

Annual Group Plan Work Programme: Year Two

FY2025/2026: 1 JULY 2025 - 30 JUNE 2026



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



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Structure of the Year Two Work Programme

01

Outlines how the Year Two Work Programme aligns to the Group Plan, providing an overview of the seven workstreams and their alignment with Group Plan objectives and actions, as well as the number of initiatives and success measures planned for delivery. This includes a graph comparing the number of success measures in Year One and Year Two by Group Plan Objective.

02

Collaborating Across Council and the Sector

03

Highlights how AEM will work with the wider Council family, Coordinating Executive Group (CEG) partners and external stakeholders to deliver the programme, and lists the nine initiatives that require CEG partner support.

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Outlines the key risks to delivery and explains how quarterly reporting will track progress against milestones, including how changes will be managed throughout the year.

04

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Provides a full breakdown of the Year Two Work Programme by workstream, including all 55 initiatives and their nearly 140 success measures, who leads each initiative, the Group Plan objectives and actions they support, and a visual indication of expected quarterly progress throughout FY2025/2026

Alignment to the Group Plan

The Year Two Group Plan Work Programme for FY2025/2026 **builds on progress made during Year One of Group Plan implementation.**

The 16 objectives and 33 actions from the Group Plan have been organised into seven workstreams for the Year Two Work Programme. These workstreams closely align with the Group Plan's seven areas but have been slightly reframed and grouped to support effective management, coordination and reporting. **The Table below identifies the seven work streams and outlines Group Plan alignment.**

Work Stream	Group Plan Objectives	Group Plan Actions
Mana whenua & mataawaka partnerships	1, 2	1, 2
Reduction	3, 4	3, 4, 5, 6
Operational readiness, response and welfare	5, 7, 10, 11	7, 8, 11, 12, 13, 14, 15, 21, 22
Capability growth and development	6, 9, 12	9, 10, 20, 23, 24, 25
Community readiness and public awareness	8, 13	16, 17, 18, 19, 26, 27
Recovery	14	28, 29, 30
Strategy, governance and performance	15, 16	21, 32, 33

Volume of planned work

The **Year Two Work Programme comprises of nearly 55 initiatives and 140 success measures** to track delivery and impact across the seven workstreams. This reflects a **moderate increase from Year One, driven by a more detailed and refined approach to planning**. The uplift is partly the result of ongoing efforts to identify initiatives contributing to Group Plan actions led by other Auckland Council departments, as well as **broader engagement with regional and Council-wide planning efforts**. This has been particularly important in strengthening contributions to Objectives 3 and 4, which were less represented in Year One. The graph below illustrates the number of planned success measures in Year One compared with Year Two, shown by Group Plan Objective.

Planned Success Measures by Group Plan Objective: Year One vs Year Two



Collaborating across Council and the sector

AEM cannot achieve the Group Plan alone. While around ten Year Two initiatives are led by other Auckland Council departments and the remaining 45 are led by AEM, **success will depend on the collective effort of our wider Council family, local boards, community groups, schools and individuals.**

We also want to highlight the **initiatives that will require support or collaboration with our Co-ordinating Executive Group (CEG) partners.** This support may take the form of feedback or direct involvement.

There are nine initiatives pre-identified as requiring Coordinating Executive Group (CEG) partner support, these are listed in the table to the right and are also identified in Appendix 1 tables with this symbol.



Year Two Initiatives Requiring CEG Partner Support or Collaboration

Advance risk reduction activities for high-priority hazards and complex risks

Supporting partner agency planning

Fit-for-purpose strategic and operational partnerships

Identifying improvements to enable an effective response structure

Executing a comprehensive exercise programme

Developing a volunteer framework

Evaluating how we address wellbeing

Enhancing Governance Structures and Role Clarity

Delivering Strategic Planning and Progress Reporting

Delivery considerations and reporting approach

Delivery risk

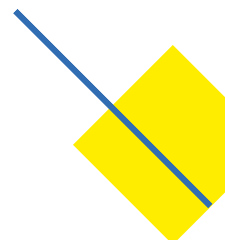
Risks related to internal capacity and external dependencies have been carefully considered in developing this programme. **However, they remain the most significant risks to delivery and will be actively monitored throughout the year.** This is especially important for AEM-led initiatives, **as staff are responsible for both delivering the business-as-usual work programme and supporting emergency responses.** In addition, several initiatives depend on feedback and input from external stakeholders who also face similar capacity constraints, which may affect timelines.

Large-scale emergencies may disrupt delivery, but this is an inherent part of our work. Responding to emergencies is AEM's core responsibility, and the lessons gained from activations to support Aucklanders often make the work programme stronger and more effective.

