

# Annual Group Plan Progress Report: Year One

FY2024/2025: 1 JULY 2024 - 30 JUNE 2025



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



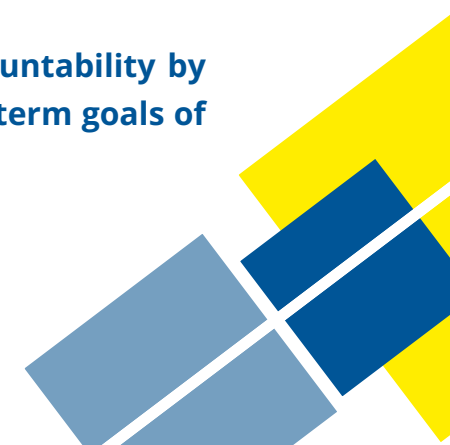
# About this document

**This Annual Group Plan Progress Report marks the first year of implementation of Te Mahere a te Rōpū Ārai Mate Whawhati Tata me Te Raru Ohore mā Tāmaki / the Tāmaki Makaurau Auckland Civil Defence and Emergency Management Group Plan 2024-2029 (the Group Plan).** It provides a comprehensive overview of our progress in delivering the FY2024/2025 Work Programme and how this aligns with the long-term objectives and actions set out in the Group Plan.

The report **outlines the planned success measures for the 2024/2025 financial year and our end-of-year status against them.** It includes a snapshot of key statistics and highlights from the year, along with feature pages that showcase areas where delivery exceeded expectations. **A five-year delivery schedule (Gantt chart) is included to show the expected timeline for delivery of each of the 33 Group Plan actions** from July 2024 to June 2029, helping to illustrate how Year One progress contributes to the overall programme.

Detailed tables show the alignment between our activities and the Group Plan's 33 actions and 16 strategic objectives, supported by commentary on progress against each success measure. **The report also identifies areas where minimal or no progress occurred, with explanations provided.**

Designed for both governance bodies and the public, **this report supports transparency and accountability by providing a clear picture of how Auckland Emergency Management is tracking toward the long-term goals of the Group Plan.**



# General Manager's Summary



This first year of delivering the Group Plan has taken place against a backdrop of increasingly frequent and severe weather events across Aotearoa. Auckland has been particularly affected, and these challenges continue to highlight the importance of a strong, coordinated emergency management system.

I'm proud of the work delivered through our Year One programme. It lays strong foundations, strengthened our internal systems and partnerships, and delivered real progress across key areas. We have clearer alignment with our long-term objectives, a more structured approach to planning and reporting, and growing momentum across the organisation.

This report reflects the breadth and depth of work underway, from everyday preparedness initiatives to system-wide improvements. It also reinforces our shared responsibility to help Aucklanders prepare for, respond to, and recover from emergencies in a changing environment.

Looking ahead to Year Two, the team remains focused and motivated. We know the challenges are evolving, and we are committed to continuing this work with urgency, care and collaboration.



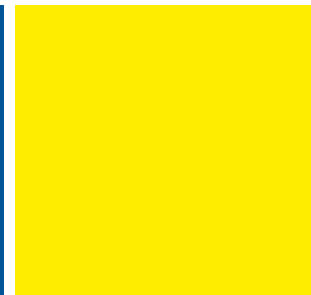
Sincerely,

**Adam Maggs**

General Manager

Auckland Emergency Management

Auckland Council



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## Strategic overview and framing

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Provides context for Year One of the Group Plan implementation, including the focus areas for 2024/2025, the distribution of activities across objectives and actions, and a five-year Gantt showing expected timelines and current progress across the 33 Group Plan actions.

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Supporting material providing further detail on implementation progress and alignment to the Group Plan.

