

Auckland Emergency Management

2024/2025 Work Programme

Quarter Two

Progress Report

1 October 2024 - 31 December 2024



About this report

Welcome to Auckland Emergency Management's 2024/2025 Work Programme Quarter Two Progress Report.

This report documents our progress towards achieving the five-year objectives of the *Tāmaki Makaurau Auckland Civil Defence and Emergency Management Group Plan 2024-2029 (Group Plan)*.

It is intended to be used by both governance bodies and the public, as a way of keeping stakeholders informed about key activities, developments and work that has taken place between 1 October 2024 and 31 December 2024 under Auckland Emergency Management's annual work programme.

The report covers progress across major workstreams and key change initiatives, highlights challenges and achievements, and provides a forecast for the rest of the financial year on Group Plan actions and review recommendations.

A progress report such as this is produced quarterly and contributes to the achievement of annual outcomes, which collectively advance the sixteen objectives of the Group Plan.



General Manager's summary



Welcome to the second edition of our quarterly progress report. We received positive feedback on our first edition so have kept the same format but added a few additional sections such as *Our treaty context*, *Our long-term goals* and *Progress on the Group Plan* to provide more information.

This progress report represents the work undertaken during the three months before the summer holiday break. For the Auckland Emergency Management team, this is a particularly busy period as we need to prepare for the summer storm season in addition to the business-as-usual work.

I want to acknowledge that this report is only a 'tip of the iceberg' in representing the large volume of work taking place to achieve our reported milestones and progress towards long-term objectives.

Every day I am impressed and appreciative of the energy, hard-work and commitment each team member puts in.

I am very proud about how we are making substantial improvements in the preparation for, and the management of, emergency events in Auckland.

I hope you enjoy reading this.



Sincerely

Adam Maggs

General Manager
Auckland Emergency Management
Auckland Council

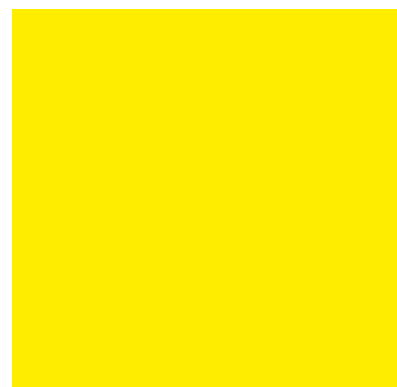


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ABOUT US

Auckland Emergency Management (AEM) is responsible for coordinating civil defence efforts across Tāmaki Makaurau. We operate under the framework of the Auckland Civil Defence and Emergency Management (CDEM) Group.

AEM is part of Auckland Council. As a unitary authority for the Auckland area, Auckland Council is the functional leader of the Auckland CDEM Group.

Auckland Council's Civil Defence and Emergency Management Committee provides governance decision making. The Coordinating Executive Group (CEG) makes operational decisions and oversees implementation, monitoring and delivery of the Group Plan.

AEM implements the Group Plan by managing the day-to-day planning, projects, and the delivery of operational arrangements on behalf of the Auckland CDEM Group and CEG.



OUR TREATY CONTEXT

Te Tiriti o Waitangi provides the context for partnership between the Auckland CDEM Group and mana whenua in creating an Auckland that is resilient to disasters.

Our strategic intent = Ensuring that there is representation and participation of mana whenua and mataawaka in emergency management in Tāmaki Makaurau

The impacts on Māori from disasters can be significant. The Whakaoranga Marae, Whakaoranga Whānau framework was developed in line with the National Disaster Resilience Strategy Ruataki ā-Motu Manawaroa Aituā to ensure greater recognition, understanding and integration of mana whenua and mataawaka perspectives and tikanga in emergency management.

The four key aspects and six central pou of the framework (as shown in the figure below) is designed to provide guidance in supporting marae in their mahi on building resilience to disasters.



Our commitment to improving outcomes for Māori

The list below identifies Auckland Emergency Management's objectives for improving Māori outcomes under the five mana headings of Auckland Council's *Kia Ora Tāmaki Makaurau* strategic document.

- ➔ **Kia Ora te Hononga**
Mana whenua entities and Māori communities are active partners in the decision-making process to plan for, and activate, an emergency response in their local area
- ➔ **Kia Ora te Marae**
Tāmaki Makaurau Marae are centres of excellence in being prepared to support and provide services to whānau and their local area residents during an emergency event
- ➔ **Kia Ora te Whānau**
Whānau, Hapu, Marae and Iwi are resilient and capable of responding to and providing support to recover from an emergency event
- ➔ **Kia Ora te Taiao**
The approach to emergency management actively exercises kaitiakitanga principles and concepts in protecting and enhancing the environment
- ➔ **Kia Ora te Rangatahi**
Through the delivery of the Kia Rite Kia Mau programme to schools across Tāmaki, rangatahi feel empowered to participate meaningfully and effectively in building the resilience of their local community

OUR STRATEGIC FRAMEWORK

We are continuously striving to improve Tāmaki Makaurau / Auckland's resilience. We do this through the achievement of objectives, actions and milestones across the four Rs of emergency management; reduction and readiness (before emergencies), response (during an emergency) and recovery (after an emergency).

Our declared mission on what we want to achieve, how we will achieve it under the four Rs, the values that underpin how we work, and the themes of our work are outlined in the diagram below. These provide us with the strategic framework for our work.



THE GROUP PLAN

The *Tāmaki Makaurau Auckland Civil Defence and Emergency Management Group Plan 2024-2029* (the Group Plan) outlines the five-year strategic direction for Auckland's Civil Defence Emergency Management (CDEM) system, setting out its vision, goals and performance measures.

The plan is designed to be used by the CDEM Group, key partner agencies and stakeholders involved in civil defence emergency management functions in Auckland.

The five-year plan contains 16 objectives and 33 actions across key areas such as mana whenua and mataawaka partnerships, the 4Rs of emergency management (reduction, readiness, response, and recovery), and governance.

Auckland Emergency Management (AEM) manages the Group Plan Work Programme and leads many actions within this plan, **collaborating with various Auckland Council departments, the National Emergency Management Agency (NEMA), emergency services and community partners to enhance Auckland's resilience over the five-year period of the plan.**

Actions are owned across Auckland Council, with AEM taking the lead in readiness and response efforts, while the wider council is responsible for reduction initiatives. Leadership for recovery varies according to the scale of the recovery required, with many actions involving collaborative efforts across council departments. Key supporters for each action are identified in the plan **to ensure coordinated implementation across Auckland's emergency management system.**



OUR LONG-TERM GOALS

The Group Plan identifies sixteen objectives to be achieved across the five years of the plan (e.g. from July 2024 to end of June 2029) and lists a number of actions for each objective.

The Group Plan objectives have been adopted as Auckland Emergency Management's long-term goals and are a foundation for the development of our annual work programme.

Group Plan objectives / our long-term goals

- (1) *A strong relationship between emergency management organisations, mana whenua and mataawaka, to ensure greater recognition, understanding, and integration of Māori perspectives and tikanga in emergency management. Whānau, hapū, marae and iwi are resilient and capable of responding to and recovering from emergencies and are adequately funded to do so.*
- (2) *Enhanced representation of mana whenua and mataawaka across the emergency management system.*
- (3) *Hazard risks are well understood based on up-to-date evidence, and communities, businesses and government organisations take reasonable steps to prevent and/or manage these risks.*
- (4) *Planning instruments for the built environment are consistent with National Policy, informed by a robust understanding of current and expected future hazards and enable reduction.*
- (5) *Ensure plans for emergency management in Auckland anticipate and assess a range of significant potential hazards and events and set out clear approaches to managing them.*
- (6) *Ensure the people involved in Auckland's emergency management system have the capabilities they need to support effective response and recovery.*
- (7) *Ensure the right strategic and operational partnerships, equipment and assets and supporting systems are in place and ready to support response and recovery efforts.*
- (8) *Fairly and equitably build resilient, adaptive, and self-reliant whānau and communities who:*
 - *understand hazards*
 - *take action to reduce their local hazard risks*
 - *are prepared for residual risk and impacts, and*
 - *have strong, positive, and inclusive social connections so they are able and willing to effectively support each other during and after an emergency.*
- (9) *Operational processes for emergency response are aligned to CIMS, clearly articulated, and fit for purpose, so they are effective and can be consistently and quickly applied to different scenarios. It is clear who is responsible for what in response.*
- (10) *Response structure reflects the size and scale of Auckland.*
- (11) *Aucklanders can access safe refuge spaces that are stocked with necessary supplies in emergency events.*
- (12) *Auckland's emergency management system can access the right people at the right time to support effective responses and considers staff wellbeing before, during and immediately after an event.*
- (13) *The model for communications in a response is clear and supports timely and effective delivery of information to the public, decision-makers, partners, and elected members.*
- (14) *Auckland's communities are supported to recover from emergency events.*
- (15) *Strategic direction, roles and responsibilities are clear and understood.*
- (16) *CDEM delivery in Auckland aligns with the Auckland CDEM Group Plan and reflects best practice.*

OUR FOCUS FOR THIS YEAR

Using the five-year Group Plan objectives and actions as our strategic direction and the foundation of developing our annual work programme, we have defined key areas where we would like to see significant emergency management improvements in, and for, the community by the end of this financial year.

We have defined seven work areas as our Key Change Initiatives that are our focus for this 2024/2025 financial year.

A Key Change Initiative is a group of actions / milestones in our work programme aimed at significantly enhancing our service to Tāmaki Makaurau. Our service is in being operationally prepared for coordinating a response to an emergency and in building the preparedness and resilience of Auckland's communities.

The actions and milestones in a Key Change Initiative overlap with workstream quarterly milestones, hence some workstream and Key Change Initiative names are the same.

Descriptions of each key change Initiative, along with the expected changes by the end of the 2024/2025 financial year, are provided below and continue onto the next page.

The seven Key Change Initiatives

KEY CHANGE INITIATIVE NAME	DESCRIPTION	END OF FINANCIAL YEAR CHANGE/IMPACT
Marae and Whakawhānaungatanga Programme	Enhanced representation of mana whenua and mataawaka in Auckland's emergency management	At least thirteen Tāmaki Makaurau marae are knowledgeable of, and incorporated into Auckland's emergency management system and processes by being prepared to support whānau and the community during an emergency response.
Community Engagement and Support Programme	Building the resilience and capability of Aucklanders/ communities to effectively respond in an emergency	More than 71 per cent of Aucklanders feel they are prepared for an emergency and local area community groups across Auckland are prepared to support their community during an emergency response.

OUR FOCUS FOR THIS YEAR

KEY CHANGE INITIATIVE NAME	DESCRIPTION	END OF FINANCIAL YEAR CHANGE/IMPACT
Enhanced Public information and Awareness Programme	Ensuring Aucklanders are informed of the hazards and know where to go to receive accurate information that helps to underpin better preparedness	Aucklanders have a good understanding of the types of emergencies that could occur in Tāmaki Makaurau (as demonstrated by survey results above 84 per cent) and have access to accurate information that helps them to feel prepared for an emergency.
Capability Growth and Development Programme	Growing the capacity and capability of council staff to be effective response personnel by providing training, tools and resources through a learning and professional development pathway	An increase of capable and engaged council emergency support staff fostering a supportive team environment (where personnel feel valued and impactful) and are competent to undertake response functions, improving the department's efficiency and effectiveness in emergency management.
Enhanced Welfare Capability Programme	Coordination of services that provide welfare in addressing the needs of people and animals effected during an emergency	Appropriate and well-equipped civil defence centres established across the region ready to be activated to efficiently meet the accommodation and welfare needs of Aucklanders during an emergency.
Management of Auckland's New Zealand Response Teams (NZRTs)	Provide and support Auckland based NZ Response Team volunteers through recruitment, training, facilities, plant / equipment and recognition.	An increase in the number of Auckland based NZ Response Team (NZRT) volunteers (with specialised skills and technically trained) that improves the operational response to an emergency and improves the resilience of Aucklanders.
Tsunami Work Programme	A multi-year programme to understand tsunami risk and ways to raise awareness and support communities for/during a tsunami	A better understanding of who is at risk of tsunami in the region and that will enable targeted measures to be put in place to raise awareness and support specific communities to reduce the risk and impact of a tsunami event.

FROM QUARTERLY MILESTONES TO WIDER OBJECTIVES

ACHIEVING THE GROUP PLAN

FULL ANNUAL WORK PROGRAMME

**QUARTERLY WORK
PROGRAMME MILESTONES**

**YEARLY GROUP PLAN
MILESTONES**

**33 GROUP PLAN
ACTIONS***

**16 GROUP PLAN
OBJECTIVES***

Quarterly milestones represent **a single pool among a sea of activities undertaken** by AEM kaimahi and are chosen to represent key projects or targets!

All work is strategically planned to align with and advance the mission and objectives of the Auckland Civil Defence Emergency Management (CDEM) Group through Auckland Emergency Management's comprehensive work programme.

Each quarter, we report on the progress of achieving the key milestones in the work programme.

These quarterly milestones contribute to our annual targets, which in turn drive progress toward the sixteen objectives and thirty-three actions of the five-year Group Plan.

*The 16 objectives and 33 actions can be found within the Group Plan linked [here](#).

THE NINE WORKSTREAMS

The activities in the 2024/2025 annual work programme are organised into **nine workstreams**, each representing a key area of the overall programme and align with our Key Change Initiatives.

Quarterly milestones and performance measures have been pre-assigned to each workstream to monitor, manage and report on progress towards achieving the annual outcomes.

The nine workstreams of our annual work programme are listed below.



Marae and Whakawhanaungatanga



Community Engagement and Support



Enhanced Public Information and Awareness



Capability Growth and Development Programme



Enhanced Welfare Capability



Recovery Preparation



Strategy, Business Improvement and Assurance



Reduction



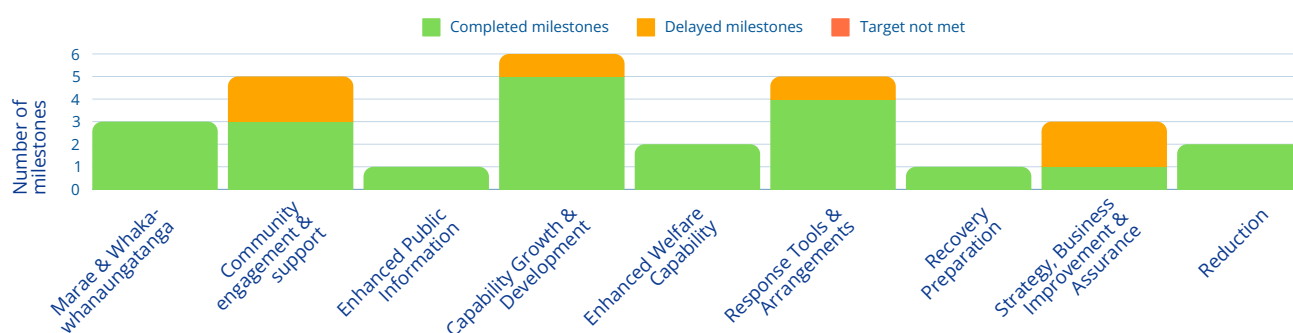
Response Tools and Arrangements

MILESTONES AT A GLANCE

There are 28 milestones in our 2024/2025 financial year work programme for quarter two planned for completion between 1 October - 31 December 2024.

Status of quarter two key milestones

Of the 28 quarter two key milestones across all workstreams, 22 were successfully completed and six have been delayed to be complete in future quarters of the financial year. The below graph displays the status of the 28 key milestones by workstream.



Delayed quarter two milestones

Completion or initiation of six milestones has been delayed in quarter two but these are on track to be complete by the end of this financial year. The table below provides further details.

Q2 key milestone	Reason why
Community Emergency Hub guide is finalised and launched	Delayed due to staff capacity. Focus in Q2 was on the completion of the Local Board Emergency Readiness and Response Plans which required higher resource than anticipated - milestone is due to be complete in Q4
Hazard story books delivered in braille and sign language	Completing this milestone is dependent on external resources that were unavailable during Q2 - scheduled to be complete in Q4
Creation of a tiered recruitment plan	Currently being developed but not complete in Q2 due to the need to embed the Emergency Coordination Centre (ECC) Learning Pathway first and understand the gaps for a tiered recruitment plan to be put in place
The elected member handbook is updated	This has been delayed until consultation with governance staff is complete to align with planned training / resources for elected members - to be done in Q4
AEM business risk register finalised	Staff capacity has delayed this milestone, expected completion in Q4
Lifelines: The Vulnerability Study, Electricity Outage Plan, Generator Plan and Fuel Plan have been updated	The Energy Emergency Plan that incorporates these lifelines plans has been developed and will be complete and adopted in Q3

STATUS OF Q2 KEY MILESTONES

WORKSTREAM	MILESTONE	STATUS	GP* ALIGNMENT
Marae and Whakawhanau-ngatanga	Six marae developing their Marae Preparedness Plan	Complete	Objective (1) Action #1
	Delivery of documentation to support marae preparedness completed	Complete	Objective (1) Action #1
	Ten Kia Rite, Kia Mau/school programmes delivered to five schools	Complete	Objective (1) Action #1
Community Engagement and Support	Local Board Readiness and Response Plans adopted for each of the 20 local boards	Complete	Objective (8) Action #16
	Community Emergency Hub guide is finalised and launched	Incomplete pushed to Q4	Objective (8) Action #17
	Hazard story books delivered in braille and sign language	Incomplete pushed to Q4	Objective (8) Action #19
	Hosted a Business Improvement District event	Complete	Objective (8) Action #19
	Host or contribute to four or more events engaging religious communities in community readiness	Complete	Objective (8) Action #19
Enhanced Public Information and Support	New/improved emergency management website launched	Complete	Objective (13) Action #26

STATUS OF Q2 KEY MILESTONES

WORKSTREAM	MILESTONE	STATUS	GP* ALIGNMENT
Capability, Growth and Development Programme	Creation of a tiered recruitment plan	Incomplete pushed to Q3	Objective (12) Action #23
	240 staff upskilled	Complete	Objective (12) Action #23
	14 trainings delivered	Complete	Objective (6) Action #10
	Eight engagements across all Coordinated Incident Management System (CIMS) functions	Complete	Objective (6) Action #10
	Workshop delivered to all council general managers	Complete	Objective (12) Action #23
	Five tiered exercises completed - including large annual exercise	Complete	Objective (6) Action #9
Enhanced Welfare Capability	Analysis of fit-out requirements for civil defence centres is complete	Complete	Objective (11) Action #22
	A training framework for the Needs Assessment Tool is developed	Initiated and in progress	Objective (7) Action #13
Strategy, Business Improvement and Assurance	Improvements to strengthen the relationship between AEM, CEG and CDEM Committee are identified and implemented	Initiated and in progress	Objective (15) Action #31
	The elected member handbook is updated	Incomplete pushed to Q4	Objective (15) Action #31

STATUS OF Q2 KEY MILESTONES

WORKSTREAM	MILESTONE	STATUS	GP* ALIGNMENT
Strategy, Business Improvement and Assurance	Initial drafting of the Assurance and Continuous Improvement Framework	Complete	Objective (16) Action #33
	AEM business risk register finalised	Incomplete pushed to Q4	Objective (16) Action #32
Response Tools and Arrangements	Participation in North Island NZRT exercise run by Wellington	Complete	Objective (6) Action #9
	Memorandum of Understanding established to support Fire and Emergency NZ, Hato Hone St John and NZ Police in first responder activity	Complete	Objective (7) Action #11
	Mana whenua engagement on Tsunami Work Programme has begun	Completed in Q1	Objective (5) Action #7
	Lifelines: The Vulnerability Study, Electricity Outage Plan, Generator Plan and Fuel Plan have been updated	Incomplete pushed to Q3	Objective (7) Action #14
Recovery Preparation	Bi-yearly Recovery Specialist Group and NEMA Collaboration Hui attended	Complete	Objective (14) Action #28
Reduction	Natural Hazard Risk Management Action Plan (NHRMAP) update reported to Governing Body	Complete	Objective (3) Action #3
	Begin drafting process of the Auckland Unitary Plan (AUP)	Complete	Objective (4) Action #5

MARAE AND WHAKAWHANAUNGATANGA

WORK PROGRAMME MILESTONES EXPLAINED



Supporting marae

Helping marae in being prepared for an emergency



Emergency preparedness plans

Eleven marae are utilising marae emergency preparedness plans, of which three marae have completed their plans. These plans have been developed with the support of Auckland Emergency Management's Principal Iwi Māori Resilience Advisor to ensure marae whānau and the local community are aware of the hazards in their area and are prepared for managing an emergency event.

Documentation provided

Over the past quarter we provided supporting documentation for emergency preparedness and management to 17 marae including local hazard maps that provide information on flood prone areas, tsunami risk and coastal inundation.

Kia Rite, Kia Mau



Strengthening the emergency preparedness of tamariki and rangatahi

Preparing tamariki and rangatahi

We have helped build the resilience, preparedness and understanding of emergencies for our tamariki and rangatahi aged 8-12 through 24 Kia Rite, Kia Mau sessions held in primary schools over this quarter. This equates to reaching approximately 480 students in quarter two (and approximately 725 students in the year to date).

As well as learning to be prepared for emergencies, this programme also teaches our tamariki about Māori atua, origin stories and tikanga values and practices.

MARAE AND WHAKAWHANAUNGATANGA

OTHER MAHI UNDERTAKEN IN THIS WORKSTREAM

Supporting marae on Aotea / Great Barrier Island

In October 2024, Auckland Emergency Management staff had the privilege of visiting Motairehe Marae and Kawa Marae of Ngāti Rehua / Ngāti Wai, on Aotea / Great Barrier Island.

These marae have previously been the most challenging to support in emergency preparedness due to their geographical location, limited wifi / technical access and the fact that some whānau live on the outer islands that surround Aotea.

The hui were successful in establishing whakawhanaungatanga with members of each marae in providing information and strengthening the communication channels.

This will enable working together to raise awareness of local area hazards and in managing an emergency event should that happen in the local area of the marae.



Growth of Kia Rite, Kia Mau

Kia Rite Kia Mau is Auckland Emergency Management's education initiative which teaches 8–12-year-olds how to be prepared for emergencies through a Māori worldview.

Since its development, the programme has been delivered in primary and secondary schools by two Auckland Emergency Management staff, limiting the number of sessions that could be delivered.

To expand the programme's reach to more tamariki, a contract has been signed with a youth education agency to pilot the provision of Kia Rite, Kia Mau through the agency's education facilitators and existing relationships with schools across the Auckland region.

This pilot will be monitored and evaluated to ensure the high standard of the programme is maintained before deciding whether to continue with this arrangement beyond the six-month pilot period.

COMMUNITY ENGAGEMENT AND SUPPORT

WORK PROGRAMME MILESTONES EXPLAINED



Local Board Emergency Readiness and Response (ER&R) Plans

Twenty Local Board Emergency Readiness and Response (ER&R) Plans have been developed to help Auckland communities prepare for and respond to emergencies.

Each ER&R plan highlights local hazards and offers tips on risk reduction, emergency preparation and recovery, specific to a local area. The plans are available in print at libraries and community centres, with digital versions on the Auckland Emergency Management website.



Community Readiness



Hosting Business Improvement Districts

In October and November 2024, Auckland Emergency Management hosted forums for business association managers to establish collaboration opportunities that will improve emergency readiness.

The sessions focused on encouraging businesses to plan for emergencies, recognising the role of associations in their communities.

Engaging religious communities

Over quarter two, a number of workshop sessions were held to assist religious communities with being prepared for an emergency.

These included sessions with Tongan church leaders, 30+ Christian and Muslim faith leaders in Māngere East and the St Heliers Church and Community Centre.

Workshop sessions were also held in East Tāmaki and Ōtāhuhu organised by the Adventist Development and Relief Agency where attendees representing over 16 different church and community groups participated.

COMMUNITY ENGAGEMENT AND SUPPORT

OTHER MAHI UNDERTAKEN IN THIS WORKSTREAM

Memorandum of Understanding with Neighbourhood Support

On 6 November 2024, Auckland Emergency Management (AEM) and Neighbourhood Support NZ (NSNZ) signed a Memorandum of Understanding (MoU) to secure a commitment of working together, acknowledging the important role that NSNZ can play to promote emergency readiness at street and household levels.

As part of working together, AEM will provide NSNZ with emergency readiness collateral, training, and invitations to regular meetings with the Planning and Business & Welfare units of council's Auckland Emergency Management department.

We also entered into a funding agreement with NSNZ to support the creation of an additional NSNZ 'Activator' role that will work to build neighbourhood cohesion and emergency readiness at a street level with the communities of Ōtara, Papatoetoe and Māngere.



New focus on culturally and linguistically diverse communities

At the end of quarter two, we successfully filled the new Senior Culturally and Linguistically Diverse (CALD) Communities Advisor role. The focus of this position is to:

- support internal planning and readiness activities to develop the CALD Technical Advisor Coordinated Incident Management roles
- build strategic partnerships with key stakeholders and key organisations who represent and support culturally and linguistically diverse communities in readiness and response
- develop and deliver engagement activities that support the diverse needs of our communities, and to upskill and advise staff on diverse community engagements.

ENHANCED PUBLIC INFORMATION AND AWARENESS

WORK PROGRAMME MILESTONES EXPLAINED



New / improved emergency management website and social media platforms

Ensuring Aucklanders are informed and prepared



www.aucklandemergencymanagement.govt.nz

Our website has been refreshed

Over this past quarter we have updated our website with many features to make it more informative and user-friendly such as:

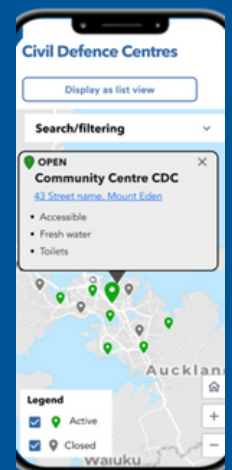
- ensuring the domain aligns with other civil defence emergency management groups
- simplifying information and having focused content that enables easier search functions
- modifying the structure for easier mobile phone use
- having dedicated individual resource links that can easily be shared across platforms
- making the alert / warning banner visually cleaner.

The team are continuing to modify and improve features of the website to make it more accessible and useful. Currently we are testing software so the website content can be automatically and accurately translated into various languages.

Civil Defence Centre (CDC) Locator Tool added

We have also updated and refreshed our emergency information on social media platforms over this quarter. This includes developing the Civil Defence Centre (CDC) Locator Tool which was launched in December 2024.

The tool is an interactive map with an easy-to-use search function to identify the location and key information about CDCs across Auckland. The dedicated landing page is integrated into our new website and can easily be shared across platforms making it a valuable public resource during an emergency.



ENHANCED PUBLIC INFORMATION AND AWARENESS

OTHER MAHI UNDERTAKEN IN THIS WORKSTREAM

Marketing campaigns

Our 'summer readiness' campaign began in December 2024 with radio placements about the importance of knowing your risks and having a plan for when an emergency happens.

The radio placements were supported by paid social media messaging about summer readiness that received good engagement, particularly with the video content provided.

Phase two of our summer readiness campaign begins in February 2025, and consists of content across all mainstream media platforms, digital, print and radio. Phase two also targets non-mainstream media outlets to ensure content is reaching Auckland's minority communities. Phase two will be supported by a much larger paid social media campaign.



ourAuckland 

Are you summer ready? Add your household emergency plan to your holiday checklist



Expanding our digital offerings to increase reach and engagement

With good insights into the demographic of the Auckland community, we are increasing our social media presence by expanding to other platforms such as Instagram and LinkedIn. This will allow us to reach a larger population adding to our social media on Facebook and X.

This work is part of our marketing and promotion strategy that contains plans for expanding into other platforms including videos and webinars that will be put in place over the next two quarters of this financial year.

CAPABILITY GROWTH AND DEVELOPMENT PROGRAMME

WORK PROGRAMME MILESTONES EXPLAINED



Training, engagements and exercises



Twenty trainings were successfully delivered during the three months of quarter two. These include delivery of the foundation course, intermediate course, psychological first aid course, function specific courses and leadership courses.

Ten engagements were held across Coordinated Incident Management System (CIMS) functions during this quarter.

Five exercises took place this quarter across the tiered exercise programme, including a monthly duty exercise, a large group-wide exercise involving partner agencies, a function exercise on Recovery, a small duty exercise for the new cohort of duty staff and a large Air Contaminants Exercise.

The Air Contaminants Exercise held on 16 October 2024 involved partners from external agencies such as Fire and Emergency NZ (FENZ), NZ Police, Auckland Transport and Public Health, as well as internal council staff. The outcome of the exercise was successfully identifying improvements for collaboratively managing an air contaminant emergency in Auckland.

Over the three month period, **there were 589 total attendances** in emergency management courses, engagements, and exercises, with some staff participating in multiple activities.



Kāhui Rangatira workshop



Empowering council's leadership

In December 2024 a workshop was held with a cohort of council's leaders (Kāhui Rangatira) to improve their understanding of emergency management.

The workshop also helped enforce leadership's role and responsibilities for growing the capacity and capability of Auckland Council Emergency Support (ACES) staff to effectively respond in an emergency event.

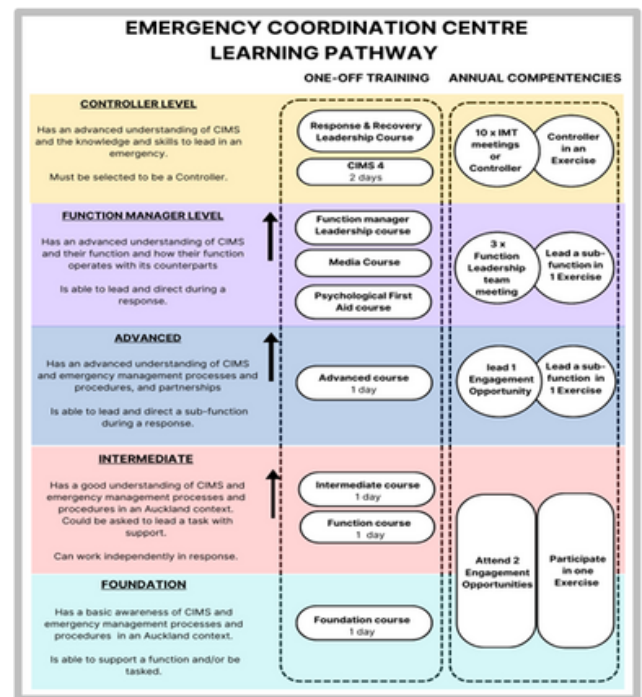
CAPABILITY GROWTH AND DEVELOPMENT PROGRAMME

OTHER MAHI UNDERTAKEN IN THIS WORKSTREAM

Continuing to build the emergency management capability of staff

We have embedded a structured professional development program over this past quarter to build the competency of staff in the Emergency Coordination Centre (ECC) during an emergency. The Learning Pathway is designed to systematically train and equip our ECC Auckland Council Emergency Support (ACES) staff to confidently manage a coordinated response to an emergency.

As shown in this diagram, the pathway is built on a progressive training philosophy where each course, simulation exercise, and regular engagement session builds upon the last to improve the capability and competence of the individual.



Redesigned Foundation Course

In November 2024 we launched the new Foundation Course after months of redesign work to bring it from a half day to a full day course. This new course allows us to deliver a more comprehensive and practical

learning experience for participants. It incorporates Auckland specific information, interactive activities, an introduction to the Coordinated Incident Management System (CIMS) and personal preparedness exercises to strengthen participants' response capabilities within the Emergency Coordination Centre (ECC).

We held a two-day sector-wide simulation exercise - Ngā Āwhā

On 25 and 26 November 2024, a two-day functional emergency exercise took place that simulated a major cyclone event. The scenario included both surface flooding and widespread flooding from rivers, coastal inundation, wind damage, land instability and infrastructure damage. We had over 150 staff from across council participating as well as representatives from the National Emergency Management Agency, NZ Police, Fire and Emergency NZ, and other CDEM agencies. The exercise provided valuable learnings for those involved and insight into areas for improved response collaboration with our CDEM agency partners.



ENHANCED WELFARE CAPABILITY

WORK PROGRAMME MILESTONES EXPLAINED



Civil Defence Centre (CDC) fit-out



Having the right supplies and equipment ready for deployment

Analysis of fit-out required for CDCs

We now have a stock of the right equipment and supplies available for rapid deployment in establishing multiple Civil Defence Centres (CDCs) concurrently that can provide support for those impacted by an emergency event.

Approximately 420 council-owned sites have been visited and assessed to identify suitability to use as a CDC if needed. **We currently have identified 115 CDC facilities** which are now listed on the Auckland emergency management website.

Over this past quarter we have been working with our council colleagues and local boards to identify potential improvements to some CDC facilities which would improve access and increase the readiness of the CDC facility to address the needs of people and animals it may serve (such as installing external generator plugs, and water tanks for potable water supply).



Welfare Needs Assessment tool

Coordinating the right services to address the welfare needs of those affected

Getting help to those that need it

We have been building a digital Welfare Needs Assessment tool to provide 'real time' information on the support people (and animals) may need who are affected by a crisis or an emergency. This tool will empower the public to connect directly with essential services by completing a remote assessment. The automated process will efficiently manage surges in demand and maintain public safety during a crisis.

A focus of Auckland Emergency Management this past quarter has been to ensure this system is ready for use to effectively operate and is integrated with other digital platforms that meet personal data privacy requirements.

ENHANCED WELFARE CAPABILITY

OTHER MAHI UNDERTAKEN IN THIS WORKSTREAM

Trainings for Civil Defence Centre (CDC) staff

To support the work that has gone into building our Civil Defence Centre capability, over this past quarter we have developed specific training courses for staff who will be providing support in a Civil Defence Centre (CDC) during an emergency event.

The CDC courses are held on location and include training on how a centre may need to be set up (using the equipment provided in our CDC road cases) and event scenario role-playing.

Eight of these courses have been run so far, with plans to continue them throughout the year.



Psychological First Aid courses / training

To help build the resilience of our staff and to show them how to respond appropriately to members of the public who may be going through a traumatic experience from an emergency event, we have added psychological first aid courses to our learning pathway for Auckland Council Emergency Support (ACES) staff.

The Psychological First Aid (PFA) course is the mental and emotional equivalent of a medical first aid course. Fifty-four staff have been up-skilled through a PFA course to date, with plans to continue providing these courses throughout the year.

A new resource for providing welfare support



Auckland Emergency Management (AEM) has developed a Welfare User Guide that includes an expanded welfare function within the Emergency Coordination Centre (ECC). The guide is a tool to support managing emergency welfare relief arrangements at scale given the size and population density of the Auckland Region.

Although there is ongoing support and training for welfare role holders within the ECC and within a Civil Defence Centre setting, enhanced welfare arrangements are new and currently untested for a response at scale. Planning is taking place to run a large-scale simulation exercise focusing on enhanced welfare support during a cross-regional emergency event before the end of the financial year that will test the implementation of the new Welfare User Guide.

RESPONSE TOOLS AND ARRANGEMENTS

WORK PROGRAMME MILESTONES EXPLAINED



Management of the NZ Response Teams



Eight trainings were held for the Auckland NZ Response Teams (NZRTs) in quarter two to build the skills of this volunteer workforce in supporting an emergency response.

North Island Exercise in Wellington

In October 2024 the Auckland Response Teams (NZRTs) participated in Exercise Poseidon, a two-day major disaster training led by Wellington Region Emergency Management Office. The scenario simulated a 6.8 magnitude earthquake in Wellington combined with severe weather. This tested skills in urban search and rescue, general rescue, light rescue, and mass casualty response. The exercise provided valuable insights into improving team coordination and response capabilities, ensuring Auckland's teams are well-prepared for a large-scale emergency requiring effective regional collaboration.



Response Partnerships

Having the right relationships at the right level

Memorandum of Understanding

A Memorandum of Understanding (MOU) has been established to support Fire and Emergency NZ, Hone Hato St John Ambulance and the NZ Police with first responder activity from the Auckland NZ Response Teams (NZRTs).

The MOU formalises and enhances the collaborative framework for deploying Auckland's NZRTs to address an emergency event.



Tsunami Work Programme

Implementing best practice

Supporting tsunami resilience

A series of projects and initiatives are taking place to build tsunami resilience and help people make appropriate decisions to protect themselves and their families during a tsunami. This quarter we completed vulnerability assessments so we now have robust science to help us target programmes and warning/alerting options for communities at risk.

RESPONSE TOOLS AND ARRANGEMENTS

OTHER MAHI UNDERTAKEN IN THIS WORKSTREAM

Two additional response team trucks and three new control centre vans

In October 2024 we added five new emergency management vehicles to our fleet to increase our ability to manage and address emergency situations on site.

Two Response Team trucks have been purpose built to support our volunteer Auckland NZ Response Teams (NZRTs), adding to the one truck already in use.

Our response team leaders have had considerable input into the design and layout of the trucks. This is to ensure they are set up efficiently to carry all necessary gear for performing rescues and are able to go through flood waters and into geographically isolated areas.



Three control centre vans have also been added to the emergency management fleet that can be deployed individually as an Incident Control Point or together as a small Emergency Control Centre.

Each van is equipped with: an office area for three operations using three computer screens, a removable generator, a TV display screen, whiteboards, council wifi, radio communications, a repeater and a StarLink satellite system.

Enhanced duty monitoring in the Emergency Coordination Centre

Over this quarter we have increased our in-person monitoring presence with the addition of two dedicated Duty Manager roles. This enables the Emergency Coordination Centre to remain staffed for monitoring purposes from 0600-1800 hours, five days a week.

Outside of these times, monitoring is undertaken remotely by the on-call Duty Team of Auckland Emergency Management staff (consisting of 26 Duty Managers/Officers) who have the right training and equipment to monitor potential threats and then rapidly mobilise to the Emergency Coordination Centre if necessary to manage an emergency response.

REDUCTION, RECOVERY AND STRATEGY

WORK PROGRAMME MILESTONES EXPLAINED



Recovery Preparation

Strengthening recovery practices

Pre-disaster recovery planning

Our Principal Recovery Advisor attended the Recovery Managers Hui held in Wellington (12 - 13 December 2024) which focused on refining outputs of roles and responsibilities under the Pre-Disaster Recovery Plan with some tasks to be completed in early 2025.

Our advisor also contributed to the development of three Toitu te Wairoa recovery modules alongside the National Emergency Management Agency Recovery Team that will be submitted for NCEA accreditation in 2025.



Strategy and Business Improvement

Enhancing departmental performance

Assurance and Continuous Improvement Framework

An initiative to develop an Assurance and Continuous Improvement Framework has commenced over this quarter. The framework will bring together related content such as review recommendations, risk management, corrective actions from exercises, the Group Plan and work programme monitoring, reporting and evaluation.



Reduction

Mitigating risks before they occur

Natural Hazard Risk Management Action Plan update

The Natural Hazards Risk Management Action Plan (NHRMAP) is on track. A key action, the regionwide landslide susceptibility mapping, is set for publication before the end of the current financial year. A database was developed that enabled the mapping of past landslides and the identification of land that is susceptible to a landslide.

These new maps will guide Unitary Plan updates and support council decisions on development and infrastructure planning as well as being able to provide advice to residents based on scientific evidence.

PROGRESS ON THE GROUP PLAN

As outlined in Section 01 this report, **our annual work programme is designed to advance the sixteen objectives and associated thirty-three actions over the five-year period** of the Tāmaki Makaurau Auckland Civil Defence and Emergency Management Group Plan 2024-2029.

Charts on the following pages provide a general overview of the level of progress to date against the thirty-three actions of the Group Plan, as well as the anticipated progress for the remaining two quarters of the 2024/2025 financial year.

The charts indicate Auckland Emergency Management’s focus and work programme achievements over the quarter period across the five-year Group Plan actions.

The thirty-three Group Plan actions are organised into seven areas in the Group Plan identified below and noted in the first column of the charts on the next two pages.

THE SEVEN AREAS OF GROUP PLAN ACTIONS

1	Manawhenua and mataawaka partnerships Committed to growing meaningful partnerships with manawhenua and mataawaka.
2	Reduction Analysing risks to life and property from hazards, taking steps to eliminate risks, and, if not, reducing the magnitude of their impact and the likelihood of their occurrence.
3	Readiness - operational and community Developing operational systems and capabilities before an emergency, including planning, capacity building, and testing, and supporting individual and community preparedness through public awareness and engagement to build disaster resilience.
4	Response Ensuring the right arrangements are in place to support the actions taken immediately before, during and after an emergency that saves lives, protects property and supports communities to recover.
5	Recovery The purposeful, collaborative way of working, established to coordinate and manage recovery efforts to bring about immediate, medium-term and long-term regeneration and enhancement of a community following an emergency.
6	Management and governance Overseeing the strategic direction, coordination, and effectiveness of emergency management activities.
7	Monitoring and evaluation Tracking progress and measuring the effectiveness of activities to ensure objectives are met and legal obligations are fulfilled.

PROGRESS ON THE GROUP PLAN

	Group Plan action #	Group Plan action description	Q1	Q2	Q3 Forecasted outcome	Q4 Forecasted outcome
Manawhenua and mataawaka	1	Coordinate with our partners to expand delivery of Whakaoranga Marae, Whakaoranga Whānau and Kia Rite, Kia Mau to support mana whenua and mataawaka disaster resilience, and support investigation into funding arrangements for iwi and marae	➡	➡		
	2	Secure representation of mana whenua and mataawaka in the Incident Management Team and Coordinating Executive Group		🕒		
Reduction	3	Identify information gaps that affect our ability to manage natural hazard risks, and conduct a cross-council programme of hazard research to address the gaps and embed hazard considerations across council activity		➡		
	4	Work with partners to promote region-wide hazard information across multiple platforms to improve knowledge and understanding of hazards, warning and alerting tools. Platforms include social media, Geographic Information Systems (GIS), Land Information Memorandums (LIMS) and through Local Board Readiness and Response Plans and community resilience plans.		🕒		
	5	Undertake a review of the current regulatory and non-regulatory frameworks in relation to their effectiveness in risk reduction and implement required changes	➡	➡		
	6	Collaborate with central government to design a clearer process for: - implementing adaptation options including managed retreat as a method to reduce risk, and - avoiding the establishment of development in areas where the extent of hazard risk warrants such an approach				
Readiness - Operational	7	Undertake risk reduction activities such as contingency plans, focused on high priority hazards and complex events/impacts. Ensure plans are readily accessible, clearly communicated, exercised and well understood by staff and operational partners	🕒	➡		
	8	Contribute to national level plans and exercises on catastrophic nationwide and cross-regional event planning and support regional partners with emergency management planning				
	9	Deliver a multi-agency exercising calendar on an ongoing basis. Ensure exercises are overseen by independent observers and appropriate agencies participate	🕒	➡		
	10	Provide emergency management training appropriate to roles and levels*	➡	➡		
	11	Develop and maintain a relationship management framework that outlines the purpose, method and frequency of engagement with key stakeholders		🕒		
	12	Develop and implement a technology strategy to enhance response GIS and operational capabilities and strengthen situational awareness*				
	13	Enhance Welfare function capability by developing and implementing: - a needs assessment tool in partnership with NEMA - an ongoing work programme for the Auckland Welfare Coordination Group addressing recommendations from previous reviews		➡		
	14	Identify and mitigate gaps in Lifelines planning and systems, ensuring alignment with national policy		🕒		
	15	Monitor and maintain operational plant and equipment including communication tools, alerting and warning systems, fleet and buildings and related facilities. Incorporate new technologies as appropriate	🕒	➡		

* action description has been summarised (the full description is provided in the Group Plan)



Significant progress has been achieved on this action in the quarter



Some progress has been made towards achieving this action during the quarter



No progress on this action over this quarter

Expect significant progress

Expect some progress

PROGRESS ON THE GROUP PLAN

	Group Plan action #	Group Plan action description	Q1	Q2	Q3 Forecasted outcome	Q4 Forecasted outcome
Readiness - Community	16	Work with local boards to prepare, communicate and test Local Board Readiness and Response Plans that identify local hazards, how to prepare for emergencies, how to evacuate and where to go and useful contacts in an emergency	➡	➡		
	17	Encourage and support communities to develop their own community resilience plans, in particular those communities who have the capacity and capability to establish and run community emergency hubs		➡		
	18	Develop an evidence-based communications plan to support community awareness, engagement and preparedness that is tailored to Auckland's diverse communities	🕒	🕒		
	19	Partner with community organisations supporting those communities that may be disproportionately impacted by disasters, to support their preparedness for emergencies		➡		
Response	20	Develop and maintain a robust set of training resources and operational documents ensuring that the functions, roles and responsibilities set out in this plan are embedded and understood by key parties*	➡	➡		
	21	Work with partners to determine a response structure that more effectively supports regional and local responses				
	22	Maintain a schedule of accessible Civil Defence Centres and shelters for local and regional emergency events that can be activated in response as required to support Auckland's diverse communities*	➡	➡		
	23	Grow the capacity of response personnel by leveraging the skills and resources of the council and CCOs to provide additional resourcing across all CIMS functions	➡	➡		
	24	Develop a volunteer framework addressing recruitment and retention, training, health and safety and use of volunteers in response		➡		
	25	Create and implement a wellbeing response plan that captures staff deployment, staff capacity, working hours and support services. Ensure the plan covers all response staff, including those within the ECC and those deployed elsewhere				
	26	Maintain a broad range of communication channels and languages that are accessible to Auckland's diverse population and ensure channels such as the website and social media are up to-date and functional*	🕒	🕒		
	27	Enhance communications capacity by training a diverse group of council and CCO communications staff, implementing media training for key emergency leaders, and providing media awareness training for AEM staff to ensure effective, consistent messaging*	🕒	🕒		
Recovery	28	Continue to develop and refine preparations for recovery, applying lessons learned from previous recoveries and striving for best practice*	➡	➡		
	29	Recruit and maintain a pool of skilled recovery personnel across the council group				
	30	Proactively collaborate with other CDEM Groups to develop, or contribute to the development of NEMA recovery specific training				
Management and governance	31	Ensure the roles and responsibilities contained within this Group Plan are reviewed and updated as appropriate, communicated and understood by the parties involved, and reflected in appropriate documentation.	➡	➡		
Monitoring and evaluation	32	Reporting to CEG and Committee on the annual AEM work programme, Group Plan monitoring and evaluation, bi-annual CEG working group progress, recovery plan implementation, and compliance with CDEM Act emergency management powers*	➡	➡		
	33	Post emergency response debriefs are carried out, with key findings and recommendations reported to CEG and the CDEM Committee and actions built into forward work plans	➡	➡		

* action description has been summarised (the full description is provided in the Group Plan)



Significant progress has been achieved on this action in the quarter



Some progress has been made towards achieving this action during the quarter



No progress on this action over this quarter

Expect significant progress

Expect some progress

REVIEW RECOMMENDATIONS

Learnings from the past severe weather events

Following the 2023 North Island severe weather events, Auckland Council commissioned two independent reviews of its response that produced findings and recommendations: the *Auckland Flood Response Review* by Bush International Consulting in March 2023 (Bush Review) and the *Auckland Severe Weather Events 2023* by Toa Consulting in August 2023 (Toa Review). Additionally, in June 2023 the Office of the Auditor-General (OAG) conducted its own review of council's response performance *Auckland Council: Preparedness for Responding to an Emergency* (OAG Review). **Together these three reviews produced 51 recommendations** to improve council's ability to lead and coordinate an emergency response in the Auckland region.

Incorporating the actions / recommendations from the reviews

Each of the 51 recommendations from the Bush, Toa and OAG reviews (as well as other reviews) has been incorporated into the objectives and actions set out in the five-year strategic document *Tāmaki Makaurau Auckland Civil Defence and Emergency Management Group Plan 2024-2029* (Group Plan).

Action items and milestones in council's Auckland Emergency Management 2024/2025 Work Programme address the recommendations from the three reviews and are based on the objectives and actions laid out in the Group Plan.



An independent audit to verify our plans for improvement

The Office of the Auditor-General (OAG) conducted an independent audit in 2024 to determine whether Auckland Council had clear and realistic plans to address the recommendations of the three reviews, and what progress has been made in implementing them.

In September 2024, OAG released the results of the audit in a report titled *Improving Auckland Council's emergency preparedness: A follow-up report*.

The audit concluded that 38 of the 51 review recommendations have been completed, with work ongoing to address the remaining 13 recommendations through council's work programming under the Group Plan.



The audit report states: Auckland Council has made significant progress in responding to the recommendations of the three reviews and will continue to advance this work through its 2024/2025 work programme and the Group Plan.

IMPLEMENTING THE REMAINING REVIEW RECOMMENDATIONS

Five out of the 13 outstanding recommendations (from the three reviews and audit) have been completed as planned during this quarter indicated by the green tick below.

OUTSTANDING REVIEW RECOMMENDATIONS		WHEN THE RECOMMENDATION WILL BE COMPLETE							
		2024/2025 FINANCIAL YEAR			2025/2026 FINANCIAL YEAR				
		Q2	Q3	Q4	Q1	Q2	Q3	Q4	
BUSH	15. Communicate the CDC database	✓							Completed with the production of the Civil Defence Centre Locator Tool available via an app and on Auckland Emergency Management's refreshed website
OAG	6. Keep the public well informed	✓							Completed with the refreshed and updated website and social media platforms as well as integrating with council's marketing and public relations team
TOA REVIEW	4. Governance training	✓							Have reissued and continually updating key documents that guide council's governance (such as the Mayoral Guide and Standard Operating Procedures) - are developing induction collateral for new elected members and incorporating members participation in response exercises for specific training
	18. Develop a plan for the use of volunteers	✓							A draft Volunteer Framework has been developed, categorising distinct volunteer groups, and outlining strategic approaches for engaging and managing each group throughout both the Readiness and Response phases with key actions identified to implement the framework
	22. Pre-identify CDCs based on requirements	✓							Currently we have 115 Civil Defence Centres (CDCs) identified that are located across Auckland
	10. Identify personnel to support the Emergency Coordination Centre								
	6. Determine local response arrangements								
	7. 'Just-in-Time' training								
	15. Clear procedures for use of ESRI/ArcGIS (geographical information systems)								
	21. Implement the needs assessment solution								
	28. Work with communities and local boards to identify appropriate community response arrangements								
	9. Develop a well-being response plan								
	19. Work with NEMA to identify a solution for the deployment of resources *								

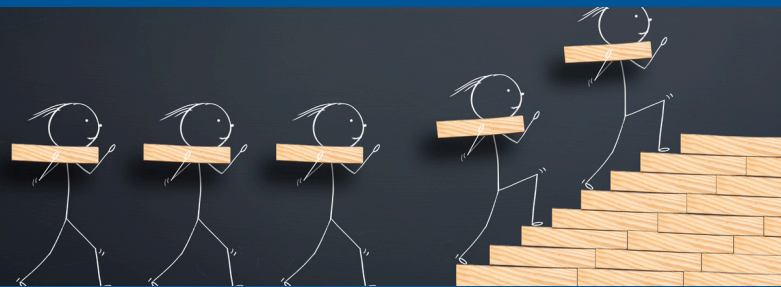
* Referring to NEMA's deployment of out of region staff into our region. This is dependent on NEMA developing their processes for us to provide input, therefore, this action is to be completed within the life of the Group Plan (by end June 2029)




**Auckland
Emergency
Management**
Tokonga Mate Ohotata o Tāmaki Makaurau



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