Prepared by Ron Gorter for:

Piha Residents & Rate Payers Association.



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# Piha Resilience Framework

## Purpose of the Framework

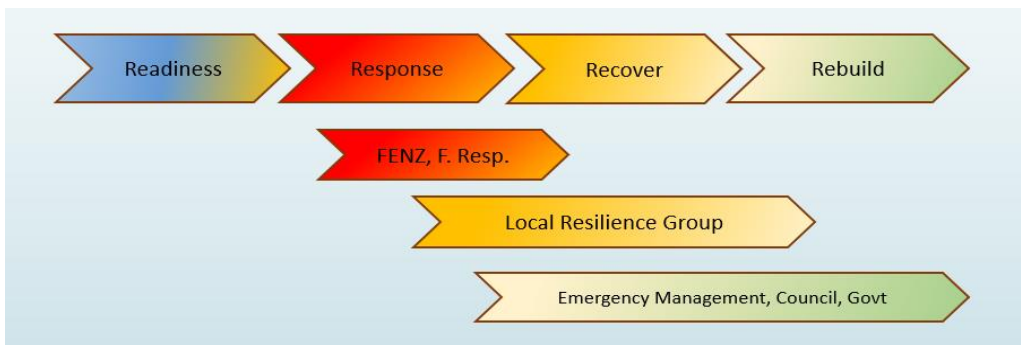
The Piha community has endorsed the concept of having a Piha Resilience Plan, a plan assumes there is a 'resource' to coordinate the plan. A plan on its own is inadequate.

The operating framework sets up how the plan will be delivered and how it connects to the community and supporting agencies. It establishes the structure and relationships needed to be effective in delivering the plan, it gives context and the culture needed to best meet the community needs and values.

*Our plan objective is:*

'Be ready to bridge any gaps between the Response phase and the Rebuild phase to ensure the wellbeing of our community'.

- Readiness - Enabled with resources and skills to deliver,
- Response - Fire, First Response etc., Protect Life and Property,
- Recovery - Piha Resilience Group,
- Rebuild - Council, Utilities providers etc. Full restoration of amenity / service.



This Framework document sets out the principles and structure of a Resilience Group, the Framework then links this group to putting the plan into operation during activities or events as required.

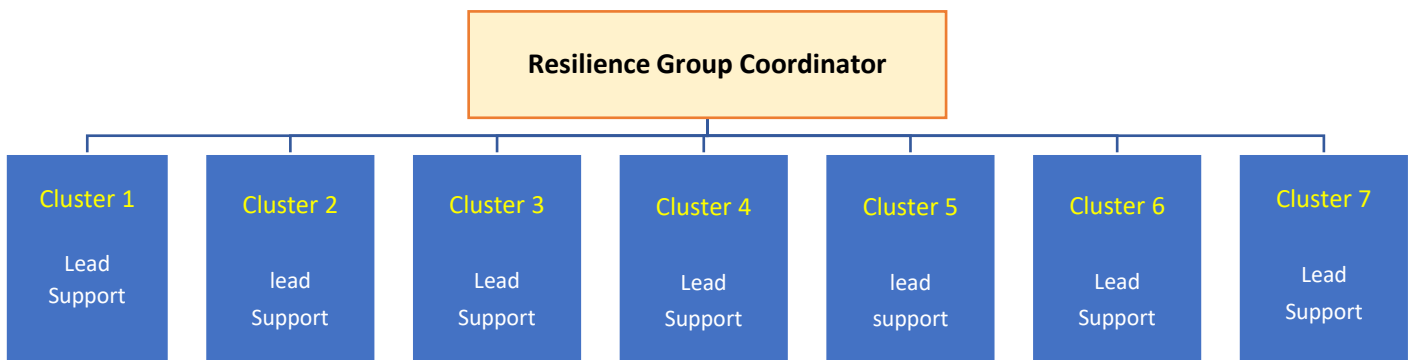
This addresses one of the key issues with resilience plans being 'readiness'. The assumption is that the resilience group is fully resourced so they can deliver the plan objective.

*Our Framework objective is:*

Have a competent well-resourced and skilled team (Piha Resilience Group) in place, ready, to stand up at short notice and coordinate the plan with all stakeholders.

## Resilience Group structure

A lean team of 15 is structured to manage the seven clusters outlined in the plan. The cluster number / size has been balanced to provide a level of personal interaction and local knowledge essential for effective communications during activities and efficient management with a flat structure.



### Coordinator Role and Skills

The coordinator is a critical role as they are the primary communicator between agencies and cluster operatives plus provide leadership and coaching to the group to maintain readiness capability.

- Lead the group during an event providing a comms conduit to agencies, direction to operatives and assist with resource coordination,
- Plan and develop training to develop and maintain a high standard of capability and readiness,
- Liaise with key agencies to maintain quality working relationships,
- Run Quarterly meetings and attend agency meetings as required,
- Must be a good communicator, capable of rapidly assessing situations in a calm and controlled manner,
- Confident to provide on the ground support and decision making/ direction in line with plan objectives,
- Confident to communicate up the command chain to enable higher level decision making by agencies.

