

Wellington Region Emergency Management Office

Quarterly Report

1 January – 31 March 2016



Executive Summary

Overview

The new calendar year saw a busy quarter with staff committed to delivering against some demanding targets set in the WREMO Annual Plan. Highlights have included:

Wins

- 1. EOC Training.** Having previously highlighted council staff availability for EOC training as a risk, it is pleasing to note the turnaround experienced with increased numbers commencing EOC training in February. This however needs to be sustained. One of the underpinning aims for the 2016 training year is to empower EOC staff to think, plan and practice using a tsunami scenario in readiness for the National Exercise to be held in August/September this year. Exercise Tangaroa currently under development by MCDEM, will be used to test the nation's readiness for a significant regional based tsunami. In addition to the current training programme created in 2015, further modules to assist Controllers, EOC Desk Managers, Mayors and Deputy Mayors will be developed for delivery later in the year.
- 2. Welfare.** Welfare arrangements in the region have traditionally been at various levels of capacity and capability, with both ends of the spectrum represented. The appointment of a Group Welfare Manager as part of the WREMO staff, and the resulting more collaborative and structured approach to welfare development is raising the overall standard. Group and Local Welfare Managers are operating as a team to identify opportunities for improvement and to develop strategies to further raise the bar. The Regional Welfare Committee is characterised by high attendance levels, presentations on organisational capability, and collaboration on the Group Welfare Plan.
- 3. Community Emergency Hub Guides.** Considerable effort has been applied to define the role, structure, layout, concept of operation, and expectations of those facilities in the community (formerly known as Civil Defence Centres). The new guide will allow members of the community to access the facility, work as a team, establish the Centre, coordinate the response activities/needs in their area, and interface with the official response at the local EOC.

Executive Summary

Developments

The more notable activities progressed throughout the quarter include:

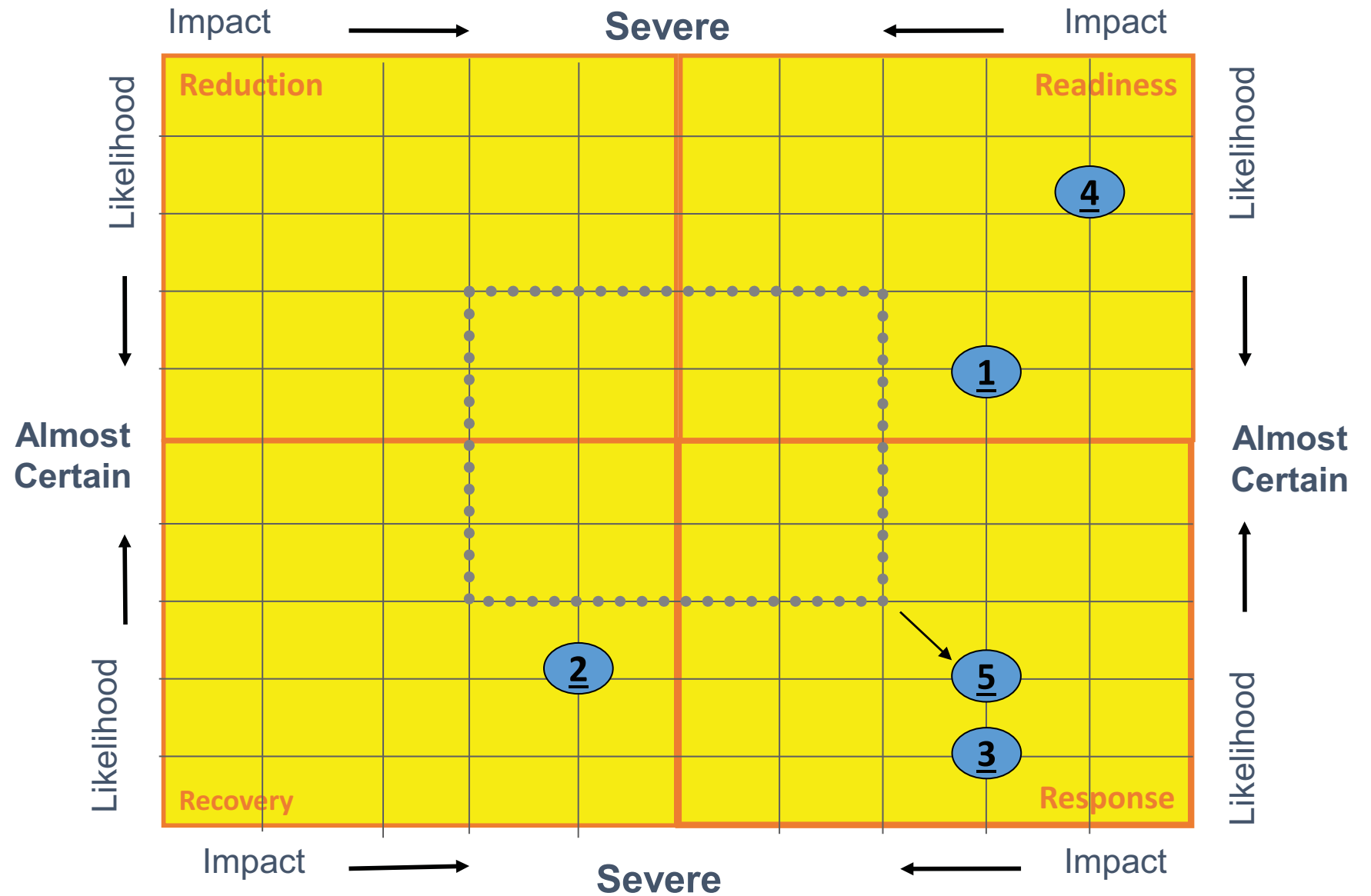
1. **Resilience Symposiums for schools, elderly care facilities and businesses.** Development work is now complete and the programme to deliver has commenced. Initial feedback has been positive. The material used to deliver the symposiums will be available for the respective facilities to, in turn, train their staff.
2. **Tsunami Planning** – The new Group-wide plan will see the region better prepared to respond to a tsunami threat (from warning to 72 hours after arrival). The plan continues to be developed/refined for testing during the national (tsunami based) exercise to commence in August 2016.
3. **Red Cross Hazard App** – Now developed and available in two (Apple and Android) formats. MCDEM and the majority of CDEM Groups have indicated a willingness to use as part of their alerting mechanisms. Once the protocols for alerting are complete, the app will be promoted for implementation.
4. **Communications review** – Following endorsement by the CEG of the proposed way ahead for emergency management VHF communications, action is underway to refined the costs for the preferred option. This will mean that the \$1m originally budgeted in council LTPs can be reduced. The revised costs will be forwarded to the August 2016 CEG.
5. **Lifeline Group Projects** – WREMO continues to work closely with WELG on a number of initiatives. Projects advanced during the quarter include Access Vulnerabilities to Priority Sites, Hazard Mapping for Key Sites, Emergency Resource Availability for Lifelines, and Tsunami impacts on Kapiti infrastructure.
6. **Rationalisation of “CDCs”** – In addition to the development of the facility guide, supplies have been procured to replenish the rationalised set of community based hubs throughout the region.
7. **Group Planning** – One of the challenges of the current planning cycle has been the integration of CDEM Group plans with other council strategic plans, notably the LTP – they are out of sync. Proposed changes will move the CDEM Group Plan from a five-year cycle to a six-year cycle with the Group Business Plan being accommodated as a three-year plan. The proposed changes are within legislative requirements.
8. **Crisis Mapping** – Currently working with Massey University Open Labs, applying a design thinking process to generate an evidence based viable product by the end of the current financial year. This is a national Resilience Fund sponsored project intended to provide enhanced situational awareness utilizing community input.

Executive Summary

31 March 2016

Risk Matrix

1. Waning community interest in resilience building initiatives
2. Lack of effective Recovery Framework
3. Switch to digital ES communications
4. Challenge implementing MCDEM initiatives
5. Council staff attending EOC training



Executive Summary

Risk treatment

1. As time elapses since our last major emergency (May and June 2015), public interest in resilience building initiatives wanes. Projects in this space need to be part of a rolling programme with constant refreshes to take account of emerging knowledge as well as utilising innovative means to empower people to take ownership of their circumstances. Activities associated with Wellington City being part of the 100 Rockefeller Cities network has the potential to keep people in the wider urban area aware and engaged.
2. The lessons arising from Christchurch's recovery programme must be incorporated into a framework tailored for the Wellington region. The Group Pre-disaster Recovery Framework project launched with a forum held 26 March 15. A sitrep on current and proposed activities will be presented to the August CEG.
3. The original direction was that analogue CDEM VHF radios and repeaters were required to be replaced by digital sets by 2018. A project was launched to achieve this and a budget for this purpose was factored into the LTP process. It is now clear that a forced move to digital will not occur or be required. The way ahead, endorsed by CEG, will see the current analogue network rationalized and upgraded at a fraction of the original cost. This risk will be removed from the register in the next report.
4. The need for up-skilling and a more rigorous national approach to Welfare has driven a need to recruit an in-house Welfare specialist and will require councils to commit to developing more comprehensive welfare support networks. The new 2 year training regime for controllers will place additional time requirements on already busy people. The desire to professionalise the Recovery role will likely require the Group to recruit a dedicated recovery staff member.
5. This risk reflected the fluctuating numbers of council staff attending EOC training. Considerably focus has now been applied to reverse this. This will continue to be monitored and reported.

Risks previously removed from the matrix

Sustainability of response structures

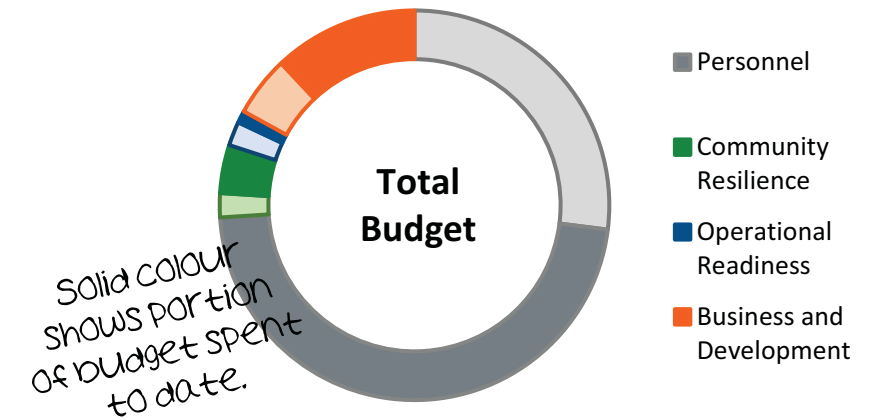
Inadequate operational connectivity

Financial Summary

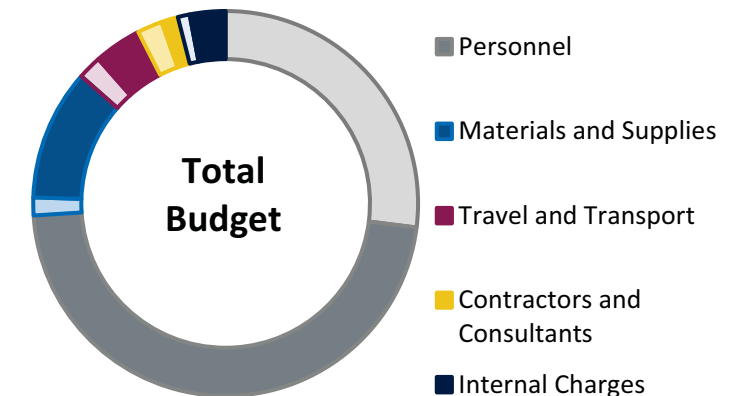
As at 31 March 2016

WREMO Income Statement For the 9 months ended 31 March 2016	YTD as at 31 March			Full Year		
	Actual \$000	Budget \$000	Variance \$000	Forecast \$000	Budget \$000	Variance \$000
Rates & Levies	556	556	-	741	741	-
Government Grants & Subsidies	-	-	-	-	-	-
External Revenue	1,373	1,373	-	1,831	1,831	-
Investment Revenue	11	9	2	12	12	-
Internal Revenue	-	-	-	-	-	-
TOTAL INCOME	1,940	1,938	2	2,584	2,584	-
less:						
Personnel Costs	1,439	1,650	212	1,957	2,200	243
Materials,Supplies & Services	349	282	(67)	419	376	(43)
Travel & Transport Costs	47	80	33	80	106	26
Contractor & Consultants	44	82	37	225	109	(116)
Grants and Subsidies Expenditure	-	-	-	-	-	-
Internal Charges	114	94	(20)	121	125	4
Total Direct Expenditure	1,992	2,187	195	2,802	2,916	114
Financial Costs	-	-	-	-	-	-
Bad Debts	-	-	-	-	-	-
Transition Costs - operational	-	-	-	-	-	-
Depreciation	44	44	0	66	66	-
Loss(Gain) on Sale of Assets / Investments	(18)	-	18	(38)	-	38
TOTAL EXPENDITURE	2,018	2,231	213	2,830	2,982	(152)
OPERATING SURPLUS/(DEFICIT)	(78)	(293)	215	(246)	(398)	152
Add Back Depreciation	44	44	(0)	66	66	-
Other Non Cash	-	-	-	-	-	-
Vehicles and other plant purchases	(70)	(70)	3	(117)	(70)	-
Net External Investment Movements	-	-	-	-	-	-
NET FUNDING BEFORE DEBT & RESERVE MOVEMENTS	(104)	(319)	215	(297)	(402)	105
Debt Additions / (decrease)	-	-	-	-	-	-
Debt Repaid	-	-	-	-	-	-
Reserve Investments Interest	(8)	(6)	2	(12)	(12)	-
Reserve Investments Transfer Out	-	-	-	414	414	-
NET FUNDING SURPLUS (DEFICIT)	(104)	(325)	209	105	-	105

Portion of budget spent by team



Portion of budget spent by category



Personnel is underspent is largely due to vacancies throughout the year. Over the final quarter we will see a significant increase in the Contractors and Consultants to ensure work programmes are progressed and completed. Overall, we are tracking for a \$105k underspend once the \$414k reserve funding is applied.

Community Resilience

Areas of progress:

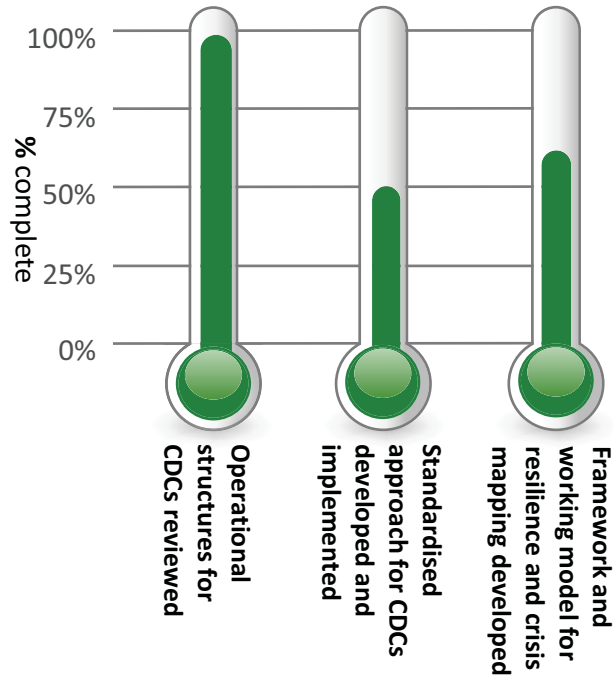
- **Symposium development and delivery** – This is well on-track. The Aged Residential Care (ARC) symposia have been delivered across most of the region. Feedback has been very positive with good interaction between participants during the events. Participants will use the handouts and Train-the-Trainer presentations to deliver to in-house staff. The School symposium programme is scheduled for delivery in April and early May. The BCP symposia are scheduled for end of May and June – to coincide with the promotion of BCP week.
- **Adoption of WREMO's CR approach by Boulder, Colorado** – Boulder, a 100 Resilient Cities Partner will be adopting the WREMO CR approach and tools, with a goal of improving residents' ability to respond to, and recover from, an emergency event. In 2013, Boulder experienced devastating floods that killed five, and severely damaged 20,000 homes. Since then, Boulder has been evaluating preparedness approaches in the US and abroad and considers the WREMO approach to be “best in its class”.
- **Community Emergency Hub (Hub)** – Our existing approach of Civil Defence Centres (CDC) is no longer consistent with the new national guidelines, which states a CDC is essentially a facility staffed by officials or assigned volunteers. Additionally, there has not been any work nationally that puts a framework around the “Unofficial Response” as it links to the official one. This was one of the key recommendations from the Royal Commission Review of Christchurch Earthquakes. To bridge the gap, the CR Team have spent the last year working through this linkage and have created a framework which includes the term ‘Community Emergency Hub’ (term to be confirmed with MCDEM and CDEM Groups to ensure national consistency).

Community Resilience

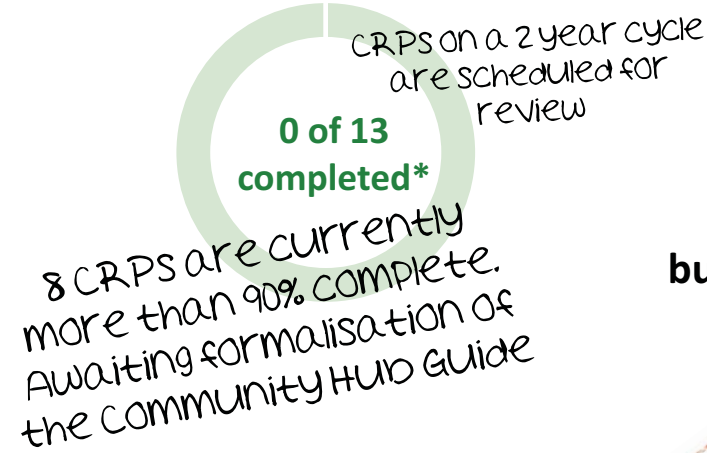
Areas of progress:

- **Pre Disaster Recovery Planning (PDRP)** – We continue to work with a number of national and international leaders, to develop a framework that jointly links resilience planning and investment with recovery outcomes and decision making. This is being pursued in conjunction with the work being undertaken by the Wellington Chief Resilience Officer.
- **Resilience Map** – Over the past year, we have been evaluating different aspects of Crisis Maps and exploring how they might be used day to day, with a goal of the community using them more fluidly in a response. We are now working alongside Open Labs at Massey University to develop a working community-driven prototype by the end of the financial year. This “Minimal Viable Product” is being developed using a Design Thinking approach so that end-user perspectives are captured from the outset.
- **Tsunami Blue Lines** – Commenced the Blue Line promotional activity in Evans Bay. The first planning session is scheduled for the end of April with a goal of having the lines in place this financial year (WCC schedule permitting). The Blue Lines has successfully been implemented in Oregon, USA. We are collaborating with them to understand how the process has worked in the States and identify any potential learnings.
- **Community Response Plans** – While these continue to be actioned in accordance with the Annual Plan, none of the 2015/2016 plans have been fully completed. The hold up has been the lack of a term for community activated CDCs, to be consistently applied across the country. This means we are unable to publish final version of our Community Emergency Hub (previously known as CDC) guides, a prerequisite for completing the CRP process.

Community Resilience



Community Response Plans



Social agency-based symposiums



School-based symposiums



Small to medium sized business-based symposiums



Face-to-face engagement at schools



IN PROGRESS

40% of all schools in the region are using the online response planning tool.

EXCEEDED KPI COMPLETE

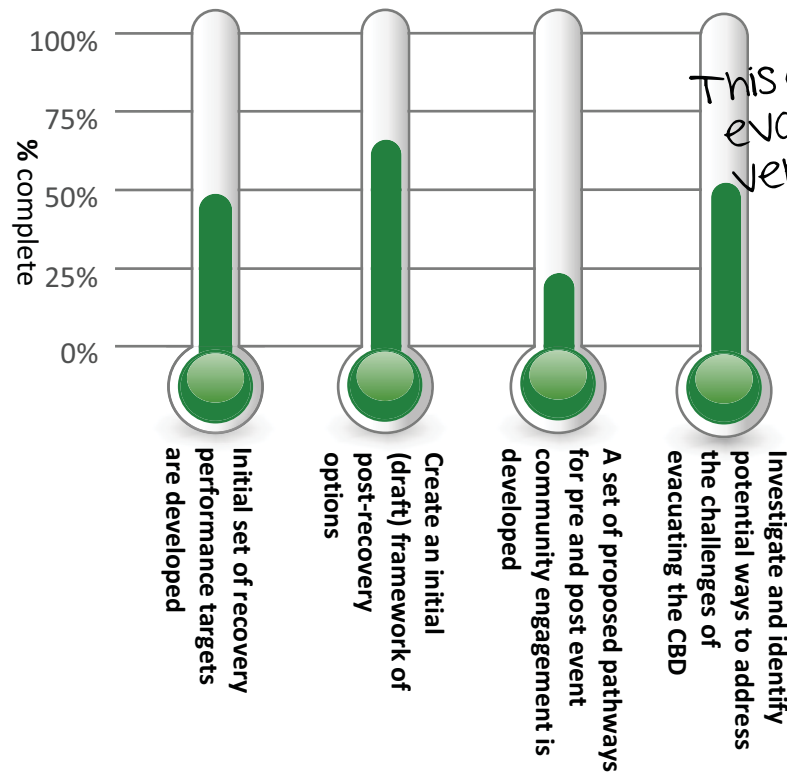
Massively exceeded due to NZ Shakeout

20% of all schools in the region have practiced earthquake drills and/or re-unification plans within the region.

* Totals shown above are annual totals as set in the WREMO Annual Plan

Completed previous quarters
 Completed this quarter
 Remaining to be completed

Community Resilience

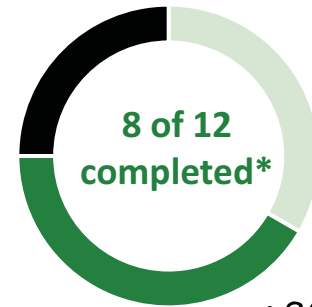


This considers tsunami evacuation including vertical evacuation

Engage with community resilience projects undertaken by ICoE



Community Preparedness Training



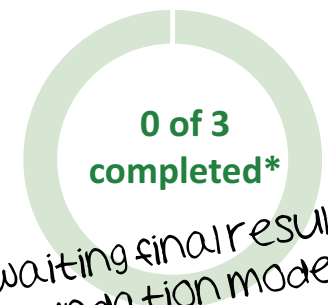
2 training sessions are to be Marae based

591 people have completed volunteer training since the training courses began in 2010

International and national collaboration on resilience



Tsunami Blue Lines



Awaiting final results of inundation modelling

NOT STARTED

A Group Recovery Coordinator is appointed

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Completed previous quarters
 Completed this quarter
 Remaining to be completed

Community Resilience

Communication

ON-GOING

Three Facebook posts per week.

ON-GOING

Public fair attendance.

ON-GOING

Regional radio advertisements and interviews conducted monthly.

Increasing connectedness

ON-GOING

5% of staff time allocated to engaging with local community leaders

Preparedness enablers

ON-GOING

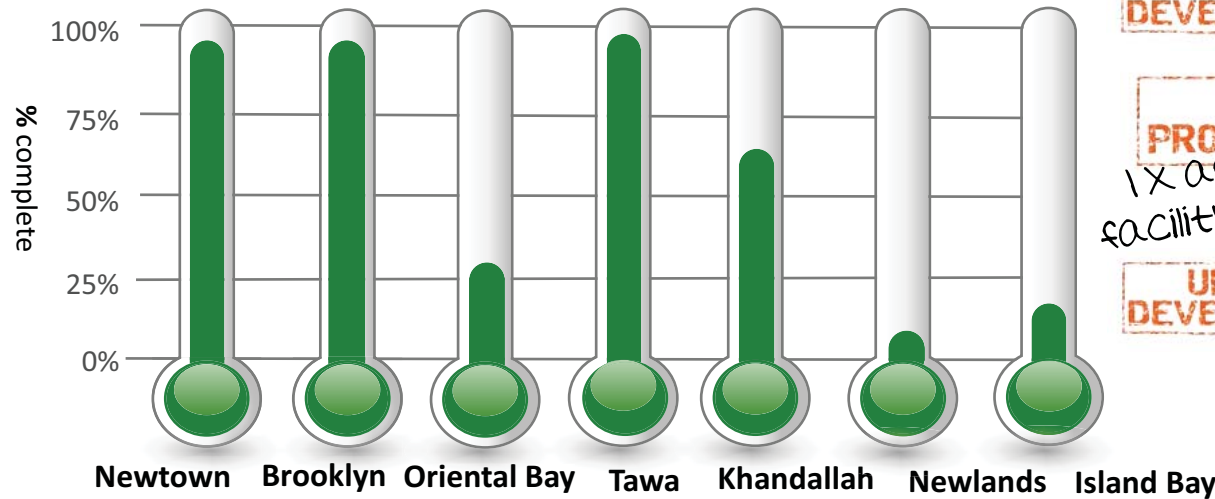
Preparedness enablers available across the region.

- Whanganui DHB communications team approached WREMO to share the work we do in social media and emergency management. They have a small but thriving communications department who are interested in increasing their social media presence.
- Rotary asked WREMO to contribute to their multi-cultural rotary e-community online problem solving groups (on emergency management and other issues). We have so far contributed to their discussion piece on the issues of elderly loneliness and social isolation, recognizing this is a particular issue for response and recovery in emergency management.
- WREMO ran a community engagement and facilitation workshop for the second year running for the Massey University Joint Centre for Disaster Research Summer Institute programme. “Enjoyed simplicity of presentation- most informative dialogue, thanks!” “Enjoyed real, personal examples of attempts to assist the community that didn’t work versus ones that do.” “Take away? Heaps! – Knowledge, skills, learnings. Hopefully I can and will apply!” “Enjoyed the variety of learning activities.”
- The team engaged with a variety of stakeholders in the development of our Aged Residential Care and Retirement Village symposium. We met with Robyn Touhy (Arthritis New Zealand), Zoe Mounsey (Joint Centre for Disaster Research), Bev James (Centre for Research, Evaluation and Social Assessment: CRESA) and John Collyns (Retirement Village Association).

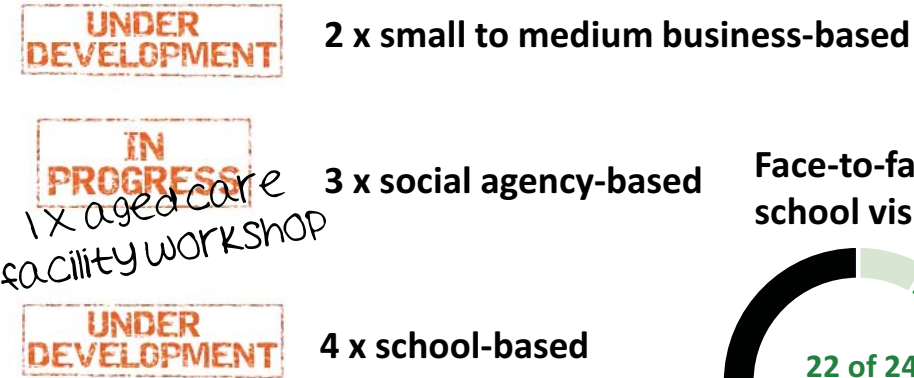
Wellington City

- Completed previous quarters
- Completed this quarter
- Remaining to be completed

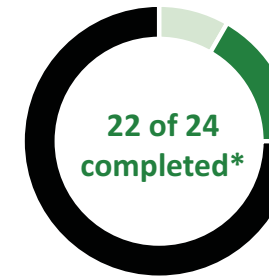
Community Response Plans



Symposia



Face-to-face school visits



Community preparedness training



* Totals shown above are annual totals per area as set in the WREMO Annual Plan

- Currently involved in the redevelopment of the National Public Education Strategy with MCDEM, and pleased to see that many of the ideas from our strategy and philosophy of making emergency preparedness easy, looking at consequences more than hazards, and ideas more than items, have been taken on board.
- The Aged Residential Care Facility workshops are achieving the goal of getting different facilities working together, sharing ideas and exchanging emails.
- Island Bay is keen to capture the community spirit of recent engagements and channel that energy into a new project. Five eager local residents are working with WREMO to start a new topic of discussion in their community, focusing on building resilience and developing a community response plan. Community meetings are planned to start in May.
- WREMO was involved in the Vogelmorn precinct development process providing some advice on community engagement and assisting with ideas that related to emergency preparedness and developing resilience. It was great to be working with a group of people focused on building connectedness in their community!

Wellington City commentary continued.

- In a collaboration between St Vincent de Pauls and WREMO all new food bank clients get emergency preparedness advice and a reusable blue shopping bag printed with a basic emergency supplies check list. This has been well received and we are looking to expand this programme across other food banks in the region.
- This year's Newtown Fair was a great opportunity to promote the preparedness message. Volunteers and WREMO staff spoke with people from all around the Wellington Region with over 250 blue WREMO tote bags with preparedness information handed out. This year's fair has been estimated to be the best attended yet. In addition to talking about preparedness, people also learned about their risks through hazard maps, and completed surveys on what resilience actions are most important to them. This feedback is used to inform Wellington's ongoing membership in the 100 Resilient Cities initiative.
- Engagement with Community Response and Resilience Plans (CRPs) continues in the Mt. Victoria / Oriental Bay suburbs, who are looking to partner to create a bigger plan reflecting the flow of people through the city from their homes to the places they work and visit for fun. Residents Associations for both suburbs are involved, as are some community members who haven't previously been involved with their Residents Associations. Bringing in people from all areas- not just home owners- enriches the planning process by giving voice to a more realistic and representative slice of the community.

Social Agencies Workshop in Wellington

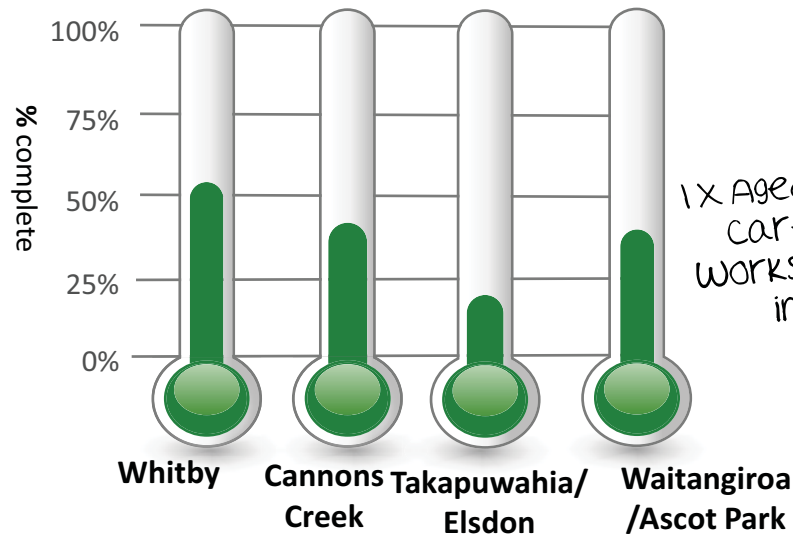
Staff from Aged Residential Care Facilities working together on emergency plans and common problems.



Porirua City

- Completed previous quarters
- Completed this quarter
- Remaining to be completed

Community Response Plans



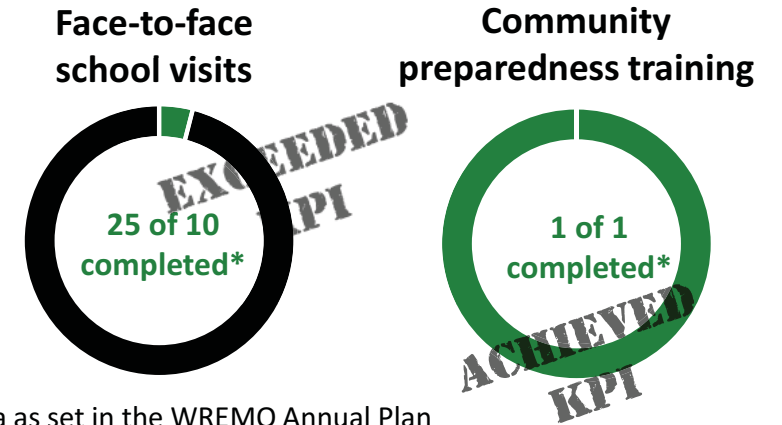
Symposia

1 x Aged Residential Care Facilities Workshop was held in Porirua

UNDER DEVELOPMENT 1 x small to medium business-based

COMPLETE 1 x social agency-based

UNDER DEVELOPMENT 2 x school-based



* Totals shown above are annual totals per area as set in the WREMO Annual Plan

Community Response Planning

- Two CRPs have commenced in Eastern Porirua which are being conducted in association with the Villages Programme work at PCC. Sessions one and two have been held in each of the areas with mixed levels of turn out and engagement. We now have a plan for moving forward by working with organisations individually and getting them to target their networks. One of these meetings was at the Waitangirua Maraeroa Marae, who said in their welcome to us that they were happy to work with us after we joined in with their over 60's exercise class last quarter, showing that our slightly alternative approaches are working.
- Pukerua Bay have decided to create a plan using the WREMO CRP process to replace their current plan drafted by a resident two years ago. We worked together with interested residents to use the Pukerua Bay Fair as an opportunity to gather information for the plan and to get contact details of other interested residents. We were assisted by the Porirua Emergency Response Team who were invaluable with their support at each of the CRP meetings. Plimmerton/Mana/Camborne CRP review and Takapuwahia/Elsdon CRP are both scheduled for May.

Porirua City commentary continued.

Community Training Programme

- The training in March had high levels of interest with 25 people taking part. Conversations are now being had about how we can upskill some of these people to help with community preparedness events and talks at schools.

Creekfest, Waitangirua Summer Festival and Hongoeka Summer Festival

- Involved in networking with each social agency/organisation at Creekfest (and some organisations at the other two festivals) to discuss our CRP process and how they can get involved. We also discussed what they are doing in the community that we can link in with.

Schools Radio programme with Partners Porirua

- The schools continue to do the radio checks each week. We attended their prize-giving afternoon at the Aquatic Centre to help congratulate the students and support staff on their involvement.

7th Day Adventist Church

- The Church is keen to use our Samoan It's Easy resources to help get their members more prepared for an emergency. They also want emergency preparedness training for their congregation which we are looking at for next year.

Refugee Forum

- This is a great networking opportunity with social agencies in the region. Good connections were made for the whole team with organisations such as Housing NZ.

Whitby Residents Association AGM

- Attended the Whitby RA AGM to give a presentation on hazards and how the community could respond after an emergency event. Explained the CRP process for the area and asked for people who were willing to join in for the remainder of the planning process. This was an opportunity to build good relationships with key residents.

Porirua Local Welfare Committee meeting

- The meetings provide valuable networking and learning with EOC staff, social agencies and local Police.

Community Response Planning in Porirua



A variety of photos taken during the development of the Cannons Creek, Pukerua Bay, Ascot Park and Ranui CRPs

Creekfest

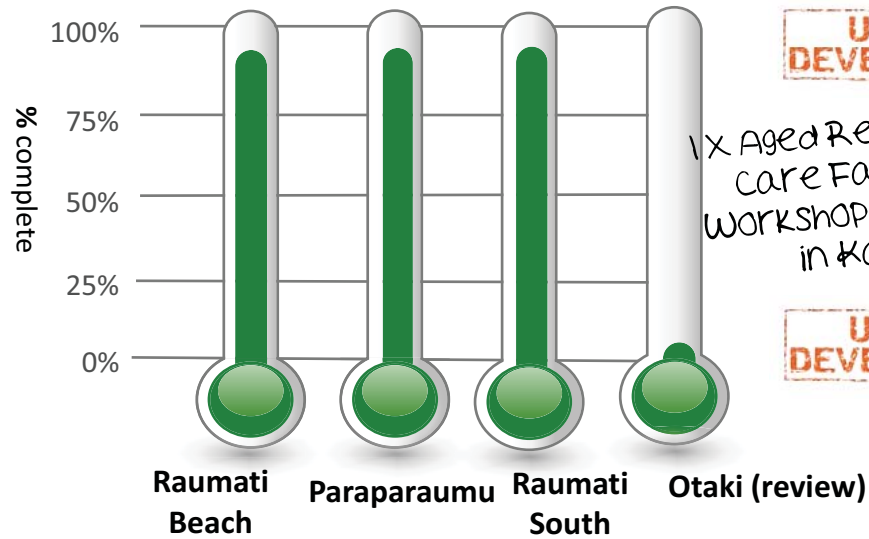
Creekfest and other community events provide the opportunity to network with social agencies/organisations. We tell them about our Community Response Plans and how they can get involved, and also to ask what they are doing in the community that we might be able to link in with.



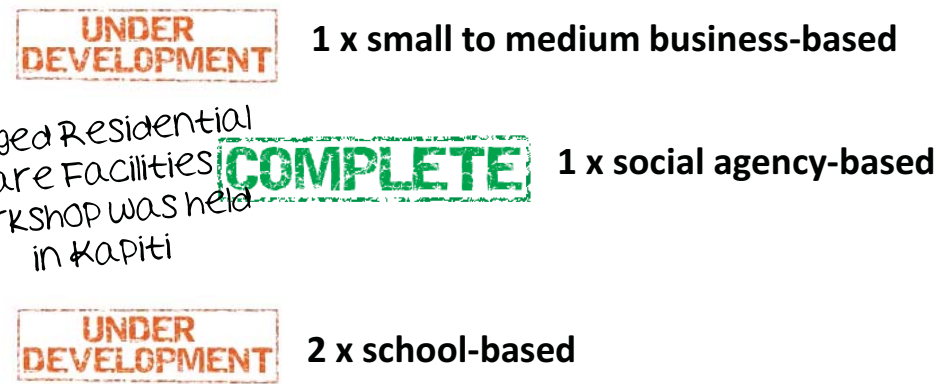
Kapiti Coast

- Completed previous quarters
- Completed this quarter
- Remaining to be completed

Community Response Plans



Symposia



Face-to-face school visits



Community preparedness training



* Totals shown above are annual totals per area as set in the WREMO Annual Plan

- Volunteer Course completed in Kapiti over March, with a small but highly motivated group of people successfully completing all three sessions.
- Emergency Planning Workshop for Aged Care Facilities completed on 23 March at the Kapiti Emergency Operations Centre.
- School Workshops are booked for 7 April and 13 May. These Workshops are a fantastic opportunity for greater collaboration and information sharing in developing emergency response plans for like-minded organisations.
- A Business Continuity Planning Workshop for small to medium sized business owners to help them not just survive but potentially thrive during a disaster is planned for Tuesday 7 June and will shortly be advertised.

Kapiti Coast commentary continued.

- Collaboration with the Green Streets Coordinator for a Civil Defence component to the re-launch of the Green Streets program is being planned.
- The Kapiti Lions Long Walk Home project is taking place again this year and the Kapiti Emergency Management Advisor (EMA) has been hosting planning discussions so that this community-led project is even more successful than the last event. The Long Walk Home initiative is a project inspired by an idea developed during one of the Community Response Planning sessions held in Kapiti, and aims to raise awareness and preparedness for the possibility of commuters into Wellington walking home following a disaster.
- In the new financial year WREMO proposes to change the name of Civil Defence Centres to Community Emergency Hubs, to emphasise that these facilities are community activated and run. To support this concept a new Hub operation guide has been developed and the facilities will receive new equipment, lockboxes and where necessary radios over the months of May and June. In preparation for these changes, the Kapiti Resilience EMA has been having discussions with Community Emergency Hub Facility owners to introduce them to the new Hub concept and discuss an MOU for continued use (the name change will occur subject to agreement with MCDEM and CDEM Groups on a consistent term to be applies nationally).

Kapiti Volunteer Course and Retirement and Aged Care Facilities Workshop

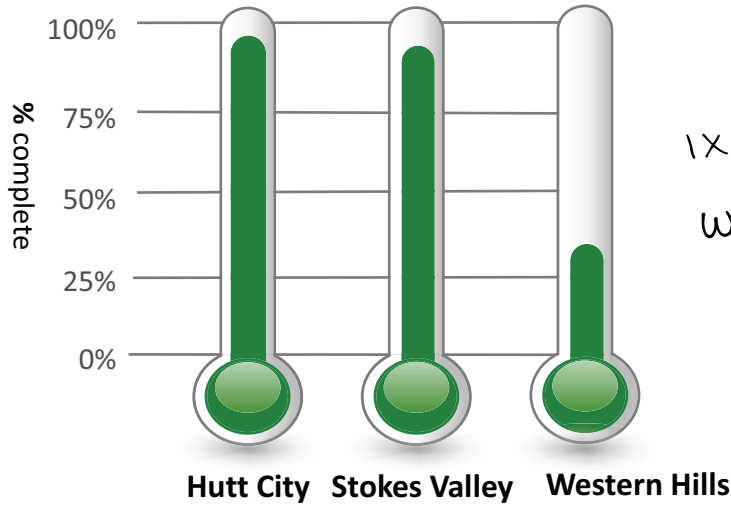


Kapiti hosted another volunteer course in March this year (left) and an emergency planning workshop for Retirement Villages and Aged Care Facilities (right). The emergency planning workshop was well received with participants keen to see further joint planning sessions to share ideas and explore ways to share resources during a disaster.

Hutt City

- Completed previous quarters
- Completed this quarter
- Remaining to be completed

Community Response Plans



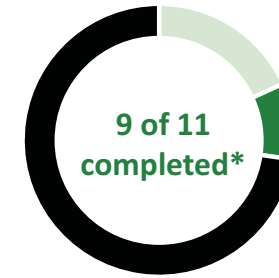
Symposia

UNDER DEVELOPMENT 1 x small to medium business-based

1 x Aged Residential care Facilities workshop was held in Lower Hutt **COMPLETE** 1 x social agency-based

UNDER DEVELOPMENT 3 x school-based

Face-to-face school visits



Community preparedness training



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- Participated in an Emergency Assistance Centre exercise at Te Mangungu Marae, Naenae as part of the Joint Centre for Disaster Research Summer Institute Program
- The Lower Hutt Emergency Preparedness course 2016 was a great success with 25 community members involved.
- Met with various organisations around Lower Hutt to find out more about the work they do as well as link them into preparedness training opportunities – PACT (disability support service), Lower Hutt Women’s Centre, Hutt Valley Employers Forum, Hutt Safe City and Hutt South Timebank.
- Discussions held with Cr Campbell Barry about integrating the Wainuiomata Community Response Plan into the Wainuiomata Development Committee agendas.
- All schools and Early Childhood centres in Lower Hutt have been approached about the upcoming schools symposium.

Hutt City commentary continued.

- The Western Hills are preparing for their first Community Response Plan. Community members that have attended WREMO's community training course have stepped up to participate. Much of the effort in getting a CRP off the ground comes from connecting all the points of energy into a cohesive group that can take the reins. Directed outreach to organisations, councillors and community board members is an important piece, but some of the best energy comes from the people that put their hands up and say "I want to help make my community stronger." Western Hills' CRP is pushing to connect across suburb lines, acknowledging that while there may not be many roads connecting them, communities share similar risks, and by planning together they can use walking tracks and 4WD routes to share resources and information if an area's main road is cut off.
- At this year's Petone Rotary Fair, WREMO volunteers promoted the preparedness message, and helped residents better understand the hazards in their area. By partnering with Greater Wellington Regional Council to showcase hazard maps and tsunami evacuation areas, staff at the WREMO booth showed fairgoers a visual representation of Lower Hutt's hazards. In addition to the red, orange and yellow zones of tsunami maps, there were quite a lot of blue WREMO tote bags in the hands of fair-goers, along with It's Easy guides in English, Te Reo, and other languages.

Stokes Valley kids learn how to get prepared!

Over the past couple of months, a group of locals have been putting together a Community Response Plan for the Stokes Valley area. The plan looks at how local businesses and organisations can help each other out in the event of an emergency. The Stokes Valley Community House, Community Patrol, Caltex, Pharmacy, Koraunui Marae, Schools, and New World along with WREMO volunteers and the Northern Community Committee, have been actively involved.

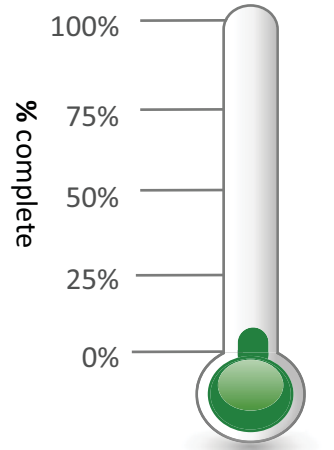


Some members of the group put together a stall for the local Children's Day in the park to promote the work that had been done so far. The group organised a game of 'Riskland' where local kids got to learn more about our region's hazards and ways to be better prepared.

Upper Hutt

- Completed previous quarters
- Completed this quarter
- Remaining to be completed

Community Response Plans



Northern Upper Hutt

Symposia

UNDER DEVELOPMENT 1 x small to medium business-based

1 x Aged Residential care Facilities workshop was held in Upper Hutt **COMPLETE** 1 x social agency-based

UNDER DEVELOPMENT 1 x school-based

* Totals shown above are annual totals per area as set in the WREMO Annual Plan

Face-to-face school visits



Community preparedness training



- Continuing to build our relationship with the Akatarawa Valley Emergency Response Team. We met to discuss developing an AV Community Response Plan with facilitation support from WREMO in the next year. As a result, we were asked to be a referee of support for their bid for funding members to go through important first aid training.
- Currently in discussions with UHCC Community Development team and volunteers in the Northern Upper Hutt area on starting a Community Response Plan for the area.
- WREMO volunteers attended the March Madness Fair to promote our preparedness messages alongside the UHCC long-term planning team.
- All schools and Early Childhood centres in Upper Hutt have been approached about the upcoming schools symposium.

Upper Hutt Aged Residential Care and Retirement Village Workshop



Staff wellbeing

- Regular staff debriefs and meetings
- Detailed shift hand-over notes
- Individual or group counselling, Sharing stories
- Ensure EAP services available and staff made aware of support services available in the community.
- Time off for staff to manage their own repairs, housing etc.
- Celebrate successes with staff & positive feedback and morale boosters.



Relationships

Your business is a network of relationships

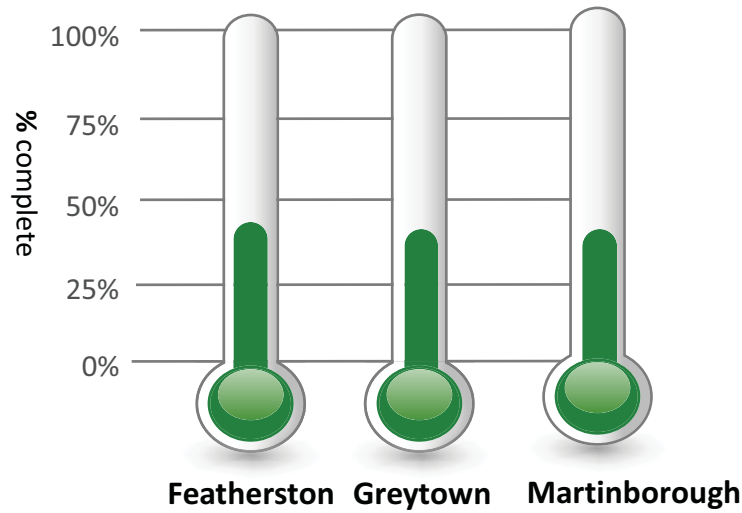


A group of Aged Residential Care facilities in Upper Hutt came together for an emergency planning workshop. The group shared their challenges and solutions for managing their facilities during and after an emergency. Participants feedback was positive and they took some learnings away to apply at their facilities such as “looking into the processes at work during a crisis and ensuring that staff and residents are all aware ”and “different ways for handling sanitation.” The group also and enjoyed “sharing stories from what went well in Christchurch.”

Wairarapa

- Completed previous quarters
- Completed this quarter
- Remaining to be completed

Community Response Plans



Symposiums

- UNDER DEVELOPMENT 1 x small to medium business-based
- UNDER DEVELOPMENT 1 x social agency-based
- UNDER DEVELOPMENT 3 x school-based

Face-to-face school visits



Community preparedness training



* Totals shown above are annual totals per area as set in the WREMO Annual Plan

- Volunteer course successfully completed in south Wairarapa.
- Some fantastic pre-planning and engagement work with Martinborough CRP plan champions and meeting dates have been locked in and advertised for 21 April, 5 May and 19 May.
- Initial ground work for CRPs in Featherston, Greytown and Carterton, has successfully identified plan champions in each of these communities.
- An Emergency Planning Workshop for Retirement Homes and Aged Care Facilities is booked for delivery on 5 April, with good numbers RSVP'ing.
- Similar Workshops for schools have been advertised on 7 April in Masterton and again on 17 May in Greytown. These Workshops are a fantastic opportunity for greater collaboration and information sharing in developing emergency response plans for like-minded organisations.
- A Business Continuity Planning Workshop for small to medium sized business owners to help them not just survive but potentially thrive during a disaster is planned for Tuesday 14 June and will shortly be advertised.

Volunteer training course in South Wairarapa

A volunteer training course was run in South Wairarapa, with good participation from a diverse and motivated group of individuals. Increasing the pool of volunteers in the Wairarapa is a key objective of WREMO. These community volunteers will have the skills to help activate and operate a Community Emergency Hub, assist in a Welfare Centre or provide advice and support to people in their neighbourhood, dramatically empowering their community's capacity to respond with confidence.

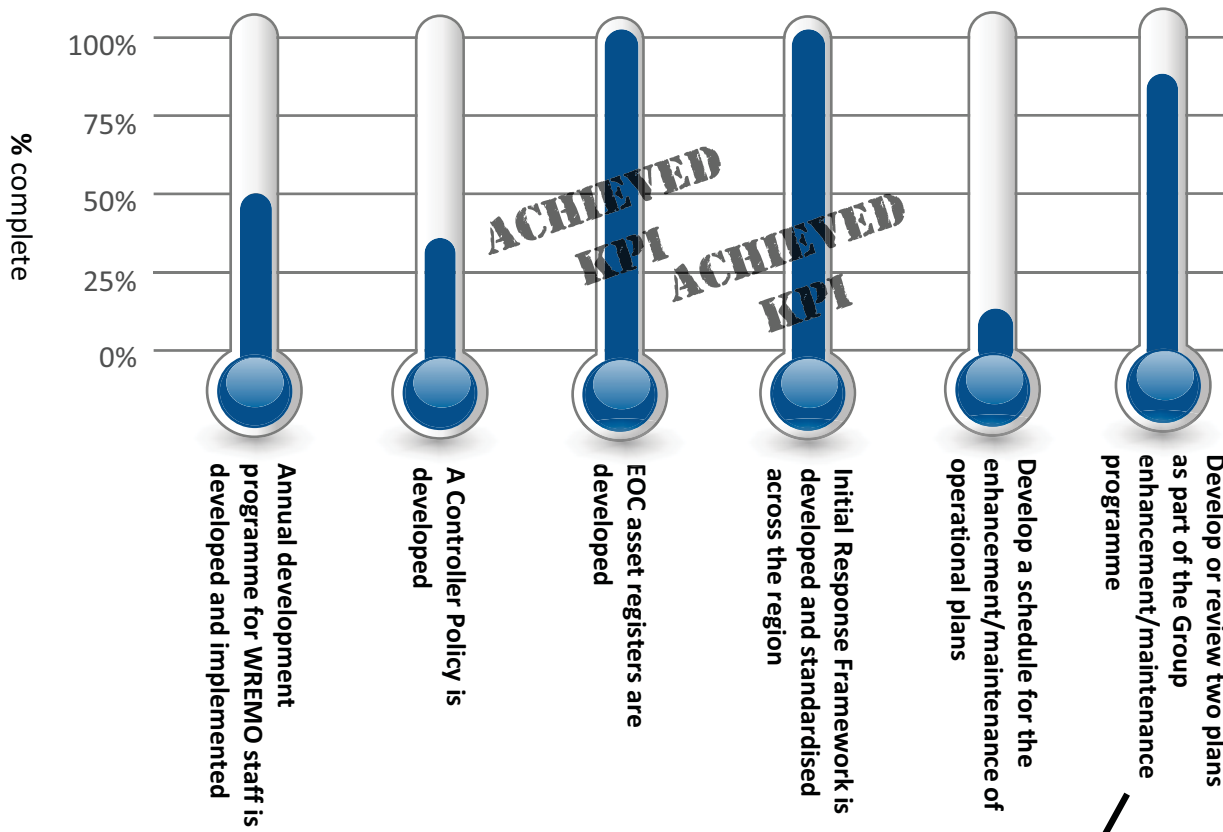


Operational Readiness

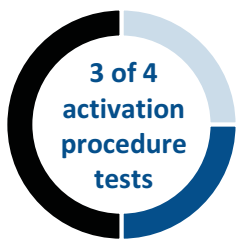
Areas of Progress:

- EOC / ECC training programme for 2016 has been completed. The challenge and key difference for this year has been to balance the needs of council staff against introducing new processes, with a tsunami theme, and ensuring that specific content is provided for each EOC function. One of the underpinning aims for 2016 is to empower our EOC staff to think, plan and practice using a tsunami guide as a basis to develop the EOC Action Plan. This approach is a move away from 'plans that sit on the shelf'. To raise the capability bar, a number of additional (400 level) sessions will be run this year. These primarily target Controllers and desk managers and are designed to ensure the managers concerned can provide clear directions, set a sustainable operational rhythm and generate cohesive action planning. 400 level modules will also be run for welfare (May), lifelines (June), and Mayors and Deputy Mayors in November.
- Welfare arrangements in the region are at various levels of capacity and capability, with both ends of the continuum reflected. The appointment of a Group Welfare Manager to WREMO, and the subsequent collaborative and more strategic approach to welfare development is helping to bridge gaps whilst continuing to grow our understanding and appreciation of the significance of the welfare function. Group and Local Welfare Managers are operating as a team to identify opportunities for improvement and strategies for achieving them, yet remain consistent to enable area to area support during response. The Regional Welfare Committee is supported by good attendance, presentations on individual capability and collaboration on the Group Welfare Plan.

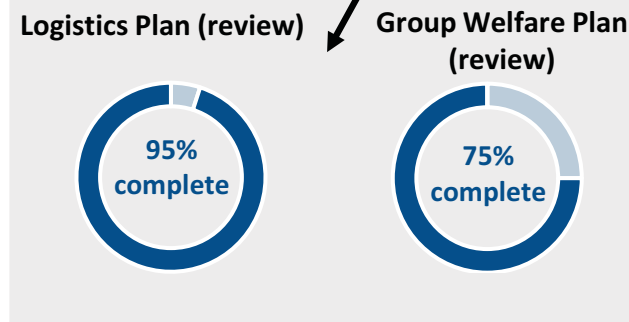
Operational Readiness



Duty Officer Activation



Duty Officer activation tested every 3 months



- WREMO development programme for this year is centred on delivery of ECC / EOC training. This has required attendance at Train-the-Trainer sessions to acquire the necessary knowledge around response processes. In addition, WREMO is in the process of identifying the necessary skills, knowledge and attributes to perform as a Response Manager in an ECC / EOC.
- Research on existing Controller Policy from other CDEM Groups has been undertaken, as well as reviewing Wellington region documentation and National competency documentation pertaining to Controllers. Initial assessment indicates the need for 2 documents; a procedure for the appointment of, contractual arrangements and job description for Controllers and secondly a Guide for Controllers that deals with powers and response processes.
- The Logistics plan operationalises specific aspects of the Wellington Earthquake National Initial Response Plan. It has been developed through a series of workshops involving key response stakeholders, WREMO and MCDEM as well as key logistics operators in Wellington.
- The Group Welfare Plan has been reviewed against arrangements for welfare set out in the National Plan 2016. In addition, the Regional Welfare Committee (RWC) and local welfare managers have been engaged in workshops to review and assess existing content.

Operational Readiness

Stakeholder engagement and checks

IN
PROGRESS

Operational equipment checks are completed monthly.

ON-GOING

Promote active collaboration through Emergency Services Coordination Committee and the Regional Inter-agency Planning Committee.

ON-GOING

Appropriate agencies are invited to EOC training, exercises or after action reviews.

NOT
REQUIRED

Facilitate the After Action Review process following an EOC activation.

NOT
REQUIRED

Operational Readiness content of the 2016 CDEM Group Business Plan is provided by the Operational Readiness team.

No longer required due to re-alignment of strategic planning cycles

IN
PROGRESS

Facilitate the identification, appointment and training of local welfare managers and alternates.

- Following the re-alignment of CDEM Group Business Plan, the existing KPI is no longer required. The OR team will contribute content to the 2016/2017 WREMO Annual Plan. Work on this has commenced through a series of team workshops using an Appreciative Inquiry methodology.
- Welfare activity has mainly revolved around engagement across the region, at the local and Group level to build capability. The welfare work programme has been drafted and is being discussed with the Local Welfare Managers before being finalised. This covers KPI-type activities including the identification of Emergency Assistance Centres (with MOUs in place), establishment and administration of Local Welfare Committees, commitment to the Regional Welfare Committee (RWC) and ongoing development and collaboration. The Local Welfare Managers survey confirms that Local Welfare Managers are relatively new, which means less experience and as a knock on, limited confidence in the role.

Operational Readiness

Emergency Management Information System (EMIS)

IN
PROGRESS

Components of EMIS are assessed, and where required, an implementation plan is developed.

Lifelines

IN
PROGRESS

Additional staff are identified to fulfil the LUC role.

COMPLETE

Primary LUC is contracted until 2017.

IN
PROGRESS

Lifeline module developed and delivered as part of the EOC training programme.

IN
PROGRESS

Lifeline Response and Recovery protocols tested at least once.

- The EMIS project team is utilising the resilience fund contract to help with a minor development to the Wellington CDEM portal and bringing together the various components of the implementation plan. The project team is represented in the National EMIS User Group and the Manager, Operational Readiness has been selected to sit on the National EMIS Governance Group.
- The lifeline module (EOC401) is scheduled for delivery in each operational area in June 2016. The Lifeline Utility Coordinator (LUC) Richard Mowll has been engaged to develop the content and participate in the delivery.
- The Lifeline Response and Recovery Protocols will be tested in May / June 2016 with a focus on communication. A facilitated workshop covering lifeline sectors (which includes telecommunications, energy, water and transport) will be used as a basis for assessing effectiveness and identifying opportunities for improvement.

EOC and ECC Training

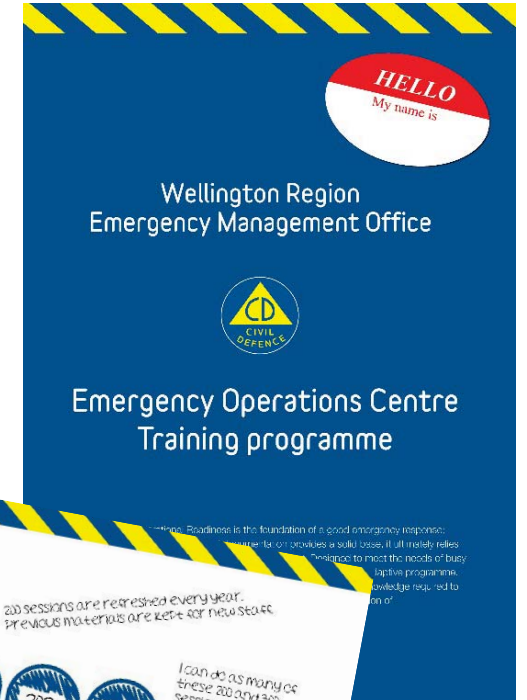
This quarter the following courses were conducted in EOCs around the region:



EOC/ECC 100: EOC Basics – an overview of the basics of CDEM and for operating the EOC/ECC. Introduced the Planning P and CIMs roles



EOC/ECC 205: Initial Steps – Refresher on the initial actions in the EOC/ECC. Introduces the desk Action Plan.



Emergency Coordination Centre (ECC) - GWRC

Personnel



The number of staff made available to operate the ECC.

EOC Equipment Audit



ECC equipment is audited every 6 months.

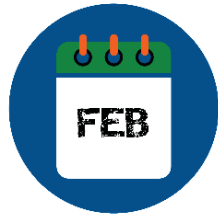
Activation procedure



Council ECC activation procedure tested every 6 months.

- Staff numbers for the ECC have increased again since the previous quarterly report. The ECC now has 80 people available to staff the ECC. These staff are at varying levels of training and experience so will need to continue to attend training throughout the year to bring these levels up. Engagement at training has been very positive by those who attended.
- ECC equipment audits are due to take place in the next quarter, including another ECC practice set up at Shed 39.

Training sessions and attendance



EOC: 100
EOC BASICS
Not required as conducted during previous quarter

One exercise will be conducted as part of the training programme in the EOC.

45%



EOC: 205
Initial Steps

* Totals shown above are annual totals per area as set in the WREMO Annual Plan

Completed previous quarters
 Completed this quarter
 Remaining to be completed

ECC commentary continued.

- As staff numbers for the ECC increase, staff will now start to be assigned to specific desks functions within the ECC. As staff numbers continue to grow, staff will then be rostered to shifts to enable continuous staffing of the ECC for a prolonged activation period. Staff assigned to particular desk functions allows for more focussed training while still receiving training on general ECC operations and procedures throughout 2016. Alongside this training, each desk within the ECC will begin to work on tsunami planning for the region on a desk-by-desk basis. Understanding the ECC's role and responsibilities in a regional event such as a tsunami means that each TA Council will receive better support from the ECC. This will also feed into the National Exercise, Tangaroa, taking place in August and September.

Emergency Coordination Centre Welfare team building

A core group of staff have now been assigned to the Welfare desk function which allowed for the first informal ECC welfare team meeting in February (outside the training programme). The purpose is to build the team relationships and capability required for an effective welfare response at the Group level. The meetings give the opportunity to discuss welfare at the Group level, collaborate on any welfare concerns, build skills, and to learn from Local Welfare Managers about their experience at the local level. The group intends to meet every six weeks and is open to any staff interested in welfare.



Wellington City

Personnel



The number of staff made available to operate the EOC.

EOC Equipment Audit



EOC equipment is audited every 6 months.

Activation procedure



Council EOC activation procedure tested every 6 months.

Training sessions and attendance



One exercise will be conducted as part of the training programme in the EOC.



* Totals shown above are annual totals per area as set in the WREMO Annual Plan

Completed previous quarters
 Completed this quarter
 Remaining to be completed

- The new training programme for the 2016 calendar year has commenced in earnest and has been enthusiastically received by all attendees. It has been heavily biased towards a Tsunami theme which will help greatly with the Tangaroa exercises to be held across the country later in the year. The February session was an optional extra for those wanting a refresher on the training offered last year.
- In conjunction to the training most of the desk teams are meeting regularly, either at WCC or the EOC – either looking at improvements or testing their desk kit. The welfare team are currently developing a training package for those who will set up and work “on the ground” at welfare centres. WCC has about 80 staff who have put their hands up to do this kind of work (this is in addition to their EOC staff contingent). This piece of work is seen as a tool that can be shared across the CDEM Group.

Wellington City commentary continued.

- Another very successful Wellington City CDEM Emergency Services Committee meeting was held in March 2016, hosted by NZ Police, with a presentation given by Regional Public Health in addition to the standing agenda items. A follow-on exercise will be held in May 2016 hosted by the Fire Service.
- Wellington City Controller will attend Cohort 16/2 of the CDEM Controllers' Course in November 2016, and additional Controllers are also being actively identified for future use to replace 2 experienced members of staff who have either left or will be changing roles.
- Audio visual system inside the operations room has been enhanced with the installation of a new amplifier and speaker system and a new digital clock system throughout the complex. The landline phones have been upgraded from old desk phones to new wall mounted portable units with two phone lines and four handsets per desk.

EOC Staff visit the NZTA Transport Operations Centre (TOC)



Several Wellington City EOC team members visited the NZTA Transport Operations Centre (TOC) in Johnsonville, in March 2016, with the aim being to promote understanding and develop relationships with the staff who run a key transport command and control node.

Porirua City

Personnel



The number of staff made available to operate the EOC.

EOC Equipment Audit



EOC equipment is audited every 6 months.

Activation procedure



Council EOC activation procedure tested every 6 months.

Training sessions and attendance



One exercise will be conducted as part of the training programme in the EOC.



- EOC 100 introductory sessions for 7 new staff were completed in February. The March EOC training (desk action plans) was well attended although the current re-structure of the Council has affected teams. PCC HR are working to re-populate the teams and that should be completed by the May training cycle.
- The Porirua EOC has a new roof which will now enable the completion of some internal repair work.

* Totals shown above are annual totals per area as set in the WREMO Annual Plan

Completed previous quarters
 Completed this quarter
 Remaining to be completed

Working together in the community

The start to 2016 has involved collaborative, across team, community engagement work, especially around the community response plans (CRP).

Once these plans have been completed they need to be part of the EOC's planning and operational considerations for the formal response to emergency events. It has been really useful to have the combined team approach to the CRP work and on most of the community meetings we have been supported by volunteers from the Porirua Emergency Response Team (PERT).

Within the EOC we are looking at how the Intelligence desk can effectively display information so that it is clearly seen and available to the other CIMS desks. The plan is to purchase 49" television screens with a remote keyboard and internet access box which will allow a variety of information display.



Kapiti Coast District

Personnel



The number of staff made available to operate the EOC.

EOC Equipment Audit



EOC equipment is audited every 6 months.

Activation procedure



Council EOC activation procedure tested every 6 months.

- This quarter saw a change in personnel for the Kapiti based Operational Readiness Team. The new advisor comes from New Zealand Defence Force and is finishing a 3 month orientation programme which will see him involved in training delivery, local hazardscape and EOC audit work.
- A new alternate Controller (Kevin Currie) has been appointed.

Training sessions and attendance



One exercise will be conducted as part of the training programme in the EOC.



* Totals shown above are annual totals per area as set in the WREMO Annual Plan

Completed previous quarters
 Completed this quarter
 Remaining to be completed

Hutt City

Personnel



The number of staff made available to operate the EOC.

EOC Equipment Audit



EOC equipment is audited every 6 months.

Activation procedure

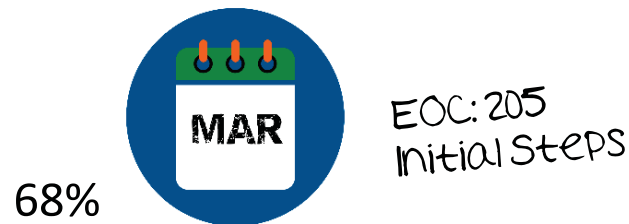


Council EOC activation procedure tested every 6 months.

Training sessions and attendance



One exercise will be conducted as part of the training programme in the EOC.



* Totals shown above are annual totals per area as set in the WREMO Annual Plan

Completed previous quarters
 Completed this quarter
 Remaining to be completed

- The EOC training is off to a good start with 13 staff who are either new to the EOC or needed an update attending a 'catch up' training session in February. We now have really good coverage on all of the desks and a support crew ready to assist with legal and financial matters. The March training introduced the tsunami threat in the area and the tsunami theme will continue in the build up to Exercise Tangaroa, to be held in August.
- The GIS team has introduced the IRAP system to the EOC which will be used in future training and events to show where issues are occurring as they are being reported. Having these staff and this technology in our EOC means that a lot of information is readily available and can be displayed to great effect.
- The Hutt City EOC is currently being upgraded and should an activation be required during the renovation process, staff have been advised to report to our alternate site at the Upper Hutt EOC. We are looking forward to having a refurbished site at the end of April.

Secondary Schools Rescue Training Programme

Day one of the Secondary Schools Rescue Training Programme was held at the beginning of March with 10 schools and approximately 100 students participating. This initiative has been running in Lower Hutt for over 40 years. This training continues on April 4th and in May students get to show off the skills they have learned while competing in the shield challenge (presented to the team with the strongest technical skills) and the spirit cup, (presented to the team demonstrating the greatest team effort and leadership). Eligible students can be assessed for unit standards.

Students learn a variety of different techniques including knot tying, stretcher lashing, improvised casualty movement, and reconnaissance.

Special thanks must go to volunteers from the Hutt City Emergency Response Team and Upper Hutt Community Rescue, who work with staff from Devereux-Blum to provide the training, with administration and coordination provided by the WREMO staff.



Upper Hutt

Personnel



The number of staff made available to operate the EOC.

EOC Equipment Audit



EOC equipment is audited every 6 months.

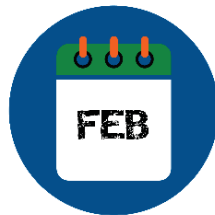
Activation procedure



Council EOC activation procedure tested every 6 months.

Training sessions and attendance

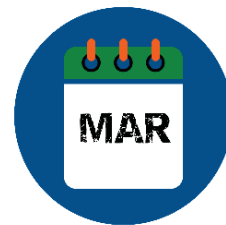
24%



EOC: 100
EOC BASICS
Voluntary refresher course

One exercise will be conducted as part of the training programme in the EOC.

43%



EOC: 205
Initial Steps

- EOC upgrades are continuing with the investigation of smart phones and tablets for use in the EOC.
- We are finalising a radio check roster to ensure (some) council staff can participate regularly and practice their radio operating skills.
- Training has been well received by those that attend, however the number of staff attending training is starting to drop below 50%.
- The staff that attended the catch-up session were extremely engaged and felt that this was really valuable for them as it refreshed their previous training and in some cases provided the opportunity for them to have a “ah ha!” moment.

* Totals shown above are annual totals per area as set in the WREMO Annual Plan

Completed previous quarters
 Completed this quarter
 Remaining to be completed

Wairarapa

Personnel



The number of staff made available to operate the EOC.

EOC Equipment Audit



EOC equipment is audited every 6 months.

Activation procedure



Council EOC activation procedure tested every 6 months.

Training sessions and attendance



One exercise will be conducted as part of the training programme in the EOC.



Completed previous quarters
 Completed this quarter
 Remaining to be completed

- Masterton District Council have provided 20 new staff for the EOC from January 2016. Eighteen of the new staff have undergone induction and familiarisation training in February. The selected staff are not normally involved in core council functions during an emergency. EOC staff have been allocated to two shifts, which allows for coverage and redundancy in events of a lengthy duration.
- The 2016 training program started in March and will be based on Tsunami scenarios in order to build up knowledge leading up to the national Exercise Tangaroa in August/September this year.
- A second workshop was carried out with the Carterton District Council Incident Management Team in February. This was a follow on from the Wairarapa Concept of Operations document, and how it relates to core council responsibilities. The series of workshops have provided a foundation for continuous improvement in emergency planning.

Wairarapa commentary continued.

- Carterton District Council elected members were put through the Elected Members training course in March.
- Wairarapa based WREMO staff and the Local Welfare Manager have continued to conduct visits of many potential Emergency Assistance Centres (EAC) around the Wairarapa. This is to assess the suitability of facilities and to build a bigger picture of the welfare capabilities within the three Wairarapa districts. This was also an ideal opportunity for WREMO staff to connect with community contacts and continue to build on working relationships in the community. Tsunami signage has also been checked during the visits.
- The ongoing effects of El Nino are being monitored. WREMO Wairarapa staff have been liaising with the Wairarapa Rural Fire Authority, as the effects of drought have the potential to be a Welfare issue.
- The Emergency Services Coordination Committee was commenced in March. It is anticipated that this will be open to organisations around Wairarapa directly involved in emergency response and will be held on a quarterly basis.

Assessment of potential Emergency Assistance Centres (EACs)

Over the last few months Wairarapa WREMO staff have been conducting assessments of many facilities throughout the three Wairarapa districts to build a portfolio of welfare capabilities. This will ultimately lead into forming agreements with organisations to have facilities ready to go as Emergency Assistance Centres. Facilities assessed have included rural schools, Marae, country halls, fishing clubs, sports clubs and even a luxury lodge.

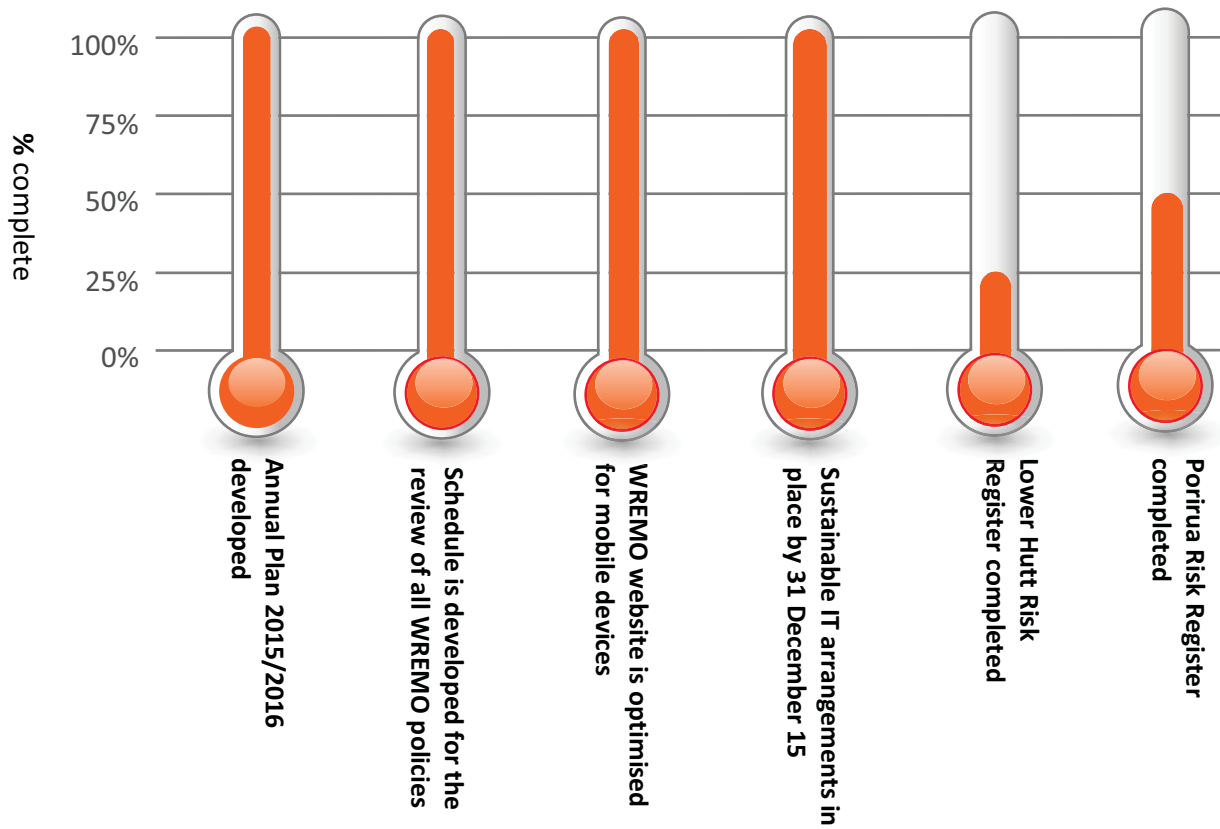


Business and Development

Areas of progress:

- Facilitated the CDEM Group Managers Forum. This included the 15 of the 16 CDEM Group Managers across New Zealand. This was very successful with many topics discussed and information shared.
- Realigned the strategic planning cycles of the CDEM Group to better integrate with local Council LTP planning cycles.
- Continued monitoring of the implementation of the WREMO 2015/2016 Annual Plan. Commenced the development of the 2016/2017 Annual Plan.
- Continued enhancement of WREMO's visual workplace.
- Enhancing ICT systems (new computers, phones, support). Appointment of an IT Support person for an additional 6 month fixed term contract.
- Project support to other WREMO teams (e.g. Training development, EOC Upgrades and Red Cross App).
- Engagement with hazards planning and risk management stakeholders.

Business and Development



WREMO information sharing seminar



Every quarter, all WREMO staff are invited to an information sharing meeting.

Completed previous quarters
 Completed this quarter
 Remaining to be completed

- The WREMO Annual Plan for 2016/2017 is now under development.
- In February Matthew Lloyd of the New Zealand Red Cross presented to WREMO staff on the technological innovations in response that the Red Cross are developing. This includes the gathering and processing large quantities of data in locations with poor or broken internet access.
- WREMO's Get Prepared website has been tailored for viewing on mobile devices. During an event, 50% - 80% of website visitors are using mobile/tablet devices. WREMO's ICT arrangements are remaining static through 30 June, with a 5-day-a-week position assisting with ICT support and other projects including video based EOC and ICT training.

Business and Development

Policy and strategic planning

ON-GOING

Existing policies are reviewed, and new policies are developed as required.

ON-GOING

Revised or new policies are distributed to all WREMO staff.

Finance

ON-GOING

WREMO budget setting, reporting and processing of expenditure is managed.

ON-GOING

Support is provided to Community Resilience and Operational Readiness on budgetary matters.

ON-GOING

Petty cash is reconciled as required and correctly administered.

ON-GOING

Agreed portions of Councils CDEM budgets are administered by WREMO.

- A WREMO representative is part of the newly established Common Alerting Protocol (CAP) Working Group. This working group has been established to implement the international alerting standard – CAP into New Zealand. The Working Group has good support from central government agencies (including DIA, MoH and MCDEM) and alerting agencies (including Geonet and Metservice). By adopting CAP alerting agencies in New Zealand will have a consistent format and standardised priority for sending alerts. International experience, particularly in Europe, has shown that this standardisation aids the distribution of the alerts through a variety of means.
- This CAP Working Group is working closely with the Red Cross as their Hazard App is the means by which many agencies (including WREMO) will send alerts.

WREMO Information Seminars

In March 2016 we hosted a well-attended presentation from Mike Mendonca, Wellington City's new Chief Resilience Officer on the role of the Chief Resilience Officer and the Rockefeller 100 Resilient Cities Initiative. This seminar was part of the Information Sharing Seminar series which was established in 2014/15. The aim of this series is to encourage the sharing of information between council staff, emergency services and scientists in the region and to build relationships.



Business and Development

IT & Website

ON-GOING

The content on the website is up-to-date.

ON-GOING

Effective IT support is provided to WREMO staff.

ON-GOING

Technical support for the development and implementation of EMIS is provided.

ON-GOING

Good working relationships are fostered and maintained with Council IT staff.

Administration

ON-GOING

All administrative requirements of the CDEM Group Joint Committee are met.

ON-GOING

All administrative requirements of the CDEM committees are met.

ON-GOING

A centralised library at Thorndon is maintained.

ON-GOING

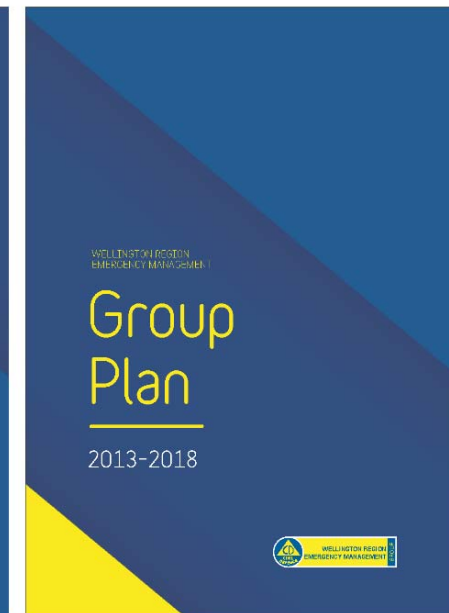
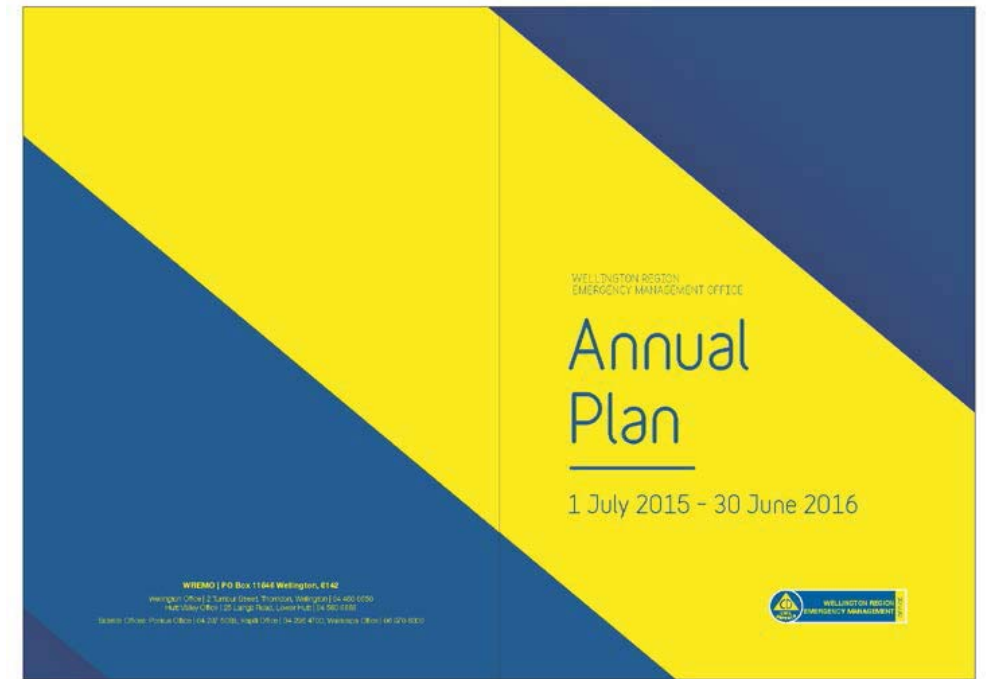
The following registers are regularly updated: Interagency contact list, and procurement registers.

- Sustainable IT arrangements are in place for the remainder of the financial year. We are now in the process of identifying ways to continue this in the new financial year.
- B&D administration staff support all WREMO teams.
- Contact lists continue to be updated quarterly.
- B&D are actively represented on the EMIS project team and in the National EMIS User Group. During the quarter, WREMO were represented at the Regional ICT Steering Group meetings, and are maintaining a positive relationship with Council ICT staff around the region.

Changes to CDEM Strategic Planning Cycles

The Business and Development Team recently proposed that the CDEM Group re-align the strategic planning cycles to ensure there is more integration between council and CDEM planning. The change sees the Group Plan move to a 6 year cycle, the Business Plan to a 3 year cycle and the Annual Plan remain unchanged. This will ensure that the Group Plan and Business Plan will now inform the LTP as their development will be in-sync.

We have also had our suite of strategic plans redesigned for the next Group Planning cycle.



Business and Development

Values

- ON-GOING** Have the WREMO mission, vision and values visible to all WREMO staff.
- ON-GOING** One team building event for all WREMO staff.
- ON-GOING** Staff provide support to all other business units to assist in meeting WREMO objectives and goals.

Planning Managers Group

- ON-GOING** Promote CDEM Group interests as part of the Natural Hazards Strategy.

Health and Safety

- ON-GOING** Any incidents are logged as per Greater Wellington Policy.

- B&D staff are fully engaged across the WREMO team providing general and project support.
- A hackathon for WREMO staff was held on 23rd February. As a team building event this hackathon contributed to the development of knowledge, skills and attributes and the development of a pathway for EMAs in response.
- WREMO is continuously making use of modern technologies and development processes to enhance the team further. One such process is the KOLBE profiling and the new staff have now completed their profiles.

Supporting the development of the Regional Natural Hazards Strategy (RNHS)

WREMO has been supporting GWRC in engaging the public as part of the development of the regional Natural Hazard Strategy. At several of the major festivals in the region WREMO and the Natural Hazard Strategy team have shared a stand. This partnership has enabled the public to provide input into how they think natural hazards should be managed and at the same time receive support on how to prepare for an emergency.

