

Chairperson and Community Board Members
ŌTAKI COMMUNITY BOARD

19 MARCH 2013

Meeting Status: **Public**

Purpose of Report: For Decision

COMMUNITY RESPONSE PLAN FOR THE ŌTAKI/TE HORO COMMUNITY

PURPOSE OF REPORT

- 1 This report outlines what a Community Response Plan is and recommends a framework to develop one for the Ōtaki /Te Horo community.

SIGNIFICANCE OF DECISION

- 2 This report does not trigger the Council's Significance Policy.

BACKGROUND

What is a Community Response Plan?

- 3 A Community Response Plan (CRP) is a plan developed by the community that outlines how that community will initially respond to a disaster, especially if a community is cut off or the emergency service response is delayed or limited.
- 4 The CRP focuses on managing the short period when the Ōtaki/Te Horo community can not communicate with the rest of the region or even the rest of the district following an emergency event. The CRP will enable communities like Ōtaki and Te Horo to take some initial independent action to start looking after themselves, in a way that is consistent with the district's overall collective response and recovery process and goals.
- 5 The Ōtaki/Te Horo CRP is designed to complement the Kāpiti Coast District Council Civil Defence Emergency Management Plan. The CRP helps to implement and disseminate key elements of the district-wide Emergency Management Plan down to a ward or community level. The development of the CRP may also influence changes to the District-wide plan, which is due for a review after the Wellington Region's Group Plan is completed.
- 6 To be effective, it is essential that CRPs are 'owned' by the community. This means that they must be led and developed by the community, because ultimately it is the community that knows their area best and will implement the CRP in an emergency.
- 7 A Community Response Plan helps to coordinate and speed up a community response to a crisis. The CRP itself is high level but is a useful tool to build relationships, manage strategic resources and inspire the development of more detailed Neighbourhood Response Plans within the community.
- 8 Some outcomes from developing a Community Response Plan include:

- an appreciation of local hazards and the likely impacts/effects of those hazards;
- an opportunity to build positive working relationships amongst local leaders prior to a disaster event;
- clarification of roles and expectations and an opportunity to draw upon collective strengths;
- improved management of local strategic resources;
- improved understanding of the Kāpiti Coast District Council's Civil Defence Emergency Management Plan and how it will be implemented at a local level;
- identification and mitigation of any preparedness gaps; and
- establishing the foundation for the development of more detailed Neighbourhood Response Plans.

CONSIDERATIONS

Developing a Community Response Plan

- 9 To begin the development of a Community Response Plan a group of key stakeholders from within the Ōtaki/Te Horo Community need to be identified and contacted. The geographical area that the CRP will cover also needs to be clearly defined. To help establish these initial details and the ongoing successful progress of the CRP, a community organisation (such as a community board or a strong residents association) must be prepared to take ownership of the CRP. Having a local owner helps to ensure that momentum on the CRP's development is not lost and the final Plan remains current and valid.
- 10 It is recommended that the stakeholder working party is no larger than about 12 representatives to avoid it becoming unmanageable or inefficient. Recommended members of an Ōtaki/Te Horo stakeholder group could include:
 - one representative from the local community board;
 - the local Civil Defence Controller;
 - coordinators from the Te Horo and Ōtaki Civil Defence Volunteer Groups;
 - the District's Neighbourhood Support Coordinator;
 - representatives from the local police, fire service, ambulance & rural fire;
 - local iwi representatives;
 - the two local supermarket owners and the food bank coordinator;
 - local fuel station owners;
 - a local medical centre representative; and
 - the Ōtaki College Principal or the principal of the Ōtaki Primary School (this school has been identified as a potential CDC site).
- 11 A formal written introduction to stakeholders will outline the purpose of the Community Response Plan. The diagram at Attachment 1 provides an overview of the approximate timeline associated with the six Community Response Plan Development Phases. Timeframes can be adjusted to suit busy or conflicting schedules.

Process Outline

- 12 Attachment 2 provides an outline of the proposed community meetings at which the CRP would be prepared.