### Cluster Lead Role & Skills

- Must be a good communicator, capable of rapidly assessing situations in a calm and controlled manner,
- Confident to provide on the ground support and decision making/ direction in line with plan objectives,
- Confident to communicate up the command chain to enable higher level decision making by agencies.,
- Be agile, prepared to adapt and take instruction from agencies,
- Have empathy and be able to build relationships and trust with all within their cluster,

### Support Role and Skills

There is no distinction at an operational level between the Cluster Lead or the support person- their contributions and skills need to be equal to ensure a level of redundancy / resilience at the cluster level.

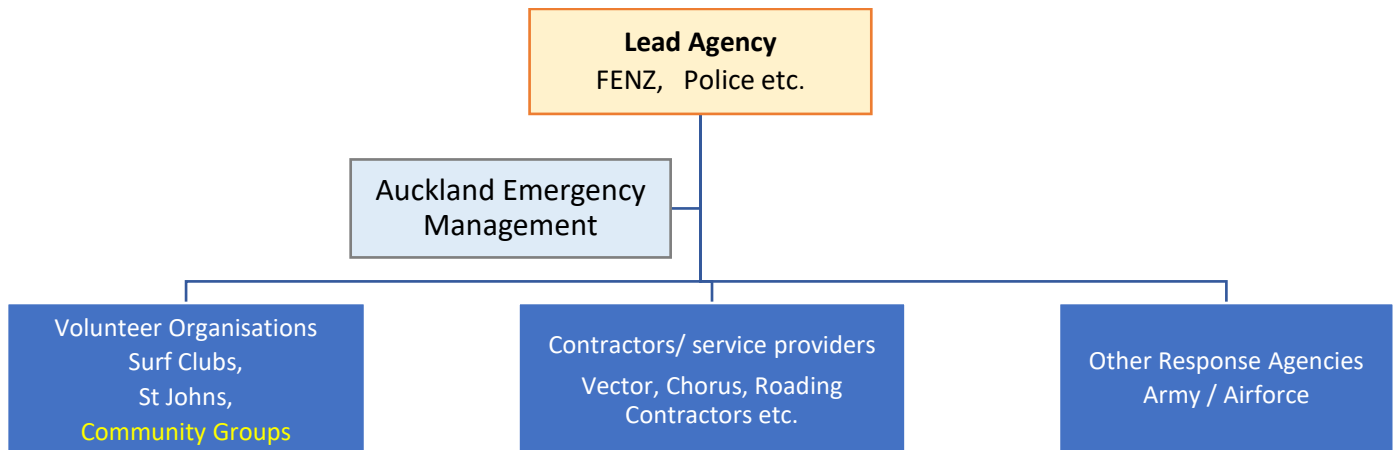
### Context of Decision Making and Direction

Decision Making and Direction here are related to any delegated task from an agency directly or from the group coordinator acting on behalf of an agency. Typically, this could relate to informing and organising evacuation / relocation to a particular location including deciding which is the best location. Decision making could also be in collaboration other agency operatives for the deployment of resources etc.

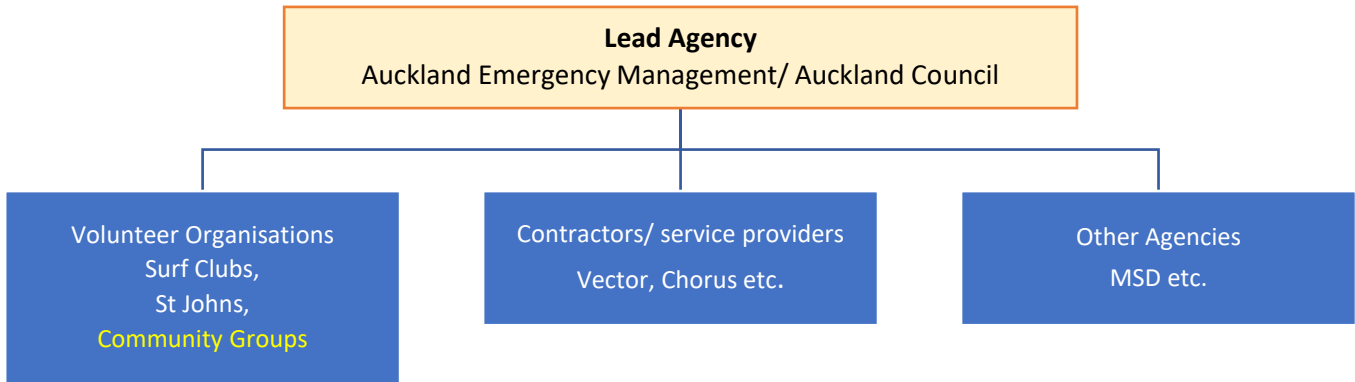
There is no given or inferred authority for any resilience group member to instruct residents or members of the public, in the event of a challenge then the operative must refer back up to a person with authority, who can then instruct if necessary.