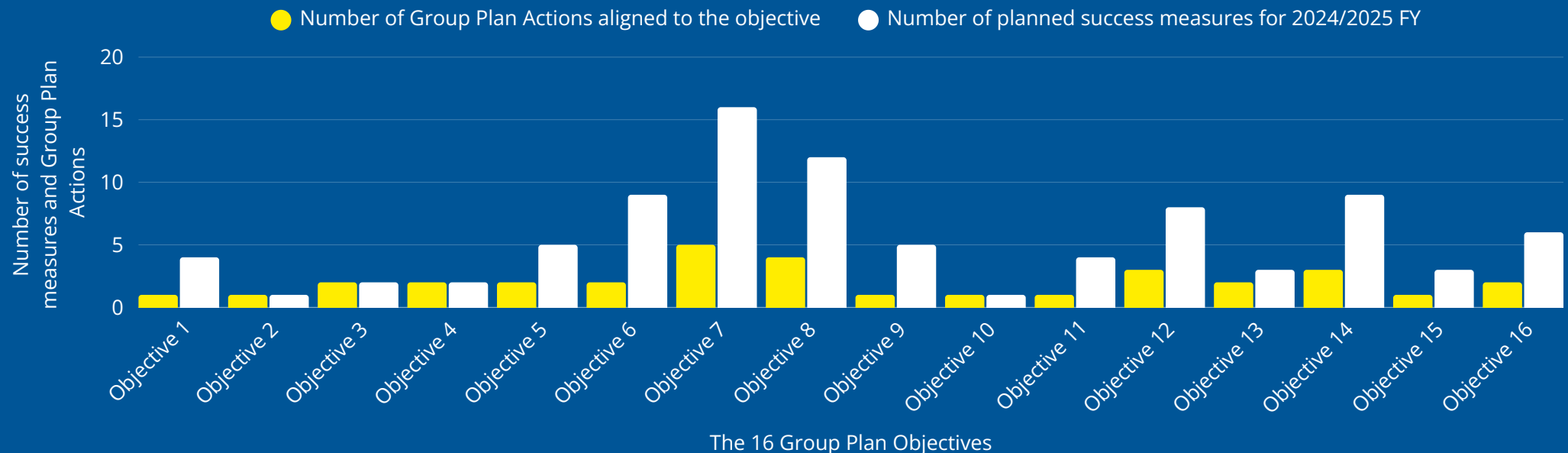
- **Appendix 1: Success measure status by workstream** - A detailed list of every success measure, its status, commentary, and its alignment to Group Plan objectives and actions, grouped by workstream.

# Focus Areas and Distribution of Planned Activity

Work commenced across all 16 Group Plan objectives and 33 associated actions during the first year of Group Plan implementation. A total of 90 success measures were set for achievement in the 2024/2025 financial year. The graph below illustrates the distribution of planned success measures across each objective, alongside the number of actions aligned to them. **This provides a visual overview of where activity was focused and how actions are spread throughout the Group Plan.**

Year one activity was concentrated on Objectives 6 to 8, 12, and 14, which relate to capability development, operational readiness, community readiness, and response and recovery preparations. These represent core areas of the Group Plan and key functions led by Auckland Emergency Management. While the Group Plan spans a broad range of priorities, these areas received particular emphasis in the first year of implementation and will continue to do so in future years.

**Distribution of Planned Year 1 Success Measures and Aligned Actions by Group Plan Objective**



# Five-year Group Plan Delivery Schedule

The 33 Group Plan actions can be completed at any point across the 5-year Group Plan Work Programme period, with actions scheduled for completion at different stages depending on their scope, complexity and relationship with other actions. **Based on Year 1 performance, the Gantt charts on the following pages outline the expected completion dates for each action, as well as the lead and key supporting agencies.** While Auckland Emergency Management (AEM) leads most actions, **the Group Plan is a regional document requiring collaboration across the wider Council, partner agencies, community groups, local boards and NEMA to progress.** Year 1 has demonstrated progress on all 33 actions. Of these, 24 are ongoing for the full duration of the Group Plan, three are scheduled for completion by the end of Year 2, four by the end of Year 3, and two by the end of Year 4, with progress measured against the success measures outlined in the Group Plan.