- 13 The process outline provides a brief outline of the planning framework used to develop a Community Response Plan. It is not set in concrete and is designed to be flexible to meet different community needs. The meetings themselves are very interactive and are an excellent opportunity to build relationships and set clear expectations between community leaders.
- 14 Membership in the stakeholder group is a significant commitment over the 16 week Community Response Plan development cycle. The Ōtaki Community Board need only commit one representative to this process but can include more if desired. A member should report back to the Board on progress and receive feedback from the rest of the Board to ensure that the full community board can be kept involved in the process. A lot of the background work to develop and draft the CRP is done by the Emergency Management Advisor (EMA), but it is essential that members of the stakeholder group establish the roles, lead the negotiation of agreements and develop the resourcing arrangements relevant to their community.
- 15 The first step toward starting a Community Response Plan for the Ōtaki/Te Horo Community is for the Community Board to decide, with the assistance of the EMA, who the key stakeholders should be (including the representatives from the Community Board itself). The selected community board representatives will then work with the EMA to identify some suitable meeting dates and a venue.
- 16 Once these decisions have been made the EMA will prepare an invitation letter to all the selected stakeholders, outlining the purpose of the CRP, its scope, the planning process and the proposed timeframe. The EMA will then report back to the community board representative on responses received and if any changes are required to the first session date or list of stakeholders.
- 17 The stakeholder group will need to decide early if one plan is sufficient to cover both the Ōtaki and Te Horo Communities or if two integrated plans are needed. This decision could be made after the meeting that discuss resources available to the community and if these resources would be limited by the failure of any key infrastructure such as the Ōtaki SH1 bridge.

Financial Considerations

- 18 Any financial issues that arise during the planning process when developing the CRP will be discussed as and when they arise with Council staff involved in the stakeholder group.
- 19 The cost of hosting the planning sessions (including refreshments) will be covered by the Wellington Region Emergency Management Office (WREMO). Resources/materials and basic costs associated with developing and publicly distributing the CRP will also be met by WREMO.

Legal Considerations

- 20 There are no legal considerations for the Community Board to consider.

Delegation

- 21 Part D, section 7.1 of the Kāpiti Coast District Council Governance Structure 2010-2013 gives community boards the delegated authority to:

assist with local civil defence and emergency management activities, including involvement in welfare responses, in accordance with the District Civil Defence Plan.

Consultation

- 22 It is not proposed that the draft CRP is publicly consulted. The stakeholder group is a representation of the community. Iwi, emergency services and key community leaders are involved.

Policy Implications

- 23 The district-wide Civil Defence Emergency Response Plan will strongly influence the development of the Ōtaki CRP, and it is recommended that throughout the planning process the district-wide Civil Defence Emergency Response Plan is regularly checked and cross-referenced with the draft Ōtaki CRP to ensure both documents remain consistent. The local CRP, being a newer document, may influence revisions to the district-wide plan.

Tāngata Whenua Considerations

- 24 It is recommended that local iwi are involved in the development of the Ōtaki Community Response Plan and at least one representative is on the stakeholder working group.

Publicity Considerations

- 25 The CRP will be publicly advertised and made available on the Councils' website.

RECOMMENDATIONS

- 26 That the Ōtaki Community Board be the sponsor of the development and ongoing maintenance of the Ōtaki Community Response Plan and participates in its development.
- 27 That the Ōtaki Community Board defines the geographical scope of the Community Response Plan (CRP) to cover both the Ōtaki and Te Horo Communities initially, leaving it up to the CRP Stakeholder group to decide if of interest are required.
- 28 That the Ōtaki Community Board endorses the stakeholders to participate in the development of the Ōtaki Community Response Plan and helps develop the list provided in Table 1, Attachment 1 to report CS-13-802.

Report prepared by:



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WREMO

Approved for submission by:

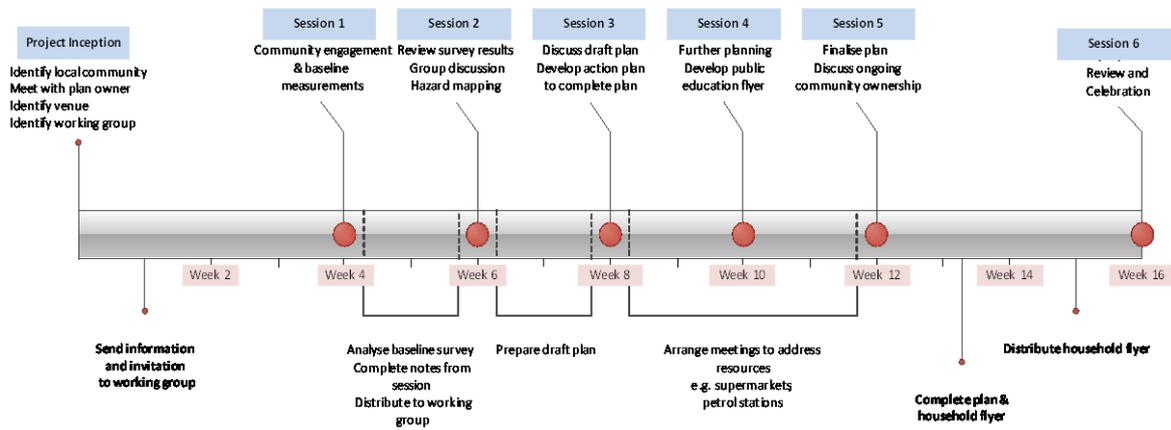
Bernie Goedhart
Group Manager Corporate Services