### Relationship with Agencies

The Piha Resilience Group will be a conduit between a responding agency and the community providing quality local knowledge and resources to enable the agency to deliver their goals.



Typical relationship structure during a significant event



Typical relationship structure in recovery phase (post event)

### Local Knowledge

Local knowledge is key to a quality understanding of our community exposures and needs so we can ensure their wellbeing.

The best resource to link the response to the recovery is also local knowledge. If we know our community and our resources then we can link the needs of individuals and groups to the resources they need- food, shelter, transport, etc.

The resilience group will have 15 key people covering 7 geographic clusters, the size of the clusters is so we can achieve a good level of “local knowledge’ within each cluster down to a personal level if required.

The local Fire Brigade and First Response also have very good local knowledge, and this fills out the Piha Local knowledge picture to provide focussed and informed local resilience.

### Local Communications

The small cluster size also enables us to have direct communication with affected people and then channel needs through to parties that can provide resources / respond.

A clear line of communication through dedicated channels (Resilience, to Fire, Fire to Command and back again) will enable us to provide reliable informed communications.

### Community Information

For extended situations daily information (Daily Sit-Rep) will be essential to maintain dialogue with our community. To achieve this the resilience group will have resources to generate daily situation reports (Sit- Reps). Maintaining a close connection with each cluster via site reps etc. delivered within the cluster is intentional. Experiences from previous significant events have seen low turn outs to single muster points for a variety of reasons.

Accessible, regular formal and informal comms within a cluster will provide a more engaged and therefore resilient community.

### Information Distribution

High level comms will be generated by a lead agency, and these are typically available online. To back these up and ensure better coverage the Coordinator or a Cluster Lead (depending on the scale of the event) will provide more direct comms – either a personal update given at a muster point, or a Sit Rep posted at the muster and meeting points in affected clusters. Sit Reps will be issued at 15:00 hrs (3:00 P.M) to enable

## Mobility

Essential to an effective response by the resilience team is the ability for the team to get about their patches quickly and safely. As we are a semi-rural area and have long driveways cars etc are sometimes a challenge, however on foot is too slow. To achieve a balance of agility and response an E-bike similar to that used by UN & NATO response teams is included in the resourcing tool kit.



A local equivalent is preferred, the second image is an UBCO made locally being trialled by the NZ Defence force

### Associated equipment

- 10 x high powered hand-held torches with a base so they can be set on a desk or similar,
- 8 x UBCO or similar utility type electric bikes – access around clusters (7) plus Coordinator = 8,
- PPE incl. Helmet with light.

## Communications

A comms package covering the response and information distribution is also in the resourcing tool kits, key elements are:

- 10 x Tait 9300 or 9500 series Portable Digital Mobile Radios and associated charging equipment,
- 2 x ICOM M73 VHF Radio for water based and back-up to DMR and Fire Comms radio,
- 1 x Laser colour Printer, Laminator and Notebook computer to enable prep and printing of Daily Sit reps for distribution to muster and staging locations and community sites e.g. store, café, gallery etc.
- 1 x UPS 3kVA to back up and charge equipment during power outages.

## Community Facilities

Currently the community facilities are all located in the valley or exposed on the shore with the exception of the RSA.

A resourcing plan has been developed to address this, however the timeline for development and implementation means the community remains significantly exposed and the resilience group compromised in its ability to deliver.

## Resilience Group training

- Core skills set comprising ethics, personal safety and situational awareness – refreshed every year,
- Basic first aid and PPE,
- Conflict, anxiety and trauma recognition and management skills,
- Radio and comms skills.









# PIHA RESILIENCE PLAN

Working Document

Prepared by Ron Gorter for Piha Residents & Rate Payers Association.



## Piha Community Resilience Plan

Welcome to our plan to help our community deal with the smaller issues and larger events that may challenge the wellbeing of a few or many.

If you are experiencing an event or have an issue **now**, contact one of the people listed below (or refer to the quick reference sheet – last two pages).

If it is an emergency, make sure you are safe then – **Dial 111**

If you have just received our plan, then take time to fill in the boxes below so you and your friends / whanau can contact the right people.

<b>Location</b> (Your address)			
<b>Your cluster</b>		<b>Name</b>	<b>Phone</b>
<b>Cluster lead</b>			
<b>Cluster support</b>			
<b>Resilience Coordinator</b>			
<b>Meeting points</b> (From sheet or listed on page 8)			

### Purpose of our plan

Our plan is for all of us to enhance the well being of our community by providing support for small challenges and big events that can occur and help us deal with and recover from them.

