

Kai Iwi Lakes Security Review

Kaipara District Council



September 2020

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This report presents the findings of a security review requested by the Kaipara District Council (KDC) for Kai Iwi Lakes, Taharoa Domain, located 35kms north of Dargaville. An onsite assessment was conducted on 2nd September 2020 by Craig Bidois and Greg Bolton from Security Consultants, FearFree Ltd.

The review which included comprehensive discussions with the KDC Parks and Recreation Manager, Kai Iwi Lakes Campground Coordinator and Parks Officer, concluded that there are relatively basic actions that can be taken to considerably improve staff safety and overall security. The area of highest risk relates to staff working alone, at night, with unreliable communications.

It has been observed that due to COVID related international travel restrictions, New Zealanders are now visiting our parks and recreational areas in far greater numbers. Given Kai Iwi lakes proximity to Auckland, considerably higher numbers of visitors than usual are likely, which will increase the risk of conflict and safety-security related incidents.

Health and Safety in employment has received considerable attention by government agencies. This comes after some high-profile incidents and the introduction of the new Health & Safety at Work Act 2015. It is advised that Health & Safety and Security should share an equal focus, as they both have the potential to impact on people's safety. There is a general duty under the Act to eliminate all risks to health and safety, and if risks cannot be eliminated, they must be minimised as far as is reasonably practical.

FearFree would like to commend KDC for taking a pro-active approach with improving the safety-security of Kai Iwi Lakes which will not only benefit their staff, but also the general public.

The review details risks and provides practical, achievable advice at organisational and site-specific level.

MAIN FINDINGS:

The following provides a summary of main findings with advice to lower the associated risks. In-depth details are provided within the main body of the document with current risk levels depicted in the right-hand column

Staffing: Advised minimum staff levels

High Risk of assault, conflict and safety-security related incidents stemming from an influx of visitors

In line with lone worker best practices particularly at night and considering the risks of unreliable communications, we advise KDC prepare to increase staffing levels during the peak period (December to April, or as the situation dictates) as follows;

- A minimum of two Parks Officers (Warranted) on duty during the day.
- During evening and nights, a minimum of two staff based at Pine Beach campground with at least one staff being Warranted for enforcement purposes.

Communications

High Risk of staff unable to call for assistance if assaulted, threatened, or another emergency due to unreliable cell phone coverage in parts of Taharoa Domain. The current handheld radios only have basic line-of-site capabilities and are unreliable in bad weather or if obstructed by topography, trees and distance.

- Advised to upgrade handheld radios to a VHF or similar system

Duress alert system

High Risk of staff unable to alert others if they need immediate help.

Due to limited cell network coverage, personal duress pendants are not suitable for staff use within the Taharoa Domain. The currently used GPS-Iridium based device with SOS function is deemed adequate and regularly tested although the following is required to improve the duress alert system;

- Formalise guidelines on operational use, limitations, testing and response procedures
- Ensure all staff either full or part time are provided a device with appropriate training including understanding their limitations and ensuring they keep the device with them at all times.
- Consider upgrading the current GPS device to enable greater communication options including messaging capabilities

Pine Beach campground reception office:

Medium Risk of violence, aggressiveness, robbery and theft impacting reception staff.

- Although the counter is an adequate height, we recommend the Perspex screen is fixed to the counter to prevent it being used as a weapon or pushed onto staff with consideration of extending the screen along the counter.
- Install a gate or door preventing anyone walking around the side of the counter to the staff area and office.
- Create a safe haven for staff by installing dead locks on both internal/external office doors.
- Install frosting to the reception window, office windows and external office door to prevent cash handling being observed
- Bolt safe to floor, review cash handling procedures, minimal cash should be kept on premises

CCTV system

Medium Risk of not being able to detect incidents adequately and insufficiently recorded

- Upgrade CCTV as the current system has noticeable limitations.