What to expect next...

Progress against **the Year Two Work Programme will be tracked and reported quarterly**, these reports will:

- Provide status updates against that quarter's milestones
- Outline what is coming up in the next quarter
- Detail any changes to milestones or timelines as a result of the quarter's performance or response activity
- While we set out quarterly milestones, **delivering every milestone on time each quarter is not the ultimate measure of success. The focus remains on achieving the end-of-year success measures outlined in this report**, as these are the indicators that show real progress toward the Group Plan's actions and objectives.



APPENDICES

MANA WHENUA & MATAAWAKA PARTNERSHIPS

Objective

01

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.

Action

01

Coordinate with our partners to expand delivery of Whakaoranga Marae, Whakaoranga Whānau (WMWW) and Kia Rite, Kia Mau (KRKM) to support mana whenua and mataawaka disaster resilience, and support investigation into funding arrangements for iwi and marae to enable them to deliver response activities aligned with legislation.

Year 2 Initiatives	Description	LEAD	Success measures	Expected progress each quarter			
				Q1	Q2	Q3	Q4
Action 01 Embedding and expanding the Whakaoranga marae whakaoranga whānau programme across Tāmaki Makaurau	Supporting the education, understanding and emergency preparedness of marae.	AEM	Whakawhanungatanga: Four new marae participating in WMWW programme				
			Planning: Four additional marae have completed their preparedness and response plans				
			Testing: Delivery of two scenario based exercises, testing marae response plans				
Action 01 Understanding funding opportunities for marae and iwi	Iwi and marae are supported to access the resources and funding they need to feel prepared to support their whanau/ rohe in an emergency.	AEM	Agreed approach in place for using the Local Preparedness Fund to best support Marae and Iwi				
Action 01 Delivery of the expanded Kia Rite Kia Mau programme across Tāmaki Makaurau	Teaching disproportionately affected communities and rangatahi about natural hazards and how to stay safe, through a Māori worldview.	AEM	Student reach: delivery of KRKM to 1800 students				
			Full immersion: A full Te Reo version of the KRKM programme is developed and piloted				
			Expansion: Scope completed for KRKM extension, inclusive of whānau, teachers and rangatahi				



Milestone



Delivery



Expect some progress



No planned focus over this quarter

MANA WHENUA & MATAAWAKA PARTNERSHIPS

Objective

02

Enhanced representation of mana whenua and mataawaka across the emergency management system.

Action

02

Secure representation of mana whenua and mataawaka in the Incident Management Team and Coordinating Executive Group.

Year 2 Initiatives	Description	Lead	Success measures	Expected progress each quarter			
				Q1	Q2	Q3	Q4
Action 02 Expanding Māori representation across the system to improve response connections and partnerships	Strengthen Māori representation by embedding mana whenua and mātāwaka across emergency management and building relationships with Māori organisations to support their active role in response.	AEM	Relationships are established with 3 Mana Whenua Iwi reps				
			Relationships are established with 2 Māori health organisations				
			Māori Wardens in Tāmaki ki te Tonga are appropriately trained and equipped to effectively support marae, Community Emergency Hubs (CEHs), and Civil Defence Centres (CDCs) during an emergency response.				



Milestone



Delivery



Expect some progress



No planned focus over this quarter

REDUCTION

Objectives

03

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.

Actions

03

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.

04

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 Emergency Readiness and Response Plans and community resilience plans.

Year 2 Initiatives	Description	Lead	Success measures	Expected progress each quarter			
				Q1	Q2	Q3	Q4
Action 03 Identify and address natural hazard information gaps through cross-council research and integration into council activity	Collaborate across council to identify and address gaps in natural hazard information through coordinated research, data updates, and integration into planning and operational activities.	Engineering, Assets & Technical Advisory	Natural Hazard Risk Management Action Plan is updated including the natural hazards score card				
			Information gaps are identified through annual review of the NHRMAP				
			Implementation of the Natural Hazard Research programme				
			Update of Auckland's natural hazardscape report (NHRMAP part 1)				
Action 04 Support public awareness by promoting hazard info across multiple platforms	Enhance public awareness and preparedness by promoting accessible, consistent, and multi-platform communication of natural hazard information.	Engineering, Assets & Technical Advisory	Standardise Auckland Council's approach to the provision of natural hazard-related information in property documents (PIMs and LIMs) across all hazards (NHRMAP objective 9)				
			Development and operational execution of natural hazard data and communication strategy (part of LIMs Hazard Improvements Programme)				
		AEM	The annual communications plan is developed and implemented				
			AEM delivers a partnered preparedness campaign informed by input from the Auckland Welfare Coordination Group (AWCG)				



Milestone



Delivery



Expect some progress



No planned focus over this quarter

REDUCTION

Objectives

04

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.