#### *Examples of an issue are:*

Maybe a local power or water issue, an obstruction on your property or street you can't deal with, transport issue getting to an important appointment - things that don't really require an emergency response but do need to be solved promptly.

#### *Examples of a major events are:*

The flooding, isolation, landslides, big power outages, damaged houses and infrastructure etc., we have experienced in the past and likely to encounter again.

The Resilience Group needs to be well connected to the community to make this work well, so expect some contact from the people in your area and if you have the opportunity, make yourself known to the leads and coordinators listed on the quick reference card attached.

### Makeup of the plan

The plan is comprised of this document and a laminated card with cluster details and contact numbers.

The plan sets out the relationships between emergency response, Civil defence and Emergency Management and the Resilience Group. The laminated card is a quick reference for when you need help - keep it in a handy place.

Additional resources & training will be provided to the Resilience Group members to enable them to deliver the plan.

## Key Agencies

### First Responders

Piha has a great first response resource with a well-established and talented Fire Brigade, Medical First Response group and two surf clubs. All their people are trained to deal with a wide variety of events, and they have resources to support our community.

### Auckland Emergency Management

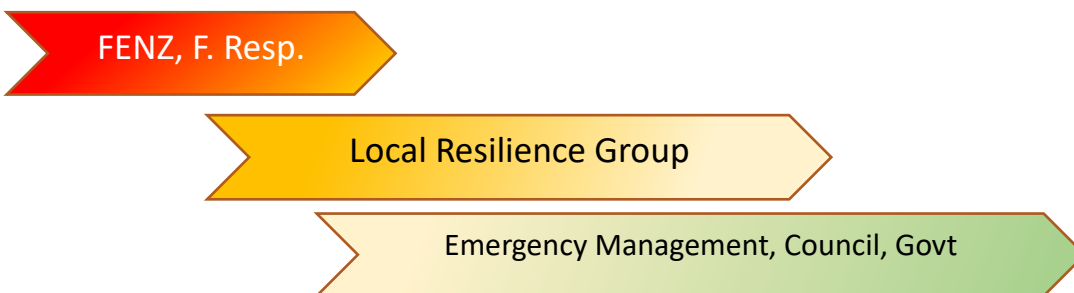
A council team established to provide coordination with wider agencies such as Police, FENZ, Search & Rescue (police special unit) Air Force, Army, Social welfare, Red Cross, etc. Auckland Emergency Management is the local agency for Civil Defence and Emergency Management which is the national organisation.

## Typical Emergency Response

Most emergency services and management agencies use a three stage model. Agencies like Fire and Emergency (FENZ) and First Response (Medical) only deliver the first phase, *Response*, they are charged with protecting people and making things safe.



For most responses to emergencies only the first phase occurs.



For larger events the community needs resources and facilitators to support the response and provide for the wellbeing of affected people as we exit the response and enter the Recovery and then Rebuild phase.

### Local Knowledge

The best resource to link the response to the recovery is local knowledge. If we know our community and our resources then we can link the needs of individuals and groups to the resources they need- food, shelter, transport, etc.

The Resilience group will have 15 key people covering 7 geographic clusters, the size of the clusters is so we can achieve a good level of “local knowledge” within each cluster down to a personal level if required and manage this with 2 people.

The local Fire Brigade and First Response also have very good local knowledge, and this fills out the Piha Local knowledge picture to provide focussed local resilience.

### Local Communications

The small cluster size also enables us to have direct communication with affected people and then channel needs through to parties that can provide resources / respond.

A clear line of communication through dedicated channels (Resilience, to Fire, Fire to Command and back again) will enable us to provide reliable informed communications. For extended situations daily information (A Daily Sit Rep) will be posted at the Muster locations, this will be done at 3:00 P.M.

# Response Agencies

## Key facts

Response agencies like Police and Fire and Emergency NZ have statutory powers – they are authorised to carry out a range of duties and can invoke their authority directly at any time that a ‘situation exists’.

Auckland Emergency Management is a standby organisation that gains statutory powers when a ‘state of emergency’ is declared.

All agencies have clearly defined roles, structures, ranks, procedures and tactics which they will implement to match the challenge. This includes escalation – bringing in more resources and agencies.

## Voluntary organisations

Voluntary organisations have no statutory powers or authority however, they often have a formal agreement with Response agencies and Councils to enable them to work along side the agencies & Council. Often referred to as an MOU or Memorandum of Understanding.