ATTACHMENTS:

- Attachment 1: Process for developing CRP
 Attachment 2: Outline of community meetings
 Attachment 3: List of Potential CRP Stakeholders

ATTACHMENT ONE – PROCESS FOR DEVELOPING CRP

Diagram 1: Community Response Plan Development Phases



ATTACHMENT TWO – OUTLINE OF COMMUNITY MEETINGS

A series of six meeting sessions is proposed. Each meeting will take approximately 1.5 hours, and be spread approximately two to three weeks apart. An outline of the meetings follows.

Session One

- 29 Session 1 involves a brief welcome and an introduction which outlines the planned objectives and expected timeframes. It is at this time that the following five session dates are confirmed in everyone's diaries. The Emergency Management Advisor (EMA) will lead the meeting and explain to the participants their role in helping their community become more resilient to different large emergency events. The EMA will clarify that they are there to support the process and provide a framework for developing the Community Response Plan, but that the actual working details of the CRP must be cultivated and owned by the stakeholders themselves.
- 30 To assist with the initial planning process the stakeholder group is surveyed to measure their perception of the community's independent capability to improvise and adapt to the demands, challenges and changes encountered during and after a disaster (i.e. their community's level of resilience). The survey focuses on three key theme areas: leadership, social networks and physical resources. These three factors help to measure the capacity of a community to draw upon its individual, collective and institutional resources and competencies to respond to and recover from an emergency event.
- 31 The survey results will then be used to highlight key issues within the community that could impede or improve community resilience and help to identify the CRP's objectives. This usually concludes Session 1. Over the intervening two week period the EMA will analyse the survey results and summarise any action points and distribute them to the working party prior to the next session.

Session Two

- 32 Session 2 is the start of the CRP's physical development. This session quickly recaps on Session 1 and further discusses the issues raised under each theme area. The session also considers other reference material that could be useful in the CRP such as: the Kapiti Coast District Council Civil Defence Emergency Management Plan, hazard maps, information on local Civil Defence Centres, local strategic resources and the development of a high level contact list etc.
- 33 When reviewing the issues the stakeholder group can either work collectively or be divided up into smaller working parties to discuss and consider options/solutions to each issue. Each topic is analysed by asking a series of who, what, how questions. Often this analysis will yield action points that require further investigation or a resolution. For example, under the physical resources theme an action point might be that an emergency fuel distribution plan needs to be discussed and confirmed with local fuel suppliers. Individual members of the stakeholder group are then tasked to follow up these action points and report back on progress at the next session.
- 34 During the sessions the EMA helps to keep the discussion focused on the issues, highlights factors that should be considered and records any action points and tasking assignments. During the intervening weeks the EMA collects and puts together the beginnings of a Draft CRP. Table 1 below represents

some key sections of the CRP that should be covered. However, every community is different and the CRP is designed to be flexible and able to incorporate less or more detail as appropriate to the situation.

Table 1: Key sections that a Community Response Plan should cover

Sections	Purpose
Background Section	Explains the motivations for completing the process and relevant information about the community and the district-wide Emergency Response Plan.
Warning & Information Systems	Provides information about the hazard warning systems in place in the community (e.g. radio stations, text alerts etc.).
Hazard Maps	Provides information about the hazards that face the community
Support Services	Provides information on agencies that are involved in the Plan, their role and interaction with each other, and contact details for their organisation.
Civil Defence Centres	Outlines what the role of these Centres are and their difference from Welfare Centres, where they are located, and explains that the community will be responsible for opening and running them.
Local Resources	Provides information on the location of and arrangements made about large scale resources such as supermarkets, petrol stations and water reservoirs.
Key Stakeholders	Identifies the key stakeholders involved in the development of the Plan and their roles in an emergency event.
Action Points that still require a resolution	Identifies any additional resources, agreements or plans that need to be developed to further strengthen community resilience and assigns responsibilities and dates for them to be achieved by.
Neighbourhood Response Plan Template	A one pager to assist local neighbourhoods to use the Community Response Plan to develop more individualised but complementary plans for their street or local neighbourhood.
Signing and next review date	Signatures of the stakeholder group and a review date to ensure the Plan is validated, remains current and is remembered.

Session Three

- 35 Session 3 involves a recap on the previous meeting and feedback on progress with any assigned taskings amongst the stakeholder group. During this session the draft CRP is checked to ensure it is consistent with the standard operating procedures outlined in Kapiti Coast District Council Civil Defence Emergency Management Plan, hazard maps are also presented, reviewed and fleshed out in more detail. It is important that arrangements with large-scale resource providers in the community (supermarkets, fuel stations, accommodation facilities, medical centres etc) are fully developed and referenced in the CRP. In the early days following a disaster these may be the only resources available to the community and will need to be efficiently managed. This could include providing those places with assistance to protect these resources. The EMA can help with this process by assisting members of the working group in their discussions with these organisations.

Session Four

- 36 The main aim of Session 4 is to further finalise the CRP based on the work done during and following session 3. This meeting once again reviews the CRP's progress by reviewing if issues raised are being resolved or enhanced and objectives being met. Once the general contents of the CRP are agreed, how

the Plan will be communicated to the community will also need to be decided. A flyer is the most popular option. Key items that should be communicated include:

- that a CRP has been developed and its purpose;
- how the CRP links in with Council's Emergency Operations Centre and standard operating procedures outlined in the district-wide plan;
- how certain key resources will be managed following a disaster;
- the location of relevant key resources (e.g. community water tanks) and Civil Defence Centres;
- what to expect at a Civil Defence Centre;
- how neighbourhoods can prepare their own plans; and
- where to get more information about planning for an emergency.

Session Five

37 Session 5 involves a recap of progress to date. It is another opportunity to review progress on any action points and a chance to collectively approve the draft public information notice. The stakeholder group then decides how they would like to distribute the notice to the community. Options include:

- a leaflet drop in letterboxes;
- publishing in community newspapers;
- displays in popular community areas; and
- publicity at existing events or a special event for the Plan itself.

38 It is at this point that it must be clearly identified amongst the stakeholder group who will take responsibility to own the CRP in the future. The CRP is a living document and needs a guardian to ensure it remains current and is reviewed reasonably regularly (a timeframe for a regular review cycle is decided by the group).

Session Six

Session 6 begins with a repeat survey of the stakeholder group. This will help to determine if the planning process has helped to improve community resilience. A general discussion will then identify if there are any outstanding issues for the community that need to be reviewed in the future (these details can be incorporated into the Plan). It is also an opportunity for the stakeholder group to provide their feedback on the planning process itself and suggest refinements/improvements that could be made to help other communities develop similar plans. A formal final signing of the CRP by members of the stakeholder group is followed by a celebration to thank them for their participation.

ATTACHMENT THREE

Table 1: List of Potential CRP Stakeholders

No.	Name	Organisation	Contact Details
1		Ōtaki Community Board	
2		Ōtaki Community Board	
3	Mike Chase	Civil Defence Volunteer Coordinator - Ōtaki	
4	Marilyn Stevens	Civil Defence Volunteer Coordinator – Te Horo	
5	Kim Nye-Piknell (General Manager)	Neighbourhood Support Coordinator	04 297 3142
6		Iwi representatives from Local Maraes	
7	Slade Sturmey	Ōtaki Police	06 364 7953
8	Ian King	Ōtaki Fire Service	06 364 7080
9		Ōtaki Ambulance	
10	Bryan Sutton	Te Horo Rural Fire	
11		New World Supermarket	
12		Countdown Supermarket	
13		BP Gas Station	
14		Caltex? Gas Station	
15		Ōtaki Medical Centre	
16		College or school representative	
17	Bernie Goedhart	Kapiti Coast District Council Controller	
18		Winstone Aggregates	
19		Ōtaki Foodbank	