|                                     | Group Plan Objectives & Actions | Department Lead                          | Key Supporters                    | Progress | Start  | End    | YEAR 1<br>July 2024 - June 2025 | YEAR 2<br>July 2025 - June 2026 | YEAR 3<br>July 2026 - June 2027 | YEAR 4<br>July 2027 - June 2028 | YEAR 5<br>July 2028 - June 2029 |
|-------------------------------------|---------------------------------|------------------------------------------|-----------------------------------|----------|--------|--------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| MANAWHENUA & MATAAWAKA PARTNERSHIPS | Objective 1                     |                                          |                                   |          |        |        |                                 |                                 |                                 |                                 |                                 |
|                                     | Action 1                        | AEM*                                     | Ngā Matarae                       | 20%      | Jul-24 | Jun-29 |                                 |                                 |                                 |                                 |                                 |
|                                     | Objective 2                     |                                          |                                   |          |        |        |                                 |                                 |                                 |                                 |                                 |
| REDUCTION                           | Action 2                        | AEM                                      | Ngā Matarae                       | 33%      | Jul-24 | Jun-27 |                                 |                                 |                                 |                                 |                                 |
|                                     | Objective 3                     |                                          |                                   |          |        |        |                                 |                                 |                                 |                                 |                                 |
|                                     | Action 3                        | Engineering, Assets & Technical Advisory | Wider Council                     | 20%      | Jul-24 | Jun-29 |                                 |                                 |                                 |                                 |                                 |
|                                     | Action 4                        | AEM                                      | Wider Council, CEG Partners       | 20%      | Jul-24 | Jun-29 |                                 |                                 |                                 |                                 |                                 |
|                                     | Objective 4                     |                                          |                                   |          |        |        |                                 |                                 |                                 |                                 |                                 |
|                                     | Action 5                        | Planning & Resource Consents             | Wider Council                     | 20%      | Jul-24 | Jun-29 |                                 |                                 |                                 |                                 |                                 |
| OPERATIONAL READINESS               | Action 6                        | Chief Sustainability Office              | Wider Council                     | 20%      | Jul-24 | Jun-29 |                                 |                                 |                                 |                                 |                                 |
|                                     | Objective 5                     |                                          |                                   |          |        |        |                                 |                                 |                                 |                                 |                                 |
|                                     | Action 7                        | AEM                                      | Wider Council, CEG Partners       | 20%      | Jul-24 | Jun-29 |                                 |                                 |                                 |                                 |                                 |
|                                     | Action 8                        | AEM                                      | CEG Partners                      | 20%      | Jul-24 | Jun-29 |                                 |                                 |                                 |                                 |                                 |
|                                     | Objective 6                     |                                          |                                   |          |        |        |                                 |                                 |                                 |                                 |                                 |
|                                     | Action 9                        | AEM                                      | CEG Partners, Wider Council       | 20%      | Jul-24 | Jun-29 |                                 |                                 |                                 |                                 |                                 |
|                                     | Action 10                       | AEM                                      | Wider Council, CEG Partners, NEMA | 20%      | Jul-24 | Jun-29 |                                 |                                 |                                 |                                 |                                 |

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|-----------------------|---------------------------------|------------------------------------------|-----------------------------------------------------------------|----------|--------|--------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| OPERATIONAL READINESS | Objective 7                     |                                          |                                                                 |          |        |        |                                 |                                 |                                 |                                 |                                 |
|                       | Action 11                       | AEM                                      | CEG Partners                                                    | 33%      | Jul-24 | Jun-27 |                                 |                                 |                                 |                                 |                                 |
|                       | Action 12                       | AEM                                      | Technology Services                                             | 33%      | Jul-24 | Jun-27 |                                 |                                 |                                 |                                 |                                 |
|                       | Action 13                       | AEM                                      | NEMA, Auckland Welfare Coordination Group                       | 33%      | Jul-24 | Jun-27 |                                 |                                 |                                 |                                 |                                 |
|                       | Action 14                       | Engineering, Assets & Technical Advisory | Auckland Lifelines Group, AEM                                   | 25%      | Jul-24 | Jun-28 |                                 |                                 |                                 |                                 |                                 |
|                       | Action 15                       | AEM                                      | Group Shared Services, Parks & Community Facilities             | 20%      | Jul-24 | Jun-29 |                                 |                                 |                                 |                                 |                                 |
| COMMUNITY READINESS   | Objective 8                     |                                          |                                                                 |          |        |        |                                 |                                 |                                 |                                 |                                 |
|                       | Action 16                       | AEM                                      | Local Boards, Governance and Engagement                         | 50%      | Jul-24 | Jun-26 |                                 |                                 |                                 |                                 |                                 |
|                       | Action 17                       | Auckland's Communities                   | AEM, CEG Partners, Local Boards                                 | 20%      | Jul-24 | Jun-29 |                                 |                                 |                                 |                                 |                                 |
|                       | Action 18                       | AEM                                      | Corporate Communications                                        | 20%      | Jul-24 | Jun-29 |                                 |                                 |                                 |                                 |                                 |
|                       | Action 19                       | AEM                                      | Community Organisations, CEG partners                           | 20%      | Jul-24 | Jun-29 |                                 |                                 |                                 |                                 |                                 |
| RESPONSE              | Objective 9                     |                                          |                                                                 |          |        |        |                                 |                                 |                                 |                                 |                                 |
|                       | Action 20                       | AEM                                      | CEG Partners                                                    | 20%      | Jul-24 | Jun-29 |                                 |                                 |                                 |                                 |                                 |
|                       | Objective 10                    |                                          |                                                                 |          |        |        |                                 |                                 |                                 |                                 |                                 |
|                       | Action 21                       | AEM                                      | CEG Partners                                                    | 20%      | Jul-24 | Jun-29 |                                 |                                 |                                 |                                 |                                 |
|                       | Objective 11                    |                                          |                                                                 |          |        |        |                                 |                                 |                                 |                                 |                                 |
|                       | Action 22                       | AEM                                      | Parks & Community Facilities                                    | 20%      | Jul-24 | Jun-29 |                                 |                                 |                                 |                                 |                                 |
|                       | Objective 12                    |                                          |                                                                 |          |        |        |                                 |                                 |                                 |                                 |                                 |
|                       | Action 23                       | AEM                                      | Wider Council,                                                  | 20%      | Jul-24 | Jun-29 |                                 |                                 |                                 |                                 |                                 |
|                       | Action 24                       | AEM                                      | CEG Partners, Volunteer Organisations                           | 50%      | Jul-24 | Jun-26 |                                 |                                 |                                 |                                 |                                 |
|                       | Action 25                       | AEM                                      | Health, Safety & Wellbeing                                      | 50%      | Jul-24 | Jun-26 |                                 |                                 |                                 |                                 |                                 |
|                       | Objective 13                    |                                          |                                                                 |          |        |        |                                 |                                 |                                 |                                 |                                 |
|                       | Action 26                       | AEM                                      | Community Organisations, CEG partners, Corporate Communications | 20%      | Jul-24 | Jun-29 |                                 |                                 |                                 |                                 |                                 |
|                       | Action 27                       | Corporate Communications                 | AEM                                                             | 25%      | Jul-24 | Jun-28 |                                 |                                 |                                 |                                 |                                 |

Table continues on next page.

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|-------------------------|---------------------------------|----------------------|--------------------------------------------------------|----------|--------|--------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| RECOVERY                | Objective 14                    |                      |                                                        |          |        |        |                                 |                                 |                                 |                                 |                                 |
|                         | Action 28                       | AEM, Recovery Office | NEMA, Recovery sector practitioners                    | 20%      | Jul-24 | Jun-29 |                                 |                                 |                                 |                                 |                                 |
|                         | Action 29                       | AEM, Recovery Office | Wider Council                                          | 20%      | Jul-24 | Jun-29 |                                 |                                 |                                 |                                 |                                 |
|                         | Action 30                       | AEM, Recovery Office | NEMA, Recovery sector practitioners, Other CDEM Groups | 20%      | Jul-24 | Jun-29 |                                 |                                 |                                 |                                 |                                 |
| MANAGEMENT & GOVERNANCE | Objective 15                    |                      |                                                        |          |        |        |                                 |                                 |                                 |                                 |                                 |
|                         | Action 31                       | AEM                  | CEG partners, Wider Council, Elected officials         | 20%      | Jul-24 | Jun-29 |                                 |                                 |                                 |                                 |                                 |
| MONITORING & EVALUATION | Objective 16                    |                      |                                                        |          |        |        |                                 |                                 |                                 |                                 |                                 |
|                         | Action 32                       | AEM                  | CEG Partners, Wider Council                            | 20%      | Jul-24 | Jun-29 |                                 |                                 |                                 |                                 |                                 |
|                         | Action 33                       | AEM                  | CEG Partners, Wider Council                            | 20%      | Jul-24 | Jun-29 |                                 |                                 |                                 |                                 |                                 |

# YEAR ONE PERFORMANCE HIGHLIGHTS

## Building a skilled emergency management workforce



**+115**

Net Increase in Auckland Council Emergency Support (ACES) staff capacity, achieved through...

**60+**

Training courses delivered

**20+**

Multi-tiered exercises

**30+**

CIMS function engagement opportunities

Resulting in...

**570**

ACES ready to support an emergency response



**67%**

Of Aucklanders report a good understanding of the types of emergencies that could occur

**82%**

Of Aucklanders report feeling prepared for an emergency

Facebook content interaction

**↑ 200%**

Facebook reach

**↑ 19%**

Website Engaged sessions

**↑ 200%**



**2000**

people reached through AEM's community engagement events and programmes, helping to build strong, adaptive communities across Auckland's diverse population



**61**

Successful applicants of the Local Preparedness Storm Fund, providing resources to boost the emergency preparedness of Community Emergency Hubs, community groups, and marae

## Empowering tamariki, rangatahi and Marae to be emergency ready

Expanding delivery of Kia Rite Kia Mau to nearly

**3000 students**



equipping tamariki and rangatahi with the knowledge and skills to be better prepared for emergencies through a Te Ao Māori worldview