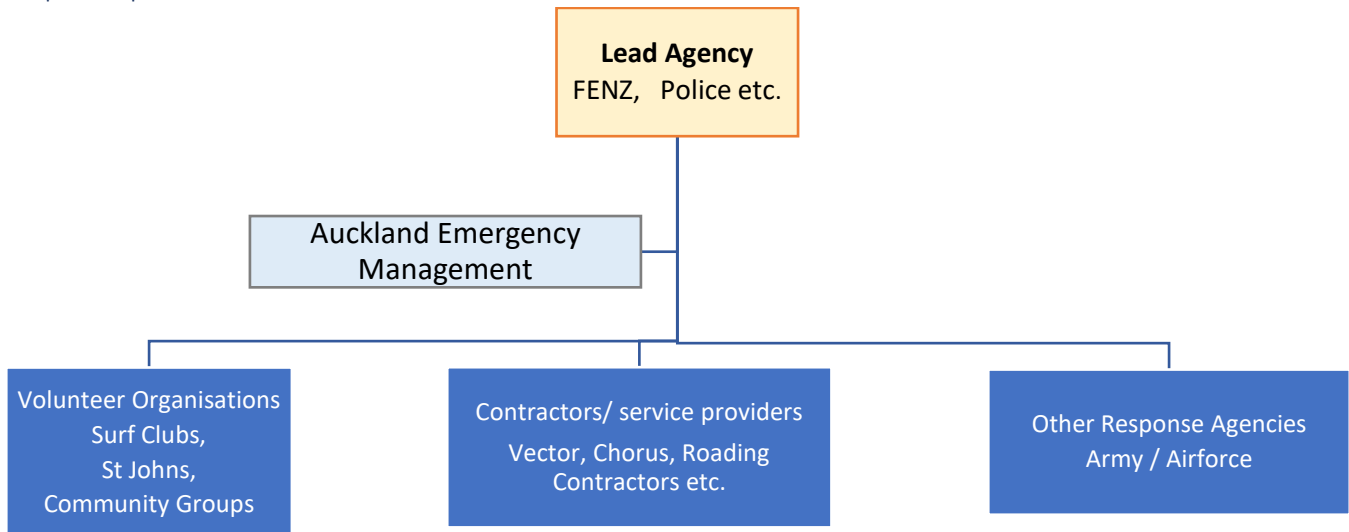
The Piha Resilience Group is a voluntary organisation and will work along side agencies and council to support our community.

# Event Structure

A Significant event will have a lead agency which undertakes the most critical activity in the response phase. For us this will most likely be Fire and Emergency NZ (our local Brigade). They may be supported by our First response Team, the surf clubs and Police as required.

Once they have the situation under control, they may require resources to relocate and support people. This is where, in a big event, the Resilience team can come into play. Using local knowledge and having access to local amenities they can deliver the objectives of this plan.

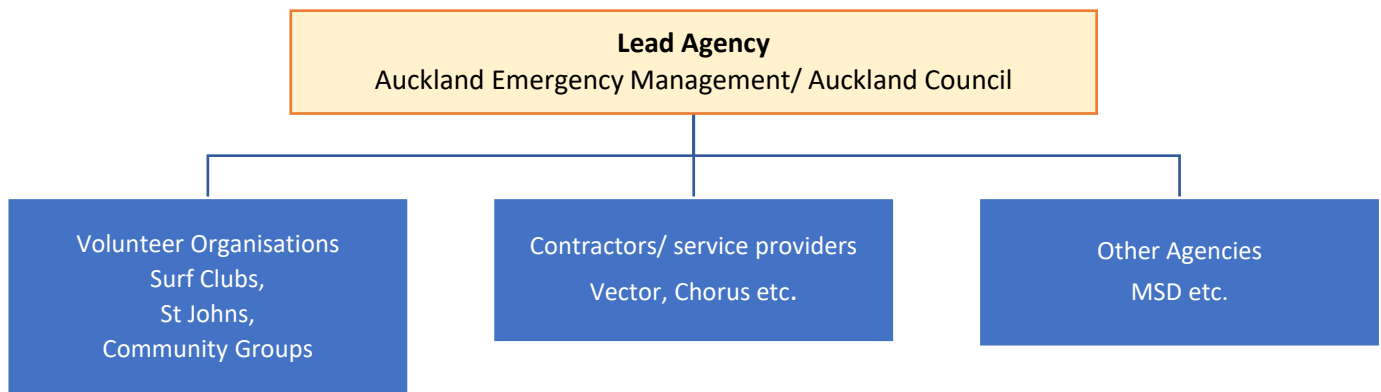
## Response phase



Authority and direction will come from the lead agency until the event is brought to a manageable/ safe state. At this point discussion around what recovery activity is required. If there are recovery and rebuild requirements, then the response agency transfers the lead to Auckland Emergency Management who become the lead agency.

Once the state of emergency is declared over, the emergency statutory powers also cease, and future recovery becomes a Council rebuild function.