Incident Reporting - Emergency Response procedures

Medium Risk of incidents going unreported, uncoordinated/delayed responses to emergency situations

- Revise incident/information reporting system, implement incident risk assessment procedures including assaults, trespassing, disorderly/threatening behaviour
- Identify staff responsibilities, develop guidelines relating to incident/emergency response

Staff Training

Medium Risk of incidents not being reported on time and accurately. Staff being harmed due to lack of situation awareness, skills and training to respond to incidents/emergencies

- Continue with staff training related to conflict de-escalation, incident reporting, working alone, communications, lockdown, duress alarm procedures, and robbery training for cash handlers.

Access Control

Medium Risk of unauthorised entry, willful damage and theft - delays in emergency response during peak season due to gates being opened/locked manually with unreliable communication with key holders

- Installation of automated gate at the main entrance (Intersection of Kai Iwi lakes and Domain roads)



REPORTING PROCESS:

FearFree advocates the use of a risk-based security framework. Potential risks and gaps in physical security systems and procedures are identified, with recommendations formulated to mitigate the risks.

Reports provide information to assist making cost effective, and practical risk-based decisions to improve staff and public safety.

In order to identify potential risks, FearFree consultants create a template for site visits detailing a range of procedural and physical security aspects to be assessed.

Staff are interviewed with systems and processes seen in action. Recommendations are made on what steps should be taken to mitigate risks when identified.

To highlight where the most serious risks have been identified, a table outlining, findings, advised mitigation and risks has been created so that organisations can prioritise where to focus time and funding.

SITE ASSESSMENT OBSERVATIONS AND RECOMMENDATIONS

General

Kai Iwi Lakes consists of three lakes within the 640-hectare Taharoa Domain, located 35kms north of Dargaville and is administered by the Kaipara District Council. There are two camping ground areas, Pine Beach with a capacity of 480 campers and Promenade Point with a capacity of 120 campers.

During peak holiday season (Mid December through to Easter) there can be an estimated 1000 visitors a day in addition to up to 600 campers within the Domain, partaking in a variety of recreational activities.

Indications are that numbers of campers and day visitors will increase substantially due to the COVID related international travel restrictions with New Zealanders now visiting parks and recreational areas in far greater numbers than normal. Given Kai Iwi lakes relative proximity to Auckland, considerably higher numbers of visitors than usual are likely, which will increase the risk of conflict and safety-security related incidents.

Safety-Security related incidents

Reported incidents occurring within the Domain over the recent past include;

- Alcohol fuelled disorderly/abusive behaviour
- Drunken teen threatening persons with a knife
- Wilful damage to camp infrastructure and grassed areas by vehicles performing 'donuts' and 'burnouts'
- Several car break-ins involving unattended vehicles parked next to the toilet block on Kai-iwi Lakes road

Staffing

Findings	<p>From our observations and discussions with KDC staff, Kai Iwi Lakes low and high season staffing arrangements have until now been adequate in relation to maintaining a reasonable level of safety and security.</p> <p>National trends indicate numbers of campers and day visitors to Kai Iwi Lakes will increase substantially due to the COVID related international travel restrictions with New Zealanders now visiting parks and recreational areas in far greater numbers than normal.</p> <p>Given Kai Iwi lakes relative proximity to Auckland, considerably higher numbers of visitors than usual are likely, which will increase the risk of conflict and safety-security related incidents</p> <p>Early indications have already been observed with a substantial increase in camper van visits to Kai Iwi Lakes compared to the same period in previous years which averaged about 5 a week compared to 5 a night currently.</p>	HIGH
Advice	<p>In line with lone worker best practices particularly at night and considering the risks of unreliable communications, we advise KDC prepare to increase staffing levels during the peak period (December to April, or as the situation dictates) as follows;</p> <ul style="list-style-type: none"> • A minimum of two Parks Officers (Warranted) on duty during the day. • During evening and nights, a minimum of two staff based at Pine Beach campground with at least one staff being Warranted for enforcement purposes. • The peak season staffing arrangement at Promenade Point camping ground appears sufficient. 	
Risk	<p>Staff assaulted while working alone and at night.</p>	

Pine Beach campground reception office



As an organisation's interface with the public, front counter/reception areas must have safeguards to protect assets and people from risk.

The reception office is well situated just inside the entrance to the Pine Beach camping ground area and consists of two rooms, a reception area and office connected by an internal door. There are 2 CCTV cameras attached to the exterior walls covering the front entrance area and side/rear of the building and another 2 cameras positioned inside the reception area.

The building is fitted with an internal sensor activated audio alarm system. Entry into the reception area consists of a ranch slider fitted with a standard lock.

The reception counter is 'L' shaped, 1100mm high although has no door/gate preventing unauthorised persons from walking around the counter to where a staff member usually sits.

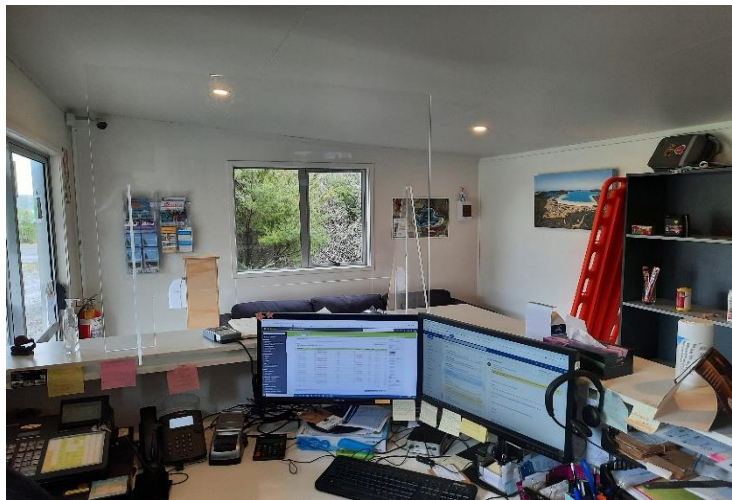
A cash register and computer are positioned on the desk with the staff member facing towards the entrance door with a good line of site towards the entry door and campground entrance.

An internal door with no lock connecting the reception area with the office is located to the rear of the counter area. A staff-only office entry door is located off the side of the building and fitted with a standard manual key entry lock.

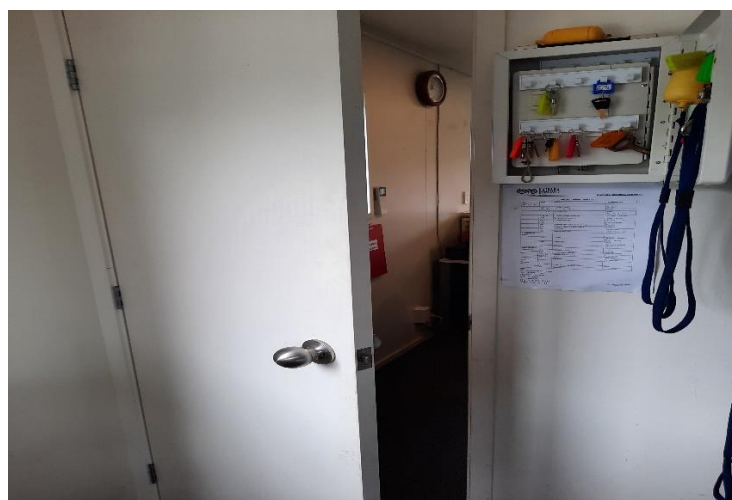
A small floor safe is located under a desk in the office although is currently not bolted to the floor.



Reception area



Staff desk space facing reception area



Internal office door



Rear office door



Office floor safe

<p>Findings</p>	<p>The buildings external security has adequate external lighting and both entry doors are in clear sight.</p> <p>The reception area counter is well positioned allowing staff to observe people and vehicles entering the camp area and people approaching/entering the reception area.</p> <p>Although the counter is an adequate height, we recommend it is fixed to the counter to prevent it being used as a weapon or pushed onto staff with consideration of extending it along the counter.</p> <p>Currently there is no gate or door preventing anyone walking around the side of the counter to the staff area and office.</p>	<p>MEDIUM</p>
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	<p>The internal door to the office area is ideally located behind the reception area allowing an escape route although currently has no lock.</p> <p>The office would serve as an ideal safe haven for staff to retreat to in case of an aggressive/violent person.</p> <p>The window located next to the reception desk and windows along with glass entry door allows a person outside to observe cash handling.</p> <p>The CCTV system monitor is located on the wall in the reception providing a good visual deterrent while able to be observed by staff. The cameras have reasonable coverage although video digital footage can only be saved up to 7 days and the cameras can only be monitored from within the office and not remotely.</p>	
Advice	<p>Fix Perspex screen to counter to prevent it being pushed onto staff or used as a weapon.</p> <p>Install a gate or door between the end of the counter and internal wall to slow down an attacker allowing time for staff to retreat to the office.</p> <p>Install dead locks to the internal and external office doors creating a safe haven for staff allowing time to retreat to and call for help.</p> <p>Apply frosting to the reception and office windows to prevent someone observing cash handling as large amounts of cash can be received per day during peak season.</p> <p>Bolt safe to floor.</p>	
Risk	<p>Inadequate internal physical security exposes staff to assault, aggressiveness/threatening behaviour, robbery and theft.</p>	

Communications



Findings	<p>There is unreliable or no cell phone coverage in areas of Taharoa Domain although Vodafone has better coverage than other providers.</p> <p>The current handheld radios only have basic line-of-site capabilities and are unreliable in bad weather or if obstructed by topography, trees and distance.</p>	HIGH
Advice	<p>Upgrade handheld radios to a VHF or similar system to improve reliability.</p> <p>All staff working in the Domain should be equipped with an upgraded radio.</p>	
Risk	<p>Staff assaulted, unable to call for help in an emergency or unable effectively communicate between each other in the Domain and/or KDC Operations in Dargaville.</p>	

Personal duress alert system

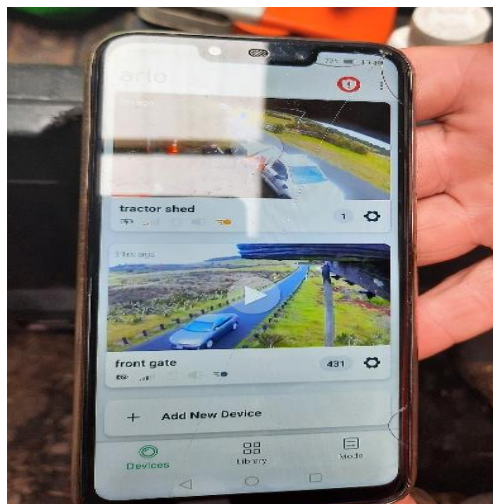


Findings	<p>Due to limited cell network coverage, personal duress pendants are not suitable for staff use within the Taharoa Domain. The currently used GPS-Iridium based device with SOS function is deemed adequate and regularly successfully tested according to staff.</p> <p>The Parks Officers vehicle is fitted with a fleet management system duress alarm.</p>	HIGH
Advice	<p>Formalise guidelines on operational use, SOS/emergency activation and response, regular testing and limitations (GPS based systems do not work inside buildings or under thick tree foliage)</p> <p>Staff advised to keep the device with them at all times.</p> <p>Consider upgrading current devices to include more advanced communication capabilities including messaging.</p>	
Risk	Risk of staff unable to call for help in an emergency.	

CCTV



Camp Office reception CCTV monitor



Arlo CCTV system (2 cameras only)



<p>Findings</p>	<p>There are currently 14 CCTV cameras operating in the Domain although they are not connected by a common system.</p> <p>2 cameras are positioned inside the Pine Beach camp office reception area, 2 cover the exterior areas of the building including the entry area into the camping ground.</p> <p>1 solar powered camera covers the area in front of the Parks Officers utility shed with another solar powered camera covering the main entry into the Domain although only the Parks Officer can monitor the camera remotely on his smart phone with live imagery prone to freezing.</p> <p>Another 4 cameras cover the Promenade Point camping ground office including the building exterior and immediate surrounds.</p> <p>The final 4 cameras cover the exterior surrounds of the education building on the western shore of Lake Waikare although cameras are not set up to be monitored remotely.</p> <p>The hard drive for the CCTV is located under the reception office desk.</p>	<p>MEDIUM</p>
<p>Advice</p>	<p>Upgrade CCTV as the current system has noticeable limitations.</p> <p>CCTV should cover all areas of risk and entry/exit points. The quality should be confirmed to ensure that people are recognisable in all light conditions that will be present.</p> <p>An updated system should provide the ability for key staff and KDC Operations to monitor cameras remotely with motion activation capability.</p> <p>Footage should be kept for 30 days rather than the current 7-day capacity in case of enquires and investigations. This may also include COVID related investigations where a person/s movement and activity require verification.</p> <p>Due to reported incidents of vehicles being broken into with valuables been taken, advised to install 2 extra cameras covering the toilet block area on Kai Iwi Lakes road to detect/deter car break-ins, willful damage and disorderly related incidents. CCTV signage should also be in place.</p>	
<p>Risk</p>	<p>Risk of not being able to detect incidents adequately and not sufficiently recorded.</p>	

Incident Reporting - Emergency Response procedures - Training

Findings	<p>The current incident reporting system comprises of staff filling out forms manually and keeping physical copies in folders than are prone to being misplaced or damaged.</p> <p>As a result of extensive consultation, it is apparent the Kai Iwi Lakes Campground Coordinator and Parks Officer are very experienced with excellent local knowledge and people skills.</p> <p>During an incident or emergency, staff employed on a temporary bases over peak periods may not have the necessary level of skills and experience to respond effectively.</p>	MEDIUM
Advice	<p>Update reporting guidelines to ensure incidents and important information are recorded accurately in a secure KDC data base using appropriate templates.</p> <p>Update best practice guidelines and reporting structures to ensure staff are aware of their individual responsibilities. We advise soft/hard copies are maintained for staff reference and include;</p> <ul style="list-style-type: none"> • Important/emergency contact numbers (phone tree) • Incident/emergency response and reporting • Trespass protocol • Communications (Radio use) • Duress alarm activation and response- testing procedures • Robbery safety – cash handling • Active shooter – hostile act - lockdown • CCTV (recording/reviewing footage) • Access Control (front gate protocol) <p>Review risk assessment procedures for all incidents particularly involving violence, willful damage, trespass, disorderly/threatening behaviour. Management to evaluate if measures are required to lower the risk to staff, public and assets.</p> <p>Provide a standard orientation for new full time/part time staff including site visits and best practice guidelines.</p> <p>Continue with regular training including conflict de-escalation, incident reporting, emergency response, working alone, communications, lockdown, duress alarm procedures, and robbery especially for cash handlers.</p>	
Risk	<p>Incidents not being reported on time and accurately.</p> <p>Staff being harmed due to lack of situation awareness, skills and training to respond to incidents/emergencies.</p>	

Pine Beach camping ground staff accommodation



Findings	<p>The Pine Beach camping ground staff accommodation is a prefab building consisting of a small living area with kitchenette and bedroom is located adjacent to the reception office.</p> <p>The building is primarily used to accommodate extra staff who are on duty during nighttime through the peak season.</p> <p>The building does not contain a television or other assets that maybe attractive to would be thieves and has a single-entry door with standard door lock.</p>	LOW
Advice	<p>We have no significant safety and security related concerns for this building although occupants should be reminded to keep the door locked if away, even for short periods.</p> <p>Windows should only be left open if fitted with security catches to prevent unlawful entry.</p>	
Risk	Unlawful entry.	

Parks Officer Utility Shed



Findings	<p>Parks Officer utility/maintenance shed located close to Pine Beach on the main entry road into the Domain. The shed is comprised of an open garage housing a tractor and an enclosed garage housing a range of equipment and off-road vehicle.</p> <p>The keys for the tractor and off-road vehicle are not kept on site and the entry door and garage door are fitted with standard locks.</p> <p>The area in front of the shed is covered by 2 CCTV cameras which are monitored by the Parks Officer via an App on his smart phone.</p>	LOW
Advice	Install dead locks on the entry and garage door to deter unlawful entry and theft.	
Risk	Unlawful entry and theft.	

Access Control – Main Entrance



<p>Findings</p>	<p>Domain Road, off Kai Iwi Lakes Road, is the main entry into Taharoa Domain and leads to the Pine Beach Camping ground located approximately 2kms from the main road.</p> <p>The entrance has two metal gates that are manually closed together and padlocked from 21:30hrs until 07:00hrs during peak season although is left open during the off season.</p> <p>The entrance is covered by a single CCTV camera with signs advising of CCTV, no dogs and no hunting-shooting present.</p> <p>Parks Officer informed that local people expect to have access to the Domain 24/7 in the off season and when the gates have been locked during the off season, the gate padlock was cut, and the gates opened shortly after.</p> <p>On occasions vehicles has entered the domain and wilfully damaged grassed areas by performing 'donuts' including an incident involving a vehicle damaging campground equipment.</p> <p>During peak season, staff on duty overnight have to travel 2kms from the Pine Beach campground to unlock the gates in the event of an emergency or similar. Poor cell phone coverage can make this process more challenging.</p>	<p>MEDIUM</p>
<p>Advice</p>	<p>As is the practice at other large parks and domains, particularly if infrastructure and camping facilities are present, we advise an automated gate system is installed at the main entrance.</p> <p>An automated gate with CCTV can be opened and closed remotely, activated by road pad sensors (for exiting vehicles) or by keypad/key card.</p>	

	<p>An automated gate with compatible CCTV system would reduce unauthorized entry, willful damage and theft incidents while ensuring vehicles can enter and exit during emergencies.</p> <p>Besides KDC staff and regular contractors, keypad codes or key cards could be provided to police, fire and ambulance services in the event of an emergency.</p>	
Risk	<p>Unauthorized entry, willful damage and theft.</p> <p>Delays in emergency response during peak season due to gates being opened/locked manually with unreliable communication with key holders.</p>	

Promenade Point campground reception office



Findings	<p>The Promenade camping ground reception office is located close to the entrance with Kai Iwi Lakes road and consists of a small reception area and bedroom with cooking facilities.</p> <p>The office is only used during peak camping season with exterior area covered by 4 CCTV cameras although are not routinely monitored.</p> <p>During peak season, the camping ground is staffed by a couple who stay in a camper vehicle close to the office which appears to be an ideal arrangement.</p>	LOW
Advice	<p>The current safety and security arrangement for the Promenade camping ground office and surrounds seems adequate.</p>	
Risk	<p>Theft, willful damage, unauthorized entry.</p>	

Kai Iwi Lake Road toilet block



Findings	<p>The Kai Iwi Lakes road toilet block is located near the entrance of the Promenade campground and is within the Domain confines. The parking area is used by day trippers who park their vehicles and walk or ride along tracks within the Domain including a loop track around lake Taharoa.</p> <p>There have been two reported incidents where multiple vehicles were broken into while parked next to the toilet block with valuables taken.</p>	MEDIUM
Advice	<p>As part of an upgraded CCTV system, we advise to install cameras covering the toilet block area on Kai Iwi Lakes road to detect/deter car break-ins, willful damage and disorderly related incidents.</p> <p>Install prominent signs advising of CCTVs and signs warning not to leave valuables due to thieves operating in the area.</p>	
Risk	Theft, willful damage, disorderly behaviour.	