Actions

05

Undertake a review of the current regulatory and non-regulatory frameworks in relation to their effectiveness in risk reduction and implement required changes.

06

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.

Year 2 Initiatives	Description	Lead	Success measures	Expected progress each quarter			
				Q1	Q2	Q3	Q4
Action 05 Review and improve regulatory frameworks to strengthen risk reduction	Support risk reduction through input into relevant regulatory planning processes.	Policy Department	Integrated Intensification Plan Change is notified, with submissions and further submissions underway				
Action 06 Collaborating with central government on Risk-Reduction and Adaptation Planning	Support the development of effective climate adaptation and natural hazard policy by contributing regional perspectives and technical expertise.	Policy Department	Provide feedback to central government on their National Policy Statement on natural hazards				
		Chief Sustainability Office and the Policy Department	Development a draft regional (community) adaptation framework*				
		Chief Sustainability Office and the Policy Department	Submit on the proposed adaptation legislation*				

*Quarterly milestones will be communicated via quarterly reports



Milestone



Delivery



Expect some progress



No planned focus over this quarter

OPERATIONAL READINESS, RESPONSE AND WELFARE

Objective

05

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.

Actions

07

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.

08

Contribute to national level plans and exercises on catastrophic nationwide and cross-regional event planning and support regional partners with emergency management planning.

Year 2 Initiatives	Description	Lead	Success measures	Expected progress each quarter			
				Q1	Q2	Q3	Q4
Action 07  Advance risk reduction activities for high-priority hazards and complex risks	Reducing risk by identifying priority hazards and complex impacts, delivering targeted mitigation activities, and developing response plans for key hazards.	AEM	An Earthquake Response Plan (Auckland) is developed				
			A Severe Weather Response Plan (Auckland) is developed				
			The Auckland Space Weather Response Plan is exercised				
			The Auckland Tsunami Response Plan is exercised				
			4 multi-agency and Council wide Risk Assessment Workshop's held				
			Tsunami Resilience Action Plan is approved and actions are incorporated into the Group Plan Work Programme				
			Planning is complete for the capital delivery of the endorsed Tsunami Resilience Action Plan begins				
Action 08 Supporting partner agency planning 	Critical plans are in place, aligned, and fit for purpose across the emergency management system.	AEM	Stocktake CEG partner plans to identify gaps and collaboratively develop a shared work programme to address them				



Milestone



Delivery



Expect some progress



No planned focus over this quarter

OPERATIONAL READINESS, RESPONSE AND WELFARE

Objective

07

Ensure the right strategic and operational partnerships, equipment and assets and supporting systems are in place and ready to support response and recovery efforts.

Actions

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. The strategy should focus on: - gaining Information and Communications Technology (ICT) autonomy - capacity building - collaboration and communication - data sharing and stakeholder connectivity - real-time data integration in a digital twin for the Auckland region - national advocacy for common incident management platforms to support multi-agency collaboration - supporting effective transition from response to recovery.

Year 2 Initiatives	Description	Lead	Success measures	Expected progress each quarter			
				Q1	Q2	Q3	Q4
Action 11 Fit-for-purpose strategic and operational partnerships	Progress relationship management improvements and strengthen operational partnerships through discovery work and new engagement initiatives.	AEM	Current stakeholder arrangements are mapped and a plan is in place to develop a relationship management framework		🚩		✅
			AEM hosts FloodEx, a swift water work shop with industry partners		✅		
Action 12 Strengthen response GIS and operational capabilities	Reducing risk by identifying priority hazards and complex impacts, and delivering targeted mitigation activities.	AEM	The GIS Strategy is developed and approved		🚩	✅	
			AEM GIS Hub tool is developed and operational			✅	
			Situational Awareness Viewer (SAV) is refined and enhanced			✅	
			Geospatial Response Intelligence Platform (GRIP) is refined and enhanced				✅
			Wide Area Assessment (WAA) Tool is refined and enhanced				✅
			Relevant parties are trained on refined SAV and WAA tools				✅
			D4H is implemented and operational			🚩	✅



Milestone



Delivery



Expect some progress



No planned focus over this quarter

OPERATIONAL READINESS, RESPONSE AND WELFARE

Objective

07

Ensure the right strategic and operational partnerships, equipment and assets and supporting systems are in place and ready to support response and recovery efforts.

Action

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.

Year 2 Initiatives	Description	Lead	Success measures	Expected progress each quarter			
				Q1	Q2	Q3	Q4
Action 13 Enhancing emergency relief/welfare technology	Development and enhancement of digital tools and systems to support effective welfare and emergency relief operations.	AEM	Needs Assessment Tool redevelopment progresses: Phase 1 implemented and operational, and Phase 2 designed and approved				
			Emergency relief reporting Dashboards are operational				
Action 13 Refining emergency relief/welfare arrangements	Ongoing refinement of emergency relief and welfare arrangements to ensure coordinated, efficient, and needs-based support during emergencies.	AEM	Improvement opportunities from Exercise Manaaki are identified and incorporated into both the AEM and Auckland Welfare Coordination Group Cluster work programmes				
			An Accommodation Desk sub-function is developed within the Welfare and Logistics structures				
			Welfare/Emergency Relief activation packs are developed for both the ECC and CDC roles.				
			The Auckland Welfare Coordination Group Work Programme updated and approved				
			The Welfare/Emergency Relief User Guide is reviewed and updated				



Milestone



Delivery



Expect some progress



No planned focus over this quarter

OPERATIONAL READINESS, RESPONSE AND WELFARE

Objective

07

Ensure the right strategic and operational partnerships, equipment and assets and supporting systems are in place and ready to support response and recovery efforts.

Actions

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.

Year 2 Initiatives	Description	Lead	Success measures	Expected progress each quarter			
				Q1	Q2	Q3	Q4
<i>Action 14</i>	Enhancing Lifelines situational awareness	AEM	Completion of a Lifelines Mapviewer within the ACDEM environment				
<i>Action 15</i>	AEM's operational fleet, plant and equipment are fit for purpose	AEM	The South NZRT have a dedicated operational response vehicle				
			The RAV 4 operational fleet are fit for purpose				
			A vehicle to support rapid deployment of CDC caches is procured and operational				
			Auckland's NZRT's have fit for purpose base facilities				
<i>Action 15</i>	Enhancement of operational communications	AEM	AEM's communication centre relocation is complete				
			Alternative communication systems are upgraded to support a digital radio network				



Milestone



Delivery



Expect some progress



No planned focus over this quarter

OPERATIONAL READINESS, RESPONSE AND WELFARE

Objectives

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.

Actions

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. Reflect CDCs in the Parks and Community Facilities Network Plan to support acquisition, maintenance and renewal of appropriate facilities. Include information on Community Emergency Hubs (where this is known). Provision identified CDCs with necessary supplies.

Year 2 Initiatives	Description	Lead	Success measures	Expected progress each quarter			
				Q1	Q2	Q3	Q4
Action 21 Identifying improvements to enable an effective response structure 	Working with our partners to better understand our current arrangements and identify improvement opportunities to strengthen our response structure.	AEM	Auckland's local response arrangements are reviewed and improvement recommendations are identified				
Action 22 Strengthen and streamline the Civil Defence Centre network, tools, and supply arrangements	Current regional Civil Defence Centre arrangements are reviewed and improvements are made, arrangements for supporting out of region supply support is also understood.	AEM	Arrangements for providing out-of-region (OOR) Civil Defence Centre (CDC) supply support are developed				
			The Civil Defence Centre Locator tool is updated to include identification of developed Community Led Centres (CLC)/Community Emergency Hubs (CEHs)				
			The current current regional CDC network is reviewed to identify improvement opportunities				
			Supply caches are procured and established to support isolated communities during emergencies				
Action 22 Establishing mass evacuation centre arrangements	Building relationships with large venue operators to develop a common operating picture for their use during mass evacuations.	AEM	Engagement with large venue operators to establish arrangements for their use during mass evacuation events				



Milestone



Delivery



Expect some progress



No planned focus over this quarter

CAPABILITY GROWTH AND DEVELOPMENT

Objective

06

Ensure the people involved in Auckland's emergency management system have the capabilities they need to support effective response and recovery.

Actions

09

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, including*

Year 2 Initiatives	Description	Lead	Success measures	Expected progress each quarter			
				Q1	Q2	Q3	Q4
Action 09 Executing a comprehensive exercise programme CEG SUPPORT	A tiered exercise programme is delivered to test a range of response arrangements, with lessons identified and incorporated into work programmes, where relevant.	AEM	The AEM exercise work programme is revised and updated based on performance and learnings from the year prior				
			A plan is finalised for the Auckland-led North Island New Zealand Response Team exercise (taking place FY2026/2027)				
			12 Tiered exercises take place				
			<i>[ongoing success measure]</i> Exercise learning opportunities are identified, reported and incorporated into work programmes (where relevant)				
Action 10 New Zealand Response Teams are suitably trained and qualified	Strengthening Auckland's volunteer surge capacity by expanding and accrediting New Zealand Response Teams.	AEM	The South Auckland New Zealand Response Team receives accreditation				
			Establishment of a Waiheke squad (extension of NZRT South)				
Action 10 Provision of emergency management training	Building a capable and confident emergency response workforce through the delivery of targeted training.	AEM	1 Full shift (222 people) are at full course competency				
			24 training courses delivered				

*Action has been summarised, refer to the Group Plan for the full description



Milestone



Delivery



Expect some progress



No planned focus over this quarter

CAPABILITY GROWTH AND DEVELOPMENT

Objective

09

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.

Action

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. *

Year 2 Initiatives	Description	Lead	Success measures	Expected progress each quarter			
				Q1	Q2	Q3	Q4
Action 20 Enhancing our training portfolio	Strengthening and modernising Auckland Emergency Management's training portfolio to better prepare staff and partners for emergency response.	AEM	Phase 2 of the just-in-time project is complete				
			The Operations and Logistics Function courses are redesigned				
			Refine ECC Welfare, Intelligence and Planning Function Courses				
			Redesign and in-house delivery of AEM Intermediate course				
			CALD response tools and training are developed				
			Review and update Emergency Response and Recovery e-learn that sits in onboarding package				
			Redesign and in-house delivery of the working in a CDC course				
			Duty Training portfolio is reviewed and updated				
			Tools that support accessible trainings are developed and the current training portfolio is updated into accessible formats				
			Design of training for recovery is complete				
			Emergency Management 101 course design and development				

*Action has been summarised, refer to the Group Plan for the full description



Milestone



Delivery



Expect some progress



No planned focus over this quarter

CAPABILITY GROWTH AND DEVELOPMENT

Objective

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

Actions

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.

Year 2 Initiatives	Description	Lead	Success measures	Expected progress each quarter			
				Q1	Q2	Q3	Q4
Action 23 Creating meaningful engagement opportunities for Auckland Council Emergency Support staff (ACES)	Strengthening and implementing a structured engagement framework for ACES staff.	AEM	An ACES Engagement Plan is finalised, approved and implemented				
			'Ready in 60' hazard engagement series is developed and launched				
			Function presentation series is launched, with 6 presentations delivered				
Action 23 Expanding the ACES programme	Growing the ACES workforce through the development of supported learning pathways.	AEM	Introduction of Field Staff ACES Pathway, with 3 departments/teams embedded				
			Recruit an additional 81 ECC ACES to ensure we have the capacity of 2 full shifts (222 each shift, Total of 444 ECC ACES)				
			Recruit an additional 142 CDC ACES to ensure we have the capacity of 2 full shifts (142 each shift) of CDC staff = Total of 294 CDC ACES				
Action 24 Developing a volunteer framework	Creating a comprehensive framework to guide the coordination and management of volunteers across Auckland Emergency Management.	AEM	The draft Volunteer Framework is socialised, feedback on volunteer categories is incorporated, and the final framework is approved				

CEG SUPPORT



Milestone



Delivery



Expect some progress



No planned focus over this quarter

CAPABILITY GROWTH AND DEVELOPMENT

Objectives

09

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.

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

Actions

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. *

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.

Year 2 Initiatives	Description	Lead	Success measures	Expected progress each quarter			
				Q1	Q2	Q3	Q4
Action 20 Developing and maintaining robust operational documents and procedures	Existing operational documents are reviewed and updated and new documentation is developed where required	AEM	Desk files for all CIMS Functions have been reviewed and made fit-for-purpose				
			A new fit-for-purpose document management system is in place				
			A Liaison Officer SOP is developed to guide actions before, during, and after deployment in a duty capacity				
			NZRT SOPs are reviewed and updated to reflect current operational requirements				
			A Tsunami Playbook is developed				
			IMT SOP Handbook is revised				
Action 25 Evaluating how we address wellbeing	Building on the project initiated in the 2024/2025 financial year to implement Group Plan Action 25, findings from previous years are evaluated to identify improvements and how to implement them	AEM	Wellbeing review findings are analysed, opportunities for improvement are identified, and an implementation plan is developed to embed wellbeing across AEM operations.				

*Action has been summarised, refer to the Group Plan for the full description



Milestone



Delivery



Expect some progress



No planned focus over this quarter

COMMUNITY READINESS AND PUBLIC AWARENESS

Objective

08

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.

Actions

16

Work with local boards to prepare, communicate and test Local Board Emergency Readiness and Response Plans that identify: local hazards - how to prepare for emergencies - how to evacuate and where to go - 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.

Year 2 Initiatives	Description	Lead	Success measures	Expected progress each quarter			
				Q1	Q2	Q3	Q4
Action 16 Strengthening Local Board emergency preparedness	Building stronger local emergency readiness by implementing targeted community response initiatives, and facilitating forums that promote collaboration and shared preparedness goals.	AEM	Complete a refresh of the Local Board ERR Plans to capture changes to listed CEHs and CDCs				
			Aotea Great Barrier Local Board Emergency Readiness & Response Plan is developed and launched				
			Host the annual Community CDEM Forum				
Action 17 Supporting Community Emergency Hubs	Enhancing the capability and resilience of community emergency hubs by providing updated tools, practical testing resources, and comprehensive support for facilitators to empower local groups in emergency preparedness.	AEM	Refreshed Community Emergency Hub resources delivered, including updated guidance, facilitator tools, and community testing scenarios.				
			Senior Advisors have supported community groups with CEH workshops (on request)				
Action 17 Supporting community plans and local business resilience	Community resilience planning supported through on-request guidance, launch of the revised Community Resilience Plan template and guide, and expanded engagement with local businesses.	AEM	The revised Community Resilience Plan template and guide is launched				
			Support provided to communities who want to develop community resilience plans (on request)				
			Increase reach of the SME local business programme and measure results				
Action 17 Supporting local preparedness through resource grants	Annual grants awarded to communities and marae to support emergency preparedness through funding and provision of relevant resources.	AEM	The Local Preparedness Fund (resources) Grant is awarded to successful communities				



Milestone



Delivery



Expect some progress



No planned focus over this quarter

COMMUNITY READINESS AND PUBLIC AWARENESS

Objective

08

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.

Actions

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

Year 2 Initiatives	Description	Lead	Success measures	Expected progress each quarter			
				Q1	Q2	Q3	Q4
Action 18 Strengthening evidence based communication	Development of a Communications Strategy that identifies key audiences and engagement approaches based on solid evidence, alongside a Digital Channels Strategy that outlines current and potential digital platforms for connecting with these audiences through thorough analysis.	AEM	A communications strategy, incorporating a digital channels strategy, is developed and delivered				
Action 19 Youth (secondary and tertiary) and early childhood emergency readiness programme	Engaging diverse age groups ranging from early childhood to youth through tailored educational sessions, innovative resources, interactive tools, and volunteer opportunities to build community awareness, preparedness, and resilience.	AEM	Delivery of 12 story time sessions to early childhood-aged children, schools and youth				
			A project to strengthen youth engagement (ages 15–25) and emergency readiness, is designed and delivered, with outcomes piloted and evaluated				
Action 19 Culturally Linguistically Diverse Community emergency readiness programme	Enhanced engagement and preparedness across Auckland's diverse communities by developing culturally tailored resources and establishing a representative ambassador programme to foster trusted community connections.	AEM	Co-designed CALD readiness resources are developed and launched.				
			An ambassador (community champion) programme representative of Auckland's diverse communities is created				



Milestone



Delivery



Expect some progress



No planned focus over this quarter

COMMUNITY READINESS AND PUBLIC AWARENESS

Objective

08

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.

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Partner with community organisations supporting those communities that may be disproportionately impacted by disasters, to support their preparedness for emergencies

Year 2 Initiatives	Description	Lead	Success measures	Expected progress each quarter			
				Q1	Q2	Q3	Q4
Action 18 Emergency readiness for apartment dwellers	Advanced inclusive preparedness by addressing the unique needs of people living in high-density housing, supported through co-designed tools.	AEM	Co-designed emergency readiness resources are developed and launched for apartment dwellers				
Action 19 Faith-based community emergency readiness programme	Building trusted relationships with faith-based communities to support future emergency readiness initiatives, and beginning to shape updated preparedness resources grounded in community perspectives.	AEM	An update of existing emergency readiness resources for faith-based communities is scoped based on community feedback				
			10+ meaningful engagements with faith-based communities				
Action 19 Emergency readiness for the rainbow community	Building trusted relationships with the rainbow community	AEM	4+ meaningful engagements with rainbow communities				
Action 19 Emergency readiness for older people	Strengthening partnerships with the older people's sector through co-designed emergency readiness projects	AEM	One co-designed emergency readiness project focused on older people is scoped and delivered				
			8+ meaningful engagements with the older peoples sector.				



Milestone



Delivery



Expect some progress



No planned focus over this quarter

COMMUNITY READINESS AND PUBLIC AWARENESS

Objective

08

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.

Actions

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

Year 2 Initiatives	Description	Lead	Success measures	Expected progress each quarter			
				Q1	Q2	Q3	Q4
Action 19 Delivery of the AEM Disability Sector Inclusion Programme.	Addressing barriers faced by disabled people in emergencies through sustained engagement, improved CDC accessibility, inclusive information-sharing approaches, and preparation for co-designed initiatives that support equitable emergency readiness.	AEM	Disability Sector Inclusion Programme plan finalised, sector engagement initiated, and preparatory work commenced for a 2026/27 co-designed project.				
			Information-sharing approaches across all phases of emergencies are scope, develop and tested with disability communities				
			Disability sector input gathered to inform CDC accessibility improvements				
			8+ meaningful engagements with the disability sector				



Milestone



Delivery



Expect some progress



No planned focus over this quarter

COMMUNITY READINESS AND PUBLIC AWARENESS

Objective 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.

Actions 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. Utilise third parties to share response communications through their existing channels, including Māori, CALD, rural and disability community networks. Support geographically isolated communities to acquire secondary communication devices.

27 Enhance communications capacity and capability*

Year 2 Initiatives	Description	Lead	Success measures	Expected progress each quarter			
				Q1	Q2	Q3	Q4
Action 26 Strengthening AEM's Public Information Platforms	Improving digital platforms to provide accessible, timely, and reliable emergency information, supporting diverse community needs and effective response coordination.	AEM	A public information dashboard is live on the AEM website				
			The website translation project is delivered				
			The offline AEM website capability is delivered				
			The AEM websites response mode is aligned with CDEM response guidelines				
Action 27 Enhancing Communications capacity and capability	Building a skilled and prepared communications team	AEM	Support the national development of a consistent training pathway for Public Information Management (PIM) roles				
			All AEM staff have completed baseline media awareness training				

*Action has been summarised, refer to the Group Plan for the full description



Milestone



Delivery



Expect some progress



No planned focus over this quarter

RECOVERY

Objective

14

Auckland's communities are supported to recover from emergency events

Action

28

Continue to develop and refine preparations for recovery, applying lessons learned from previous recoveries and striving for best practice, including: adopting a Recovery Operations Guide • participation in opportunities to share experience and learnings with recovery practitioners across NZ • strengthening the mandate for recovery through political engagement • building general understanding of recovery through accessible public communication.

Year 2 Initiatives	Description	Lead	Success measures	Expected progress each quarter			
				Q1	Q2	Q3	Q4
Action 28 Developing recovery tools and resources	Developing practical tools and templates to support consistent, scalable, and timely recovery efforts during and after emergencies.	AEM	The Recovery in Response Guide (Recovery Deskfile) is complete				
		Recovery Office	A Recovery Toolkit to guide Recovery activities in future events, is developed				
Action 28 Advocating for Equitable and Sustainable Recovery Outcomes	Highlighting systemic recovery challenges, including risk exposure, equity, long-term recovery needs, and funding burdens, to inform local and national decision-makers.	Recovery Office	Advocacy papers regarding future events and hazard risk management, impacted people and their ability to recover, and the costs and funding of recovery, are developed				
Action 28 Embedding Lessons from 2023 events into Recovery Planning	Ensuring the region is better prepared for future recovery needs through integration of lessons learned into improvement actions.	Recovery Office	The Tāmaki Makaurau Recovery Office (TMRO) recommendations based on lessons from the 2023 weather events are developed and approved				
Action 28 Building Shared Understanding Through Recovery Communications	Improving awareness and engagement for recovery.	Recovery Office	Recovery Communications products are developed for various audiences including Aucklanders, Council and national stakeholders				
Action 28 Strengthening Recovery Sector relationships	Contributing to building a strong network of recovery practitioners	Recovery Office	Host the Recovery Managers Hui				



Milestone



Delivery



Expect some progress



No planned focus over this quarter

RECOVERY

Objective

14

Auckland's communities are supported to recover from emergency events

Actions

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.

Year 2 Initiatives	Description	Lead	Success measures	Expected progress each quarter			
				Q1	Q2	Q3	Q4
Action 29 Enhancing engagement with Recovery Function ACES	Foster a connected and confident Recovery Function ACES cohort by establishing regular engagement opportunities, strengthening leadership at all levels, and building a culture of clarity, commitment and capability.	AEM	A recovery function engagement plan is developed				
			4 engagement opportunities are delivered for Recovery Function ACES				
Action 30 Contributing to National Pre-Disaster Recovery Planning	Engaging in national efforts to improve pre-disaster recovery planning through collaboration with key sector partners	AEM	Active participation in CDEM sector Pre-Disaster Recovery Planning (PDRP) in collaboration with the Recovery Specialists Network and NEMA Recovery Team.				



Milestone



Delivery



Expect some progress



No planned focus over this quarter

STRATEGY, GOVERNANCE AND PERFORMANCE

Objective

15

Strategic direction, roles and responsibilities are clear and understood

Action

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.

Year 2 Initiatives	Description	Lead	Success measures	Expected progress each quarter			
				Q1	Q2	Q3	Q4
<i>Action 31</i> Supporting Elected Members' Emergency Management Capability	Support elected members and local board representatives to understand their roles in emergency management through targeted onboarding, training, and engagement forums.	AEM	Emergency management resources and training are provided as part of the onboarding programme for elected members				
			The Local Board Emergency Readiness and Response forum is held				
<i>Action 31</i> Enhancing Governance Structures and Role Clarity	Review and refine key governance frameworks and group responsibilities to ensure legislative accuracy, alignment with the Group Plan, and clear coordination across the CDEM structure.	AEM	Review and Update (if required) CEG and Committee Terms of Reference (ToR) and Delegations				



Milestone



Delivery



Expect some progress



No planned focus over this quarter

STRATEGY, GOVERNANCE AND PERFORMANCE

Objective

16

CDEM delivery in Auckland aligns with the Auckland CDEM Group Plan and reflects best practice.

Actions

32

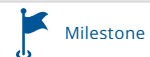
Reporting to CEG and Committee on:

- the annual AEM work programme, which demonstrates alignment with the Group Plan and is approved by CEG and the CDEM Committee each year
- an annual Group Plan monitoring and evaluation report, guided by the key deliverables, success measures and results set out in this plan
- bi-annual reporting by CEG working groups to demonstrate progress
- recovery plan implementation, including learnings on changes to a community following recovery
- compliance with emergency management powers in the CDEM Act

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.

Year 2 Initiatives	Description	Lead	Success measures	Expected progress each quarter			
				Q1	Q2	Q3	Q4
Action 32 Delivering Strategic Planning and Progress Reporting 	Supporting transparent oversight of emergency management activities, informed decision-making, and providing assurance to management, governance, and the public.	AEM	The Group Plan Annual Work Programme is developed and approved				
			The Group Plan Annual Progress Report is developed and delivered				
			The Group Plan Progress Reports are developed and delivered each quarter				
Action 32 Embedding a Centralised Work Programme Management System	Integrating a centralised system to manage the Group Plan Work Programme, track actions and recommendations	AEM	A centralised system is fully operational and actively used by AEM teams to manage all Group Plan Work Programme activities, corrective actions, and review recommendations.				
Action 33 Establishing a Continuous Improvement Framework	Standardising how lessons from debriefs, reviews, and exercises are reported, tracked, and embedded into the 5-year strategy and annual work programme, supporting continuous improvement and assurance.	AEM	A documented continuous improvement framework is developed				



Milestone



Delivery

 Expect some progress

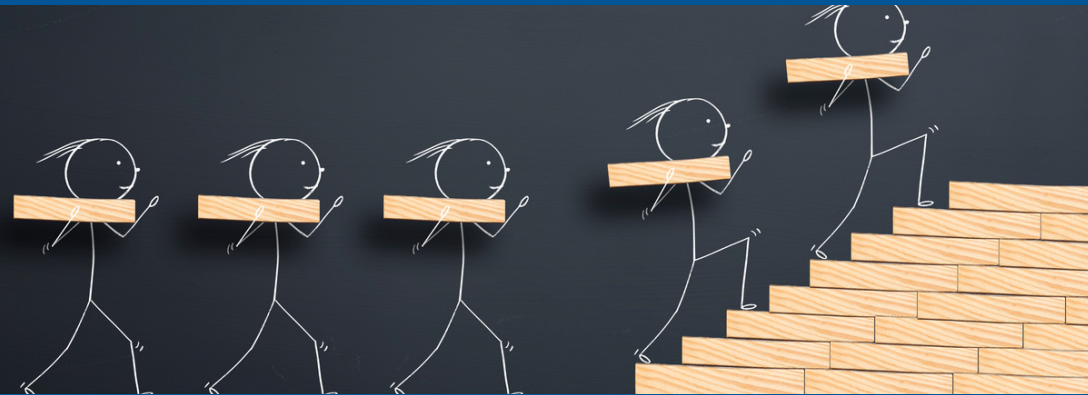
 No planned focus over this quarter



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



Committed to continuous improvement!



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