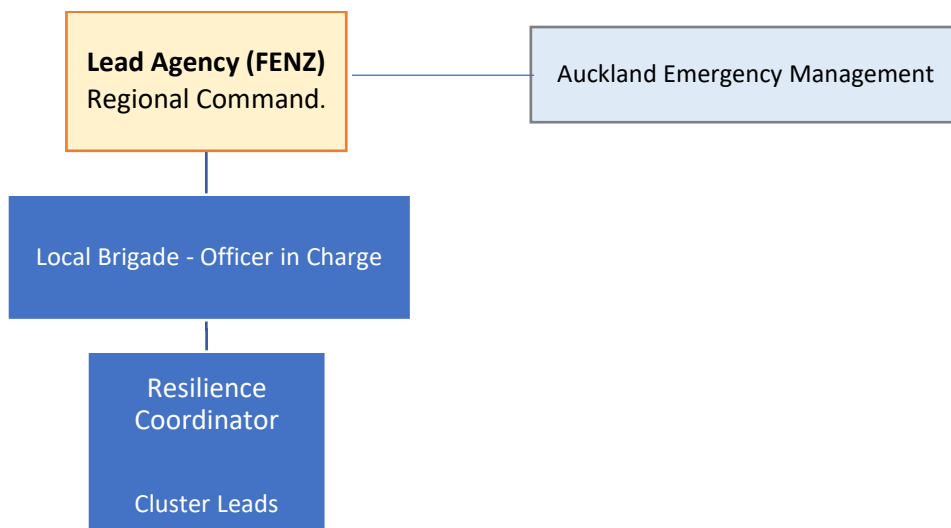
## Recovery & Rebuild Phases



Involvement of local organisations as per the arrow chart earlier (page 2), we are likely to be involved once the event is stabilised, for the recovery and the rebuild.

### Communications

The lead agency manages all comms. Resilience level comms will go from cluster leads up to coordinator unless it is an imminent life threatening situation in which case direct comms may be necessary.



### Typical Local issue

For a local issue that does not trigger an emergency response such as a power outage, service loss, or isolation due to a slip or similar a temporary solution may be necessary.

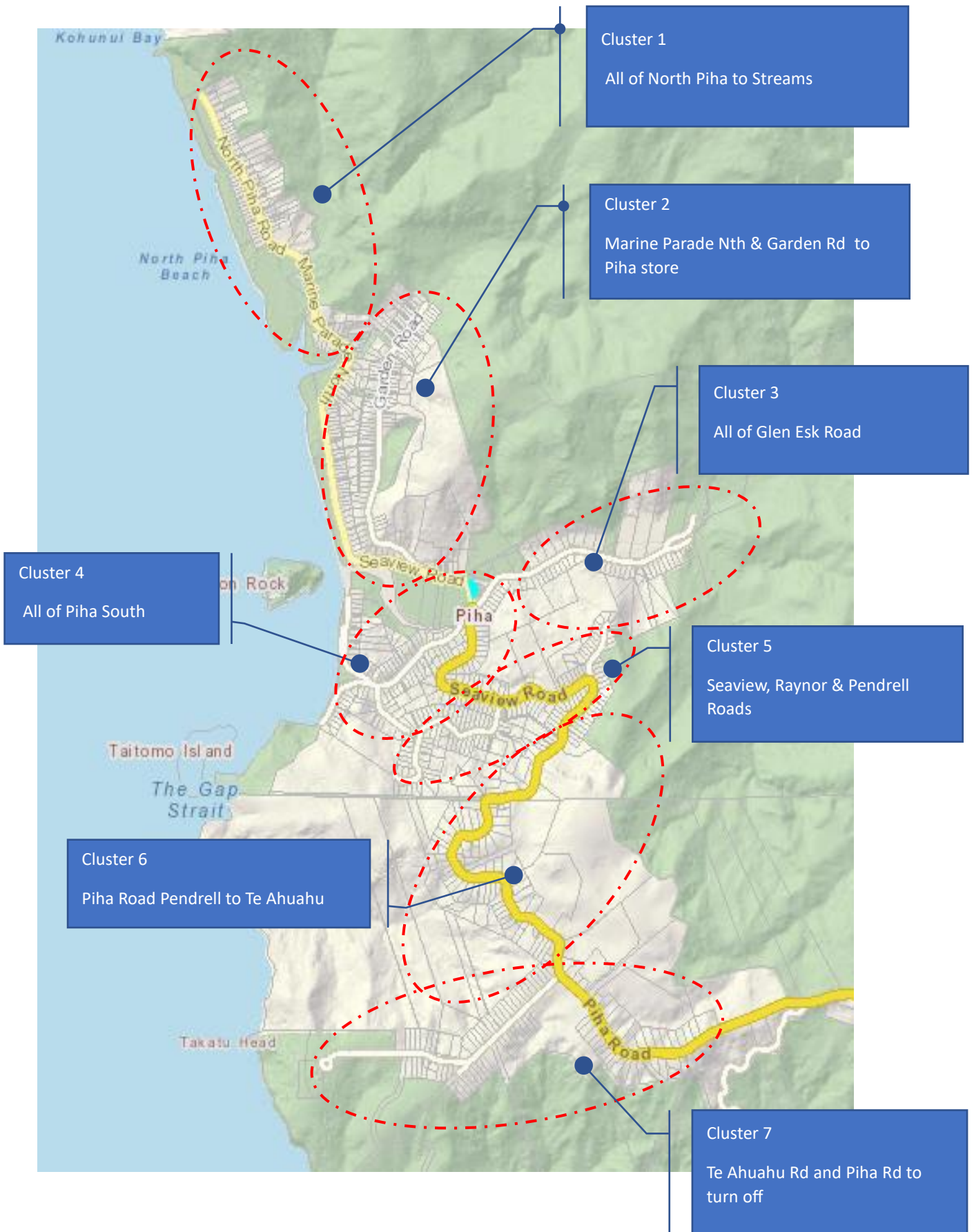
This could take the form of a temporary solution – e.g., loan of a generator, access to facilities, clearance of a fallen tree or support with relocation /transport.

