Attachment 1 to Report 15.298

Wellington Region Emergency Management Office

Quarterly Report 1 January – 31 March 2015



Executive Summary

Overview

A relatively busy quarter that saw considerable preparatory work in advance of the Ministry of Civil Defence & Emergency Management monitoring and evaluation assessment conducted February/March.

Wins

- 1. EOC Training. EOC training ceased in November 2014 in order to conduct a review of both the training requirement and the means of delivery. The online survey conducted generated 135 responses and the resulting report provided the direction for a revised approach; shorter, more practical and scenario based. The new series of modules commenced in March and initial feedback has been positive. EOC training is a partnership WREMO and Council and is reliant on sufficient council staff being available and willing to assist their council/communities during times of crisis. The current training programme will culminate with a region-wide exercise in November each year.
- 2. Pre-Disaster Recovery Planning (PDRP). Considerable thought and planning went into producing March's very successful PDRP forum. This included presentations by the Chief Resilience Officer Christchurch, NZ Red Cross, Joint Centre for Disaster Research and Dr Laurie Johnson, an international expert on Recovery. WREMO will now facilitate the development of a region-wide PDRP framework, in partnership with Local Government, Central Government, the Private Sector and our Communities. Plans and ongoing development will be channeled through the CEG and Joint Committee.
- **3.** External interest in our innovative approaches. WREMO continues to receive numerous requests from external authorities who wish to better understand our alternative approaches to various traditional challenges. This has resulted in several invitations to present (at their expense). Of interest has been recent approaches from outside the sector including a desire by the NZ Health Sector Finance Forum to learn more about collaboration, and the Asian Community Mental Health Leadership Forum (Bangkok) who expressed interest in our community resilience building strategies. Further invitations have been from Spain (Disaster Sustainability Science Forum) and South Korea (Social media). Naturally not all invitations are accepted. WREMO has also been providing advice to, and sharing foundation documents with, the Bay of Plenty Group, who recently restructured their Civil Defence teams into one CDEM organisation that supports all councils of the region. Our programmes (Blue Lines, Preparedness Enablers and Community Response Planning) featured in the NZ Inc video that accompanied the NZ delegation to the UNISDR 2nd Hyogo Framework for Action conference in Sendai, Japan. Link attached: https://www.youtube.com/watch?v=mMDvdQ5sKd4&feature=youtu.be

New Emergency Operations Centre training programme



Executive Summary

Developments

The more notable activities progressed throughout the quarter include:

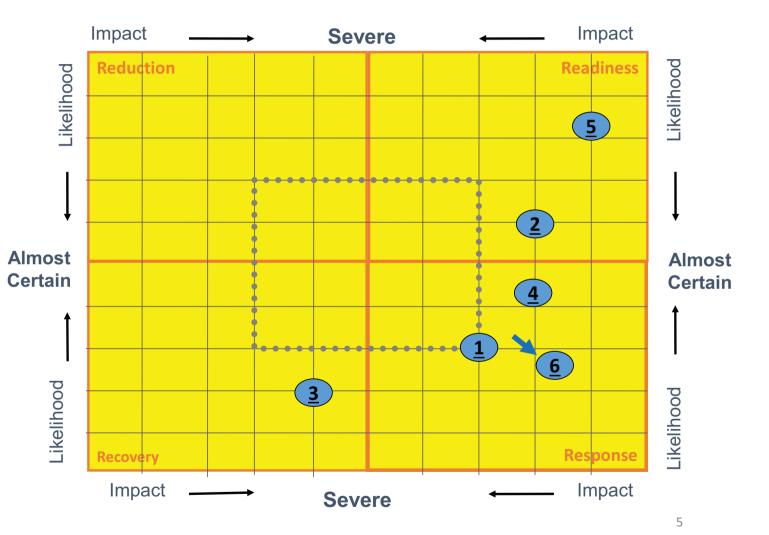
- **1. MCDEM Monitoring and Evaluation Assessments**. Considerable preparatory work occurred in advance of the Monitoring and Evaluation assessment held February March 2015. While the resulting report has yet to be released, areas we believe to be strong include Governance/Management/Organisational Structures and resilience building activities in the community. Areas which continue to represent opportunities for further development include operational structures and recovery planning.
- 2. EOC Upgrades. A programme to enhance EOC connectivity commenced last year. The first stage of this project (computers, WIFI network and projectors) is now 98% complete. Installation of high speed internet (independent of council networks) has commenced (now available in two sites) and remote management of EOC/ECC computers is also underway. Draft user documentation has been completed.
- 3. WREMO Projects. The following projects were advanced during the reporting period:
 - a. Tsunami Planning Group-wide plan that will see the region better prepared to respond to a tsunami threat (from warning to 72 hours after arrival). Work on this plan was parked pending GNS Science upgrading our current tsunami modelling for the Wellington Harbour. A contract for this is being prepared. This work will likely result in a reduction in the size of orange and yellow (evacuation zones) for the inner harbour;
 - b. Regional Fuel Planning A draft plan has been circulated to the regional fuel industry and MCDEM for comment. It had previously been discussed with members of the fuel sector. Feedback will be incorporated and the final draft distributed to the wider CDEM Group for comment next month;
 - c. Communications review future rationalisation of VHF communications networks and support arrangements throughout the region. The most recent advice indicates that moving to a digital network may not yet be a fait accompli or indeed prudent;
 - d. Lifeline Group Projects WREMO continues to work alongside both WELG and WELA. Joint projects advanced during the quarter include Restoration Priorities (creating a default list of those sites for priority restoration of service) and Emergency Levels for Service (establishing realistic and in some cases aspirational, levels of service by utility companies during an emergency event). A new Lifeline Utility Coordinator manual is being produced to guide those undertaking this role in the ECC/EOC.

31 March 2015

Executive Summary

Risk Matrix

- 1. Current response structures unsustainable
- 2. Waning community interest in resilience building initiatives
- 3. Lack of effective Recovery Framework
- 4. Switch to digital ES communications
- 5. Challenge implementing MCDEM initiatives
- 6. Inadequate operational connectivity



Executive Summary

Risk treatment

- 1. Current response structures may be unsustainable, particularly given the challenging training load and the time available to conduct this. The Response Structure Review has been launched to investigate more appropriate models for delivering response, to take account of emerging technologies and a more collaborative approach across the region. The new modular EOC training framework (which commenced in March) provides a more flexible approach to delivery, whilst remaining consistent across the region. This will enable inter-council support during an event. Scenarios are currently being used as the basis for each training session, which will expose council staff to problem solving and decision making using EOC tools. Further work is being undertaken to address the remaining elements of this risk.
- 2. As time elapses since our last major emergency, 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. NZ Shakeout, scheduled for October 2015, presents an opportunity to rekindle interest at a basic level.
- 3. 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. The next steps in this programme are currently being formulated.
- 4. The original advice 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. A budget for this purpose has been factored into the LTP process. Further investigation is required to refine the strategy and resulting costs. The most recent advice challenges moving down a digital path and may see the Group better placed by rationalising and upgrading the current analogue network.
- 5. 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 likely require a revised strategy for the provision of controllers throughout the region. The new Group Welfare Manager has recently been appointed and is undertaking induction activities. One controller has completed the National training programme and a further two are scheduled for the next course (May 2015).
- 6. The previously reported risk has been downgraded. Once the few outstanding tasks (including the user documentation) are complete, the risk will be removed from the matrix.

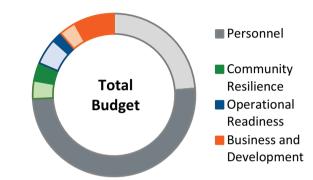
Financial Summary

As at 31 March 2015

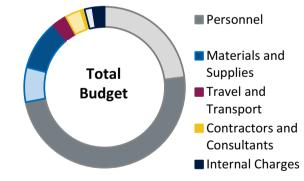
| WREMO | YTD as at 31 March | | | | Full Year | | |
|---|--------------------|--------|----------|----------|-----------|-----------------|--|
| Income Statement | Actual | Budget | Variance | Forecast | Budget | Variance | |
| For the 9 months ended 31 March 2015 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | |
| Rates & Levies | 590 | 590 | - | 786 | 786 | - | |
| Government Grants & Subsidies | | - | - | - | - | - | |
| External Revenue | 1,437 | 1,437 | - | 1,917 | 1,917 | - | |
| Investment Revenue | 12 | 9 | 3 | 13 | 13 | 18 | |
| Internal Revenue | - | - | - | - | - | - | |
| TOTAL INCOME | 2,039 | 2,036 | 3 | 2,716 | 2,716 | - | |
| less: | | | | | | | |
| Personnel Costs | 1,463 | 1,618 | 155 | 1,984 | 2,157 | 173 | |
| Materials, Supplies & Services | 282 | 384 | 102 | 366 | 512 | 146 | |
| Travel & Transport Costs | 73 | 76 | 3 | 79 | 101 | 22 | |
| Contractor & Consultants | 21 | 80 | 59 | 123 | 107 | (16) | |
| Grants and Subsidies Expenditure | | | - | - | - | - | |
| Internal Charges | 73 | 82 | 9 | 105 | 109 | 4 | |
| Total Direct Expenditure | 1,912 | 2,240 | 328 | 2,657 | 2,986 | 329 | |
| Financial Costs | | | | | | | |
| Bad Debts | | 14 | - | | 2 | | |
| Transition Costs - operational | | - | - | 1 | - | - | |
| Depreciation | 48 | 50 | 2 | 66 | 66 | - | |
| Loss(Gain) on Sale of Assets / Investments | - | 2- | - | - | - | S. - | |
| TOTAL EXPENDITURE | 1,960 | 2,290 | 330 | 2,723 | 3,052 | (329) | |
| OPERATING SURPLUS/(DEFICIT) | 79 | (254) | 333 | (7) | (336) | 329 | |
| Add Back Depreciation | 48 | 50 | (2) | 66 | 66 | - | |
| Other Non Cash | | - | - | - | - | - | |
| Vehicles and other plant purchases | (67) | (70) | 3 | (70) | (70) | | |
| Net External Investment Movements | - | - | - | - | - | - | |
| NET FUNDING BEFORE DEBT & RESERVE MOVEMENTS | 60 | (274) | 334 | (11) | (340) | 329 | |
| Debt Additions / (decrease) | | - | - | - | - | 5 4 | |
| Debt Repaid | - | - | - | · - | | - | |
| Reserve Investments Interest | (12) | (9) | 3 | (13) | (13) | - | |
| Reserve Investments Transfer Out | - | - | - | 51 | 353 | (302) | |
| NET FUNDING SURPLUS (DEFICIT) | 60 | (283) | 325 | 27 | - | 27 | |

Projections for the FY show a surplus of just over \$330k. Of this, \$173k represents an underspend in personnel as a result of staff vacancies; \$28k is that portion of the \$100k EOC technology upgrade budget not required; there was a \$20k underspend in vehicle costs; and \$30k represented a hold being placed on VHF network maintenance pending a decision on the way ahead. The surplus at year end will be offered up to reduce next years operating costs.

Portion of budget spent by team



Portion of budget spent by category

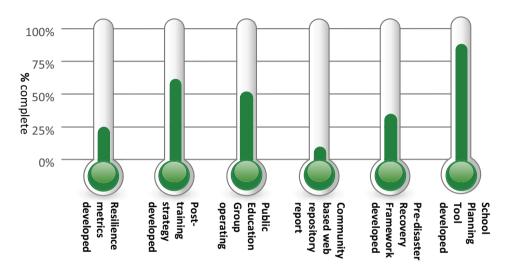


Community Resilience

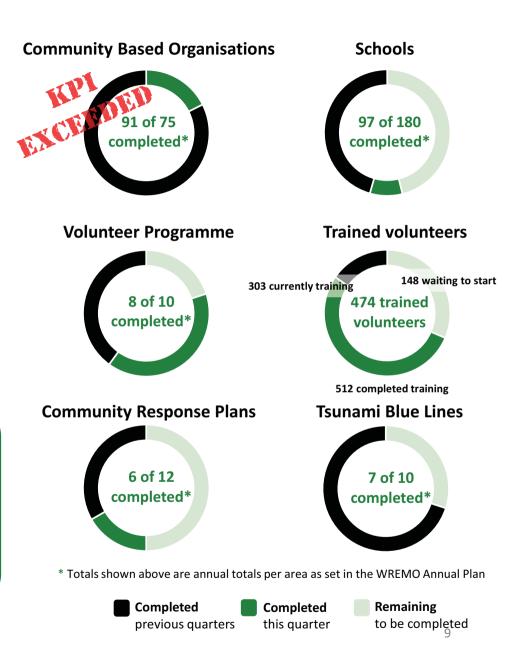
Areas of progress:

- WREMO was selected to contribute to the NZ Inc video that highlighted community resilience activities for the Hyogo Framework for Action in Japan. Four separate activities were highlighted as innovative practices where NZ (the Wellington Region) is leading in this space.
- NZ Fire Service has used our Social Media for Emergencies' Guide to form the basis of their own social media policies.
- Staff presented at the national EM conference on Pre-disaster Recovery Planning and generated significant discussion on this topic.
- Workshop held with NZ Red Cross to co-develop and co-launch a Hazard App for the public as an alerting system. This product will cost virtually nothing and has the potential to work across the country.
- Co-created an infographic on the importance of neighbours in disaster response. Zing Design offered to develop this product free of charge to WREMO because they were so impressed by the positive community messages promoted on the Facebook page.
- Helped lead the Hack Miramar event on community engagement. WREMO was approached by the community to help lead this process as a trusted facilitator.
- Co-developing an innovative tool with Victoria University to assess open spaces before during and after a large event for response and recovery.
- Working alongside the University of Auckland to develop a strategic approach to improving the resilience of the refugee community.
- The team is revamping the Community Response Plan to find more ways to maintain relationships, improve resilience, clarify roles and responsibilities in response and create a framework for a positive community-driven recovery.
- As a result of the Blue Line process in Miramar, WREMO is supporting Seatoun School to find funding to build an evacuation staircase so that all students and local residents have a place to go in the event of a local tsunami.
- Ran a Porirua-wide CDC activation as a proof of concept of a community-driven response. It was an excellent evening with 5 out of 8 CDCs activated with nearly 50 participants. There were some excellent lessons learned which have been built into the developing framework.
- The entire team participated in Neighbours Day events across the region. The event received significant promotion on WREMO's Facebook page.
- Collaborated with the New Zealand Law Society (Wellington branch) providing a copy of our Its Easy prepared businesses on the desks of every lawyer in the Greater Wellington region. We also launched a section of the New Zealand Law Society (Wellington branch) website with more emergency preparedness information.
- The team has postponed many of the engagements with schools so that they are able to connect with busy principals closer to NZ Shakeout, which is being held in October 2015. This engagement will take precedence over everything else in the final quarter.

Community Resilience



- The development of resilience metrics are on hold until the Pre-disaster Recovery Framework is further advanced.
- School Planning Tool is developed and we are working with Ministry of Education to potentially make this a national tool.
- Community based web repository is being advanced with an initial scope of existing products and an engagement framework to determine what users would value.
- The Tsunami Blue Lines project is currently on hold as we are updating the Tsunami inundation zones in Wellington Harbour.



Community Resilience

Volunteers



Volunteer contact details and training records are up-to-date.



Monthly newsletter sent to all volunteers.



Recommendations for optimisation of volunteers are identified.



Recommendations for optimisation of volunteers are incorporated into volunteer programme and post training engagement strategy.

Communication



New technologies for communicating to the public are provided to the Leadership Team as required.



Newspapers are utilised as required.



Regional radio advertisements and interviews are conducted monthly.

Preparedness enablers

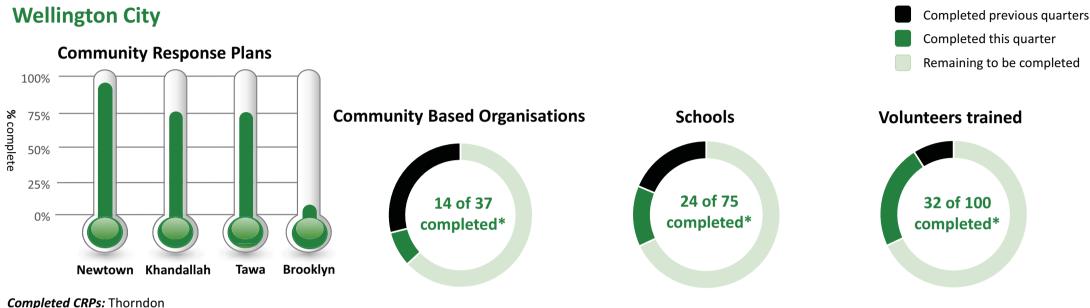


Water tanks will remain on sale across the region.



Other enablers are investigated and forwarded for approval as required.

The revamp of the volunteer programme includes partnerships from NZ Red Cross, Salvation Army and Volunteer Wellington. The goal is to create a more collaborative environment between different agencies to better utilise volunteers and create multiple pathways for them to engage with different agencies.



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

- Worked with Phantom Bill Stickers on the re-design of their poster bollards to capitalise on these as a potential emergency resource.
- Facilitate the brainstorming and idea development of the Community Engagement workshop with HackMiramar.
- Collaborated with the New Zealand Law Society (Wellington branch) landing a copy of our Its' Easy Prepared Businesses on the desk of every lawyer in the Greater Wellington region. We also launched a section of the New Zealand Law Society (Wellington branch) website with more emergency preparedness information.

The link to that information is: http://my.lawsociety.org.nz/branches/wellington/emergency-preparedness

The team engaged with the High Commissions /Embassies across WTGN CBD area on emergency preparedness for both their citizens and staff. As
a result, we have conducted a table top exercise and presentations (over two days) for various embassies including the Australian, Canadian,
UK High Commissions and US Embassy in early March 2015.

Porirua City







- As the result of a community initiative, we conducted a Porirua wide Civil Defence Centre activation which involved 5 of the 8 CDC's. WREMO, PERT, WREMO Volunteers, and CRP stakeholders were all involved in the activation, which took place over a two hour period. They followed a scenario written by a community member. Each centre was accessed, equipment found and set up, and radios tested. The Centres were able to communicate with each other and the EOC. The draft CDC guide being produced by the CR team was tested, and feedback given. Many of the participants are keen to be involved with more activations, and many who weren't trained have now signed up for our training program.
- As a result of spending some time with a community marae in Waitangirua, they are now keen to be involved in a CRP for the area. A newly opened kindergarten nearby came to us with concerns over where they could evacuate their 90 children to if needed. We were able to link the two organisations together so the kindergarten could evacuate to the marae which is where a health clinic is based and the two now have a mutually beneficial relationship on a day to day basis.

Paremata Community Response Plan development

The Papakowhai – Paremata CRP stakeholders learning about the role of Civil Defence Centres during the third CRP session. On the walls is their work from the initial two sessions.

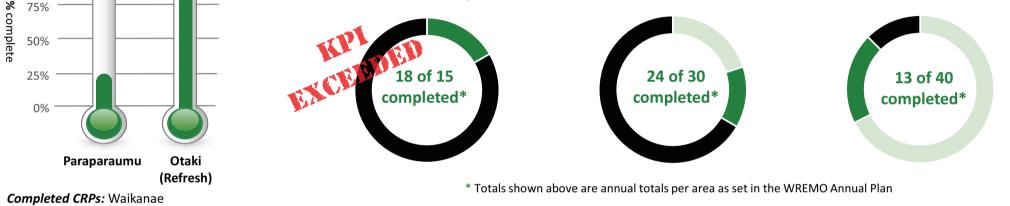


Porirua Civil Defence Centre activation

Around 50 people from various communities around Porirua participated in a Civil Defence Centre activation exercise in March.







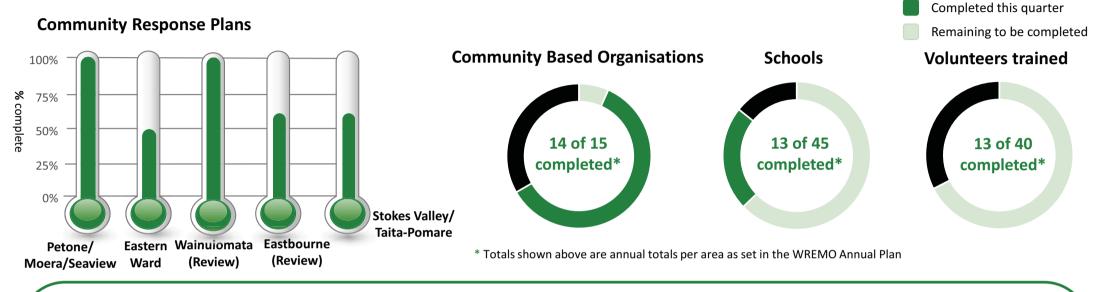
- Key lock boxes are being installed at all Kapiti Civil Defence Centres (CDCs) so that they can be accessed during an emergency. The installation
 programme is 50% complete. Once complete the next stage in the CDC upgrade programme includes refreshing and updating CDC equipment
 and selecting suitable WREMO volunteers living in close proximity to each CDC to have lock box key code access. These upgrades are being
 done in close consultation with CDC facility owners.
- A third WREMO Disaster Preparedness Course (which is the stepping stone to becoming Civil Defence Emergency Management Volunteers) has just concluded in Kapiti. A very motivated bunch of community members participated and 8 completed all the sessions. They are now available to register as WREMO CDEM Volunteers.
- Kapiti and Otaki Menzshed continue help install emergency water tanks across the district. To-date they have helped to install over 120 tanks. Kapiti records the highest tank sales in the region at just over 1500 tank sales.

The Emergency Management Tent at the Sustainable Home and Garden Show

A healthy number of water tanks, water bottles and Grab & Go Bags were sold. More importantly brochures and free advice was provided on the role and location of local Civil Defence Centres and how households & neighbourhoods can get better prepared. 14 WREMO Volunteers participated - a very positive couple of days overall.



Hutt City



- WREMO continue to meet with the Te Awakairangi Health Network (TeAHN) Primary Care Emergency Management Stakeholder Group. All Hutt Valley general practices have completed business continuity plans and are part of a Local Emergency Group (LEG). TeAHN has held another EOC training and all staff will be trained with CIMS training later this year.
- The Wainuiomata Community Response Plan Review has been signed off by the Community Board.
- WREMO was approached by the organising committee for the Wainuiomata Water Festival in March to have a presence at the festival to promote preparedness and water storage in case of emergencies. It was a stunning day with huge numbers of people coming down for the event.
- We recently engaged with the IHC community at Lower Hutt and presented to them on how to be better prepared for emergencies and to be more connected in the community.
- Currently collaborating with Auckland University on a research project on emergency preparedness for refugee communities. We are working together to implement their findings on how to better engage with refugee communities in the Lower Hutt area on emergency preparedness and community empowerment.
- Currently participating as part of the Marae Resilience Forum with all of the Maraes in the Lower Hutt Region and beyond on emergency
 preparedness.

Completed previous quarters

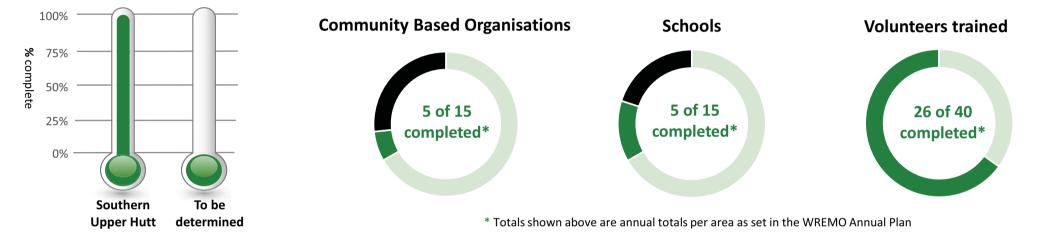
Big Day Dowse

Despite the wet weather, our volunteers were committed to promoting the preparedness message to the Lower Hutt community at the Big Day Dowse in March.



Upper Hutt





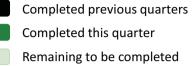
- Our volunteers attended the March Madness Fair for the first time. There was great engagement from the public throughout the day with many people coming up and chatting to the volunteers about how they can get better prepared.
- WREMO ran an emergency preparedness workshop alongside the Upper Hutt Citizens Advice Bureau, specifically for new migrants living in Upper Hutt. The workshop proved a great way to get emergency preparedness information out to this group of people and for the new migrants themselves to meet and mingle with each other.
- WREMO had a presence at the Timberlea Neighbours Night to talk to the community about getting to know their neighbours and how they can be prepared in case of an emergency.

Upper Hutt Volunteer Course

WREMO ran the first **Emergency Preparedness** Course (which is the stepping stone to becoming a Civil Defence Emergency Management Volunteer) in Upper Hutt. With the help of Neighbourhood Support Upper Hutt, the course was a huge success. A very motivated group of *community members* participated - we had an outstanding turn out of 30 people for the duration of the course.



Wairarapa Districts



Community Response Plans



- During this quarter we said farewell to Kim from our Community Resilience team. She has since joined SWDC.
- Ruth Locker has been appointed to the role of Emergency Management Advisor in Community Resilience and starts at the end of April. Ruth has a very robust background in community development and engagement having worked with the Wellington City Council Housing Team as well as a Road Safety Officer with NZTA. She has been a long time resident of the Wairarapa and is returning back to the area after several years of living in Wellington City.
- A draft Rural Resilience Strategy was developed as a final project by Kim before she departed. This will be an excellent starting base for Ruth in her new position to effectively engage the rural community.

Operational Readiness

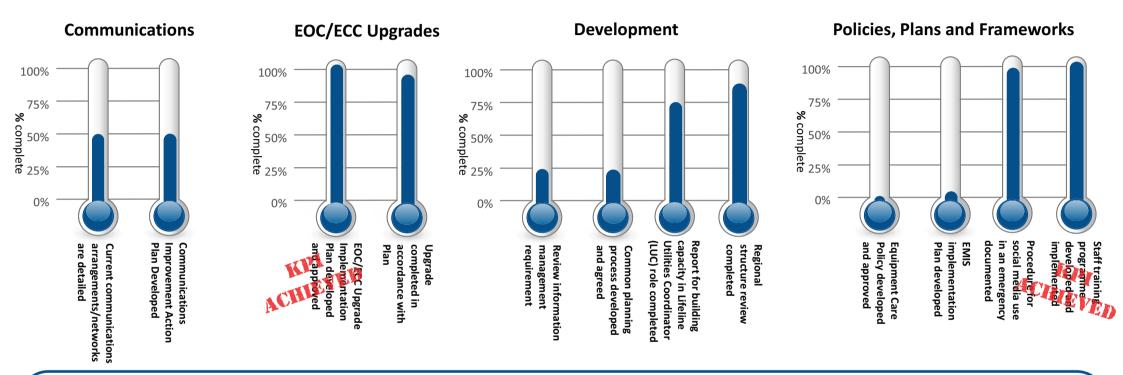
Areas of Progress:

- All EOCs upgraded with projectors and screens. EOC laptops have been rolled out with council ICT working on configuration and licencing. Documentation to be completed by May.
- EOC training framework has been developed and the first EOC training sessions have been delivered across the region. General feedback so far is positive, with a real appreciation for the package being presented in a professional manner and an understanding of where the training is heading. The new framework also allows for any modules provided through the national Integrated Training Framework (ITF), or modules from other sectors to be incorporated.
- A regionally consistent approach for the development of the Tsunami Plan has been agreed, with a focus on the EOC being able to respond effectively.
- Lifeline Protocols have been reviewed and amendments currently being made with a view to making this more focussed on how it aids EOC Lifelines.
- Operational Readiness will have a full complement of staff by end of April, the first time since August 2014.

Areas of Concern:

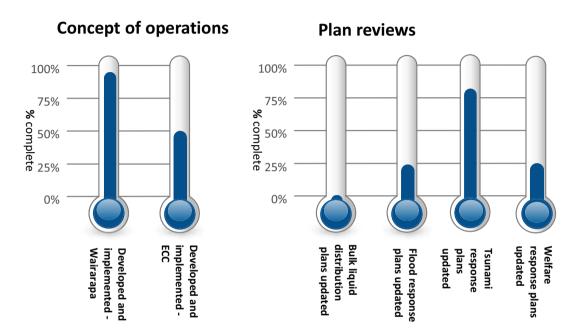
• KPIs that are unlikely to be completed by the end of the financial year are: Equipment Care Policy, Information Management review and implementation of EMIS, Bulk liquid distribution plans updated.

Operational Readiness



- Common planning process will be determined by the new CDEM Directors Guideline on Operational Planning (publication scheduled for June / July 2015).
- EOC information management requirements have been completed by MCDEM as part of the development, design and implementation of EMIS. It is not
 intended to duplicate such work, but instead to focus on EMIS implementation. The welfare registration component of EMIS has already been implemented
 with training delivered. The intention is to carry over the KPI in relation to EMIS Implementation Plan for 2015/2016 Annual Plan.
- An Equipment Care Policy will not be produced. This will be superseded by investigation into an EOC asset management database, equipment audit and equipment check KPIs in next years Annual Plan.
- The outcome of work in relation to how the regions Controller capacity should be developed and maintained will inform the Regional Response structure review, as well as the risk treatments already mentioned previously (in this report).

Operational Readiness



Lessons learnt



All events are subject to a debrief.

Corrective Action Plans are developed to incorporate results of debriefs.

Corrective actions monitored to ensure completion.

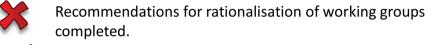
Stakeholder engagement



Support the council planning and budgeting process in relation to emergency management as required.



Provide emergency management advice to interagency partners, response teams, council contractors and elected officials across the region as required.



completed.



Two WREMO Operations training days are held annually.



Logistics, Planning/Intel, Operations, Controller and Recovery Manager working groups have been established.



Support all projects and activities included in the Wellington Lifelines Group (WELG) Action Plan.

Communications

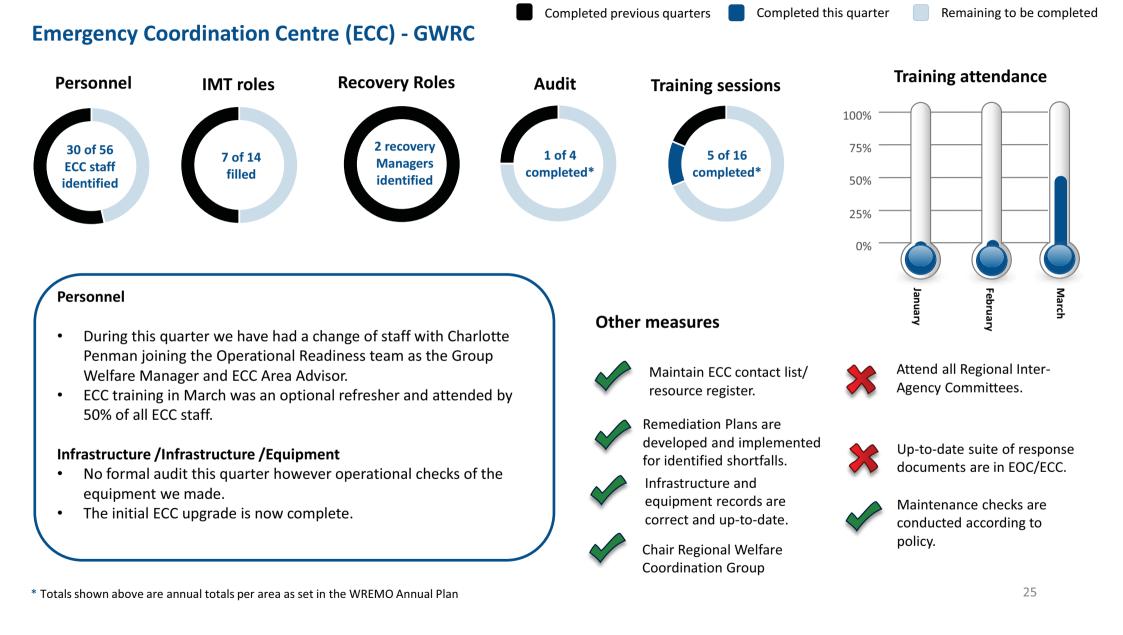


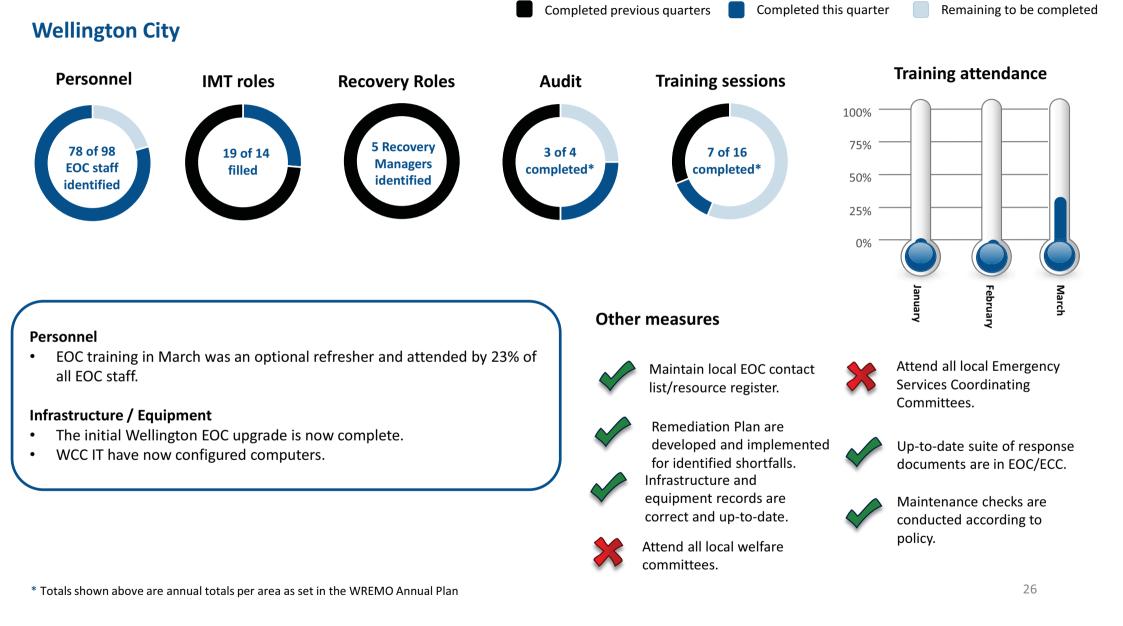
Communications equipment checks and maintenance occurs in accordance with the relevant Communication Plan and Equipment Care Policy.

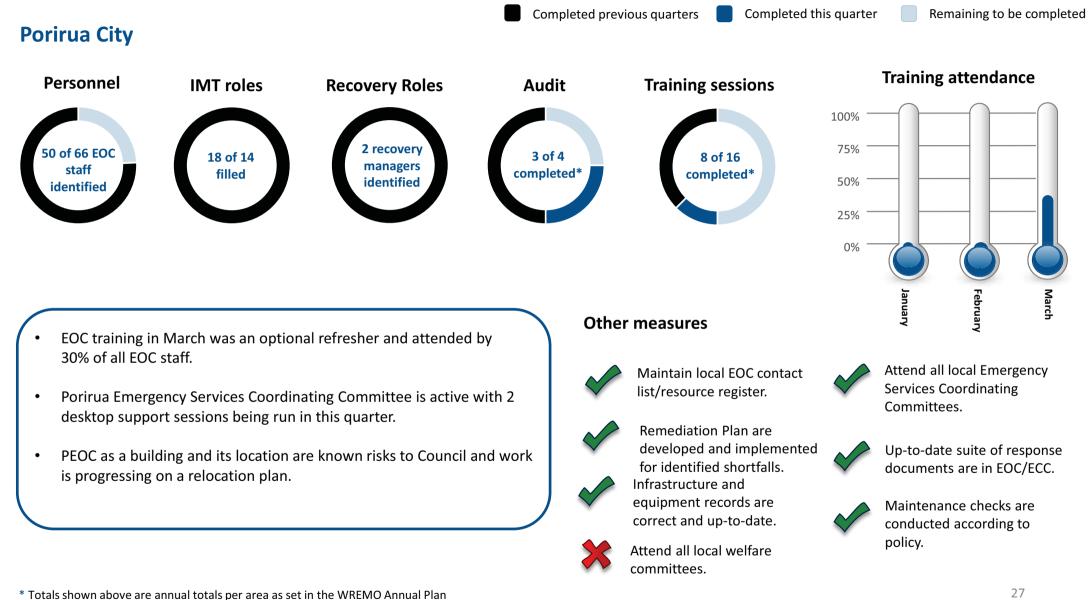
Response teams

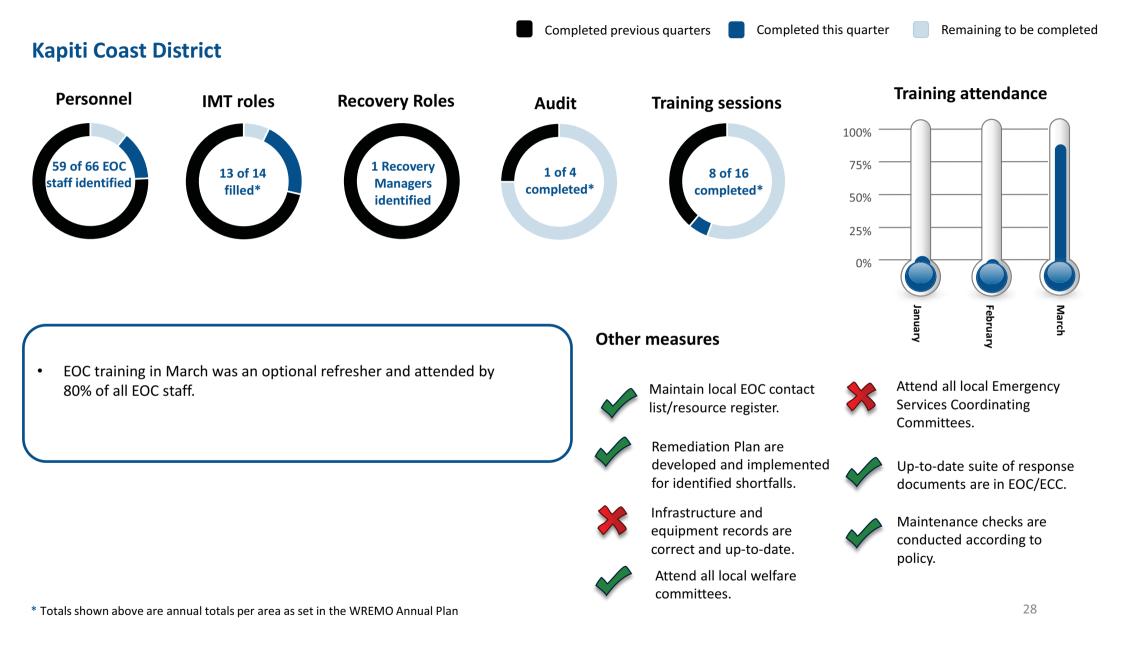


NZRT 18 and NZRT8 are self-managing.







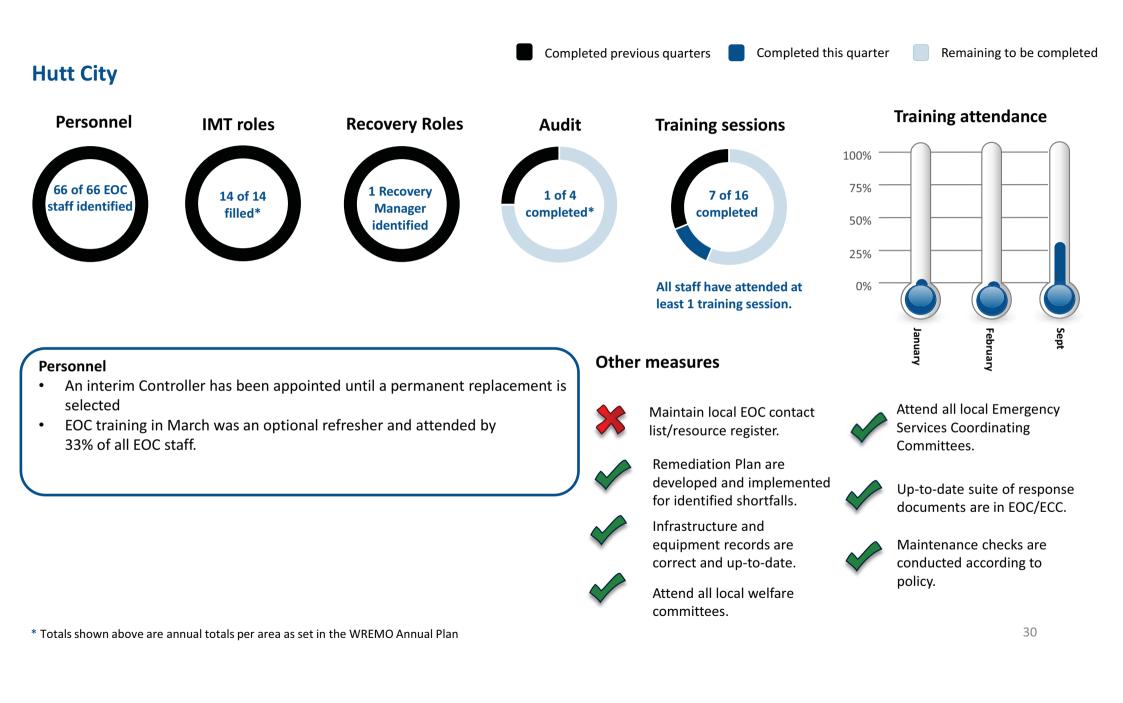


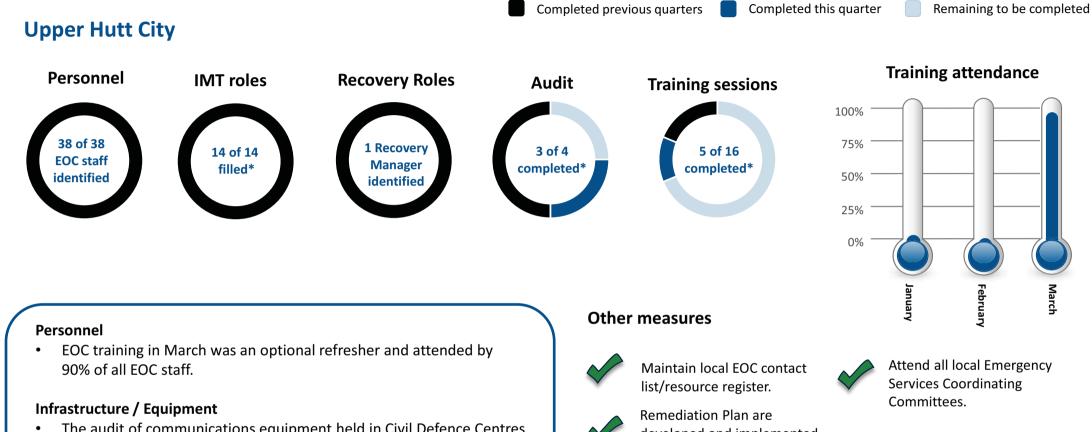


Kapiti EOC Activation

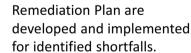
Kapiti EOC activation in December 2014 for flooding. The EOC was staffed by 20 people, mostly undertaking coordination activities with Depot staff and PIM. The ECC activated in support to provide social media/website updates.







- The audit of communications equipment held in Civil Defence Centres has been completed
- ICT and audio visual equipment for the UHCC EOC has been installed. ٠ Documentation for ease of use to follow.



Infrastructure and





Attend all local welfare committees.

equipment records are

correct and up-to-date.

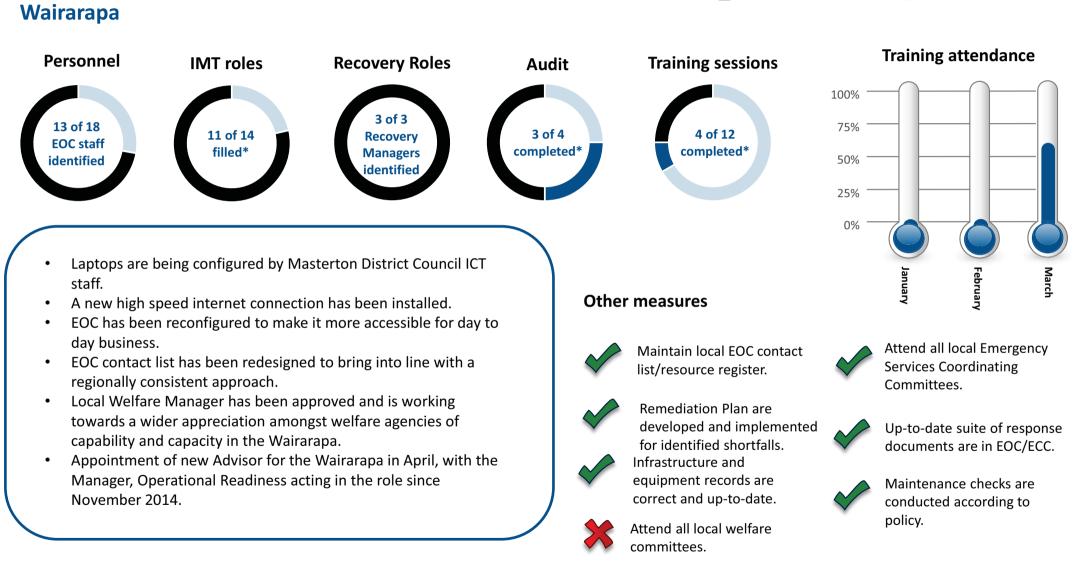
Up-to-date suite of response

documents are in EOC/ECC.

Maintenance checks are conducted according to

policy.





Completed previous quarters

Completed this quarter

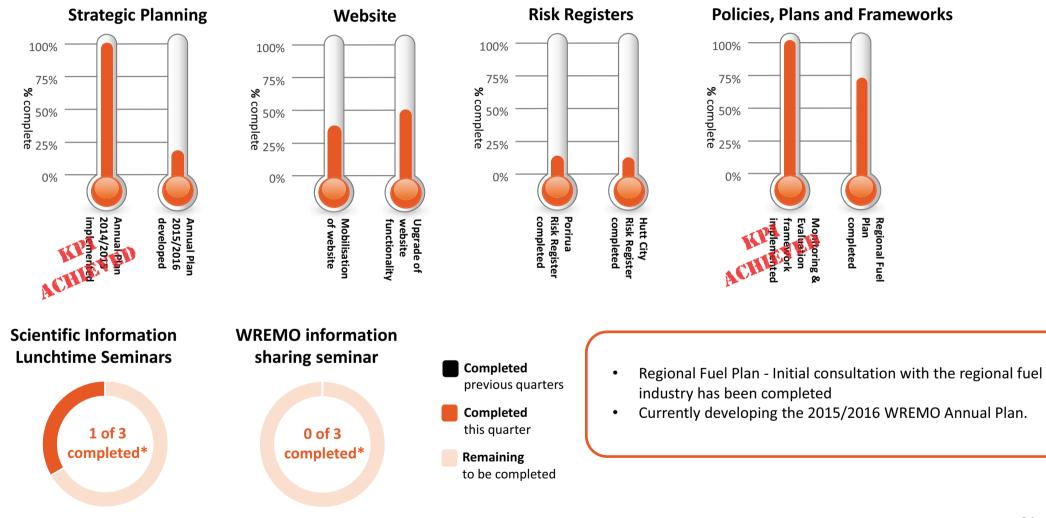
Remaining to be completed

Areas of progress:

- Improved management of WREMO financial system. Continuing to develop this further and look at ways to merge more of the council/WREMO budgets
- Enhancing WREMO's visual workplace (introducing Kaizen displays and personal boards).
- Enhancing ICT systems (new computers, phones, support). Appointment of an IT Support person on a 12 month fixed term contract.
- Project support to other WREMO teams (e.g. Fuel supply project, Tsunami Plan and EOC Upgrades).
- Engagement with hazards planning and risk management stakeholders.
- Completion of the MCDEM Monitoring and Evaluation Programme.

Areas of concern:

• No issues to report at present.



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

Administration

| \sim | |
|--------|--|
| | |
| • | |

- All administrative requirements of the CDEM Group Joint Committee are met.
- \checkmark
- All administrative requirements of the CDEM committees are met.



A centralised library at Thorndon is maintained.

 \checkmark

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

Finance



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



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



Petty cash is reconciled as required and correctly administered.

Health and Safety



Any incidents are logged as per Greater Wellington Policy.

- We are currently exploring options for further merging of local council budgets with WREMO.
- Currently supporting both the CR and OR teams on various projects.

Professional Development



All staff have the opportunity to attend at least one suitable professional development opportunity.

Website



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

IT



IT support is provided to WREMO staff.



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

Planning Managers Group



Planning Managers Group meetings are attended by a WREMO representative.



Input is provided on behalf of WREMO.

Values



Have the WREMO mission, vision and values visible to all WREMO staff.



One team building event for all WREMO staff.

WREMO IT

• An intern from Germany has been helping the IT team. WREMO has for the past three years hosted an intern from January to April.

Planning Managers

Contributing to the Regional Natural Hazards Management Strategy