### Communications for local issues

These can be between the parties or escalated to the coordinator or senior officer in the local Brigade or Senior person in the First response team for advice / leadership.



# Piha Resilience – Clusters



# Piha Resilience-Muster zones & Staging locations



## Muster locations

Each cluster will have access to a number of muster locations which can provide a range of amenities and operate as distribution points for supplies etc.

Using localised meeting and distribution points enables us to focus on a smaller group of people, therefore manage more effectively with limited resources and logistics.

Muster locations are:

1. **Barnett Hall** – comprehensive facilities capacity 100 people – large space, kitchen and toilets – more toilets & shower in carpark,
2. **North Piha Surf club** – currently under construction,
3. **Mid Beach amenities** - Limited to shelter and toilets,
4. **Bowling Club** - Comprehensive facilities – capacity 80 people good space, kitchen and toilets – at risk of isolation during flooding,
5. **RSA** - Comprehensive facilities – capacity 60 people, good space, kitchen and toilets – elevated so safe during flooding,
6. **South Piha Surf club** - Comprehensive facilities –capacity 100 people, good space, kitchen and toilets – at risk of isolation during flooding.

## Informal musters

For smaller events and where weather is not a key cause of the event, musters can be implemented at known locations as follows:

1. **The Piha Store** - Elevated area, exposed, suitable for regrouping,
2. **The Piha Café** - Elevated area, exposed suitable for regrouping,
3. **Main carpark outside South Piha Surf Club** - Exposed area suitable only for transitional / regrouping,
4. **Kitekite Falls track** – Glen Esk Carpark,
5. **Water tanks top of the Gap track** - Exposed area suitable only for transitional / regrouping,
6. **Mercer Bay Loop carpark** – Exposed area suitable only for transitional / regrouping or destination for planned evacuation.

The cluster leads will assess the risk and need and select the most appropriate muster point during an event, note this may be in consultation with others who may also be relying on the same facilities.

## Areas to avoid

1. **North Piha & South Piha carparks** - are not recommended as they are isolated and have other risks,
2. **Piha Mill camp** - is prone to flooding but could be considered if flooding is highly unlikely,
3. **Piha Fire station** - Likely to be the centre for the response and possible event management command centre,
4. **Campground and Domain** – are prone to flooding but could be considered if flooding is highly unlikely, only suitable for re-grouping.

## On Foot Evacuation routes

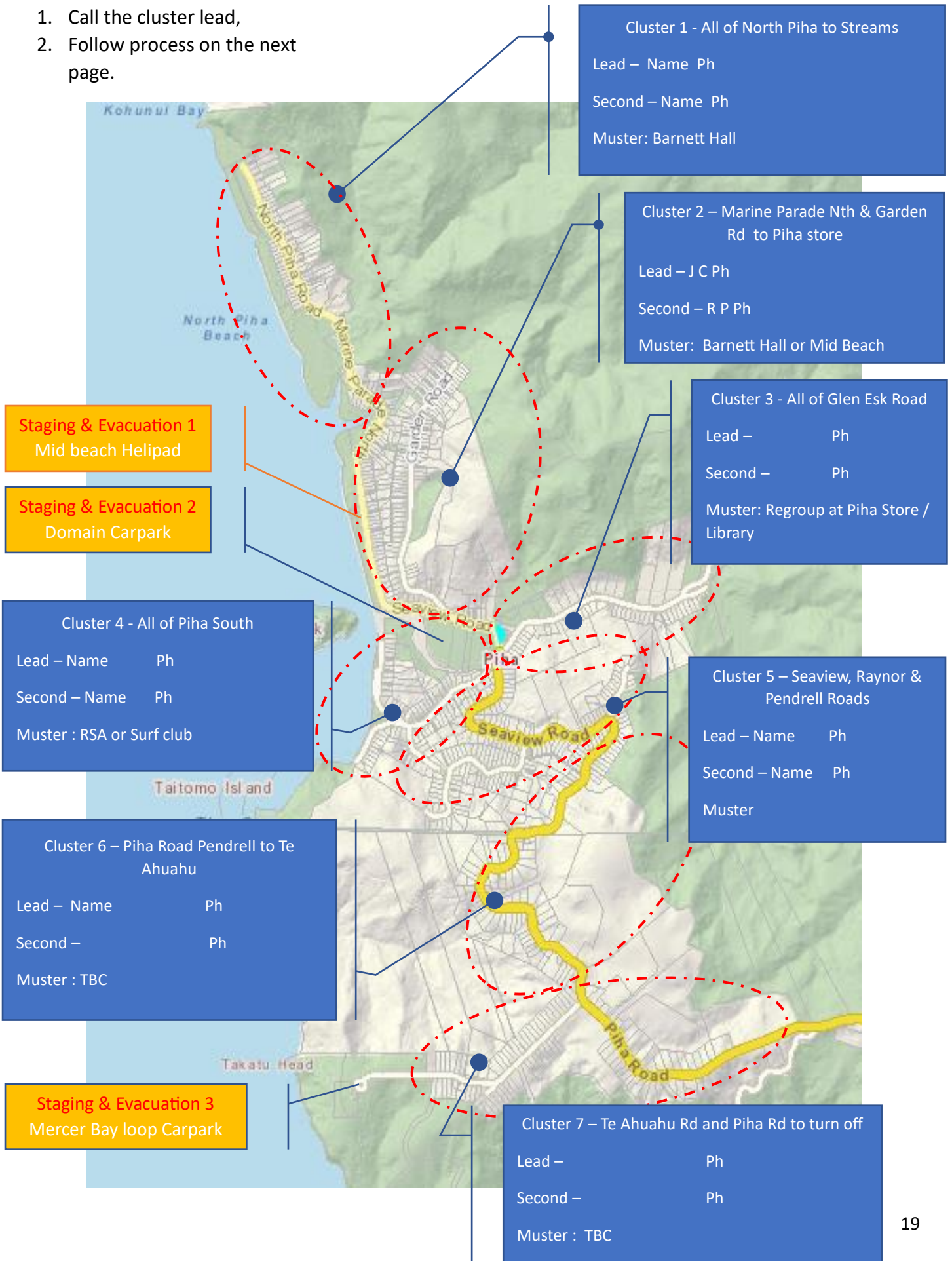
A number of tracks can provide a route out of Piha, these include Whites track to Anawhata road, Gap track from the beach to Piha Road above the look out.

Milk track & Raynor Road tracks Sylvan Glade to Raynor Road & Raynor Road to Piha Road (above Pendrell Road).

## Piha Resilience Quick Reference Guide

**Actions:** If it is an emergency call 111 otherwise,

1. Call the cluster lead,
2. Follow process on the next page.



## Triage – Cues for questions help shape support.

**Is this an emergency – Yes = Call 111.**

**No; talk through the issue with the cluster lead.**

### What - is my issue?

- Catastrophic event – something that has resulted in significant wellbeing and property loss,
- Inundation - Flooding, mud slide or similar,
- Isolation – Driveway, road slip, blocked access, loss of mobility, etc.
- Utility Loss - loss of power and water incl. tanks and waste systems.

### Where?

A clear description of the location including any local landmarks.

### Who is affected?

How many people, or; is it an area that is affected e.g., power out north Piha

### Current situation:

- What is happening?
- Is it being managed or brought under control, or is it getting out of control – If out of control **Call 111**,
- Who is on site and who should be on site,
- What help do you need?

## Muster / Distribution locations

Piha has a number of locations suitable to assemble and shelter people, – choose the safest location, avoid low lying areas during flooding (Bowling club, Gallery, Fire station, Campground).

- North Piha & Garden Road: Barnett Hall, Mid Beach Helipad and Amenity block
- Glen Esk Road: Rangers' house by Carpark, Piha store, Reserve area behind Gallery (floods so avoid if flooding risk)
- South Piha: Surf Club, RSA, Piha Library & P.O
- **Piha Hill – New Facility at gap track & Te ahu ahu Road.**

## Staging / Evacuation locations

Three locations where materials and supplies can be dropped off / collected and where people can be evacuated. For evacuations people should first go to a muster point in their cluster so movements can be coordinated.

Staging / evacuation locations are:

- Mid Beach Helipad,
- Domain Carpark,
- Mercer Bay Loop carpark.

Distribution of supplies to the muster locations will be coordinated by the relief agencies and the Resilience group and may bypass the staging locations once a regular supply is in place.

## Evacuation Routes

**North Piha** – Tracks out to Anawhata road, Garden Road or Marine Parade to Village.

**Glen Esk** – Road to village, closed tracks to Anawhata & Piha Roads, Kitekite falls to Piha Road.

**South Piha** – Eel Bridge to Village, Tracks to Raynor Road, Milk track to Piha Road, Gap track to Piha Road.

**Seaview, Raynor & Pendrell & Piha Roads:** Piha Road, Tracks Raynor to Piha Road, Sylvan to South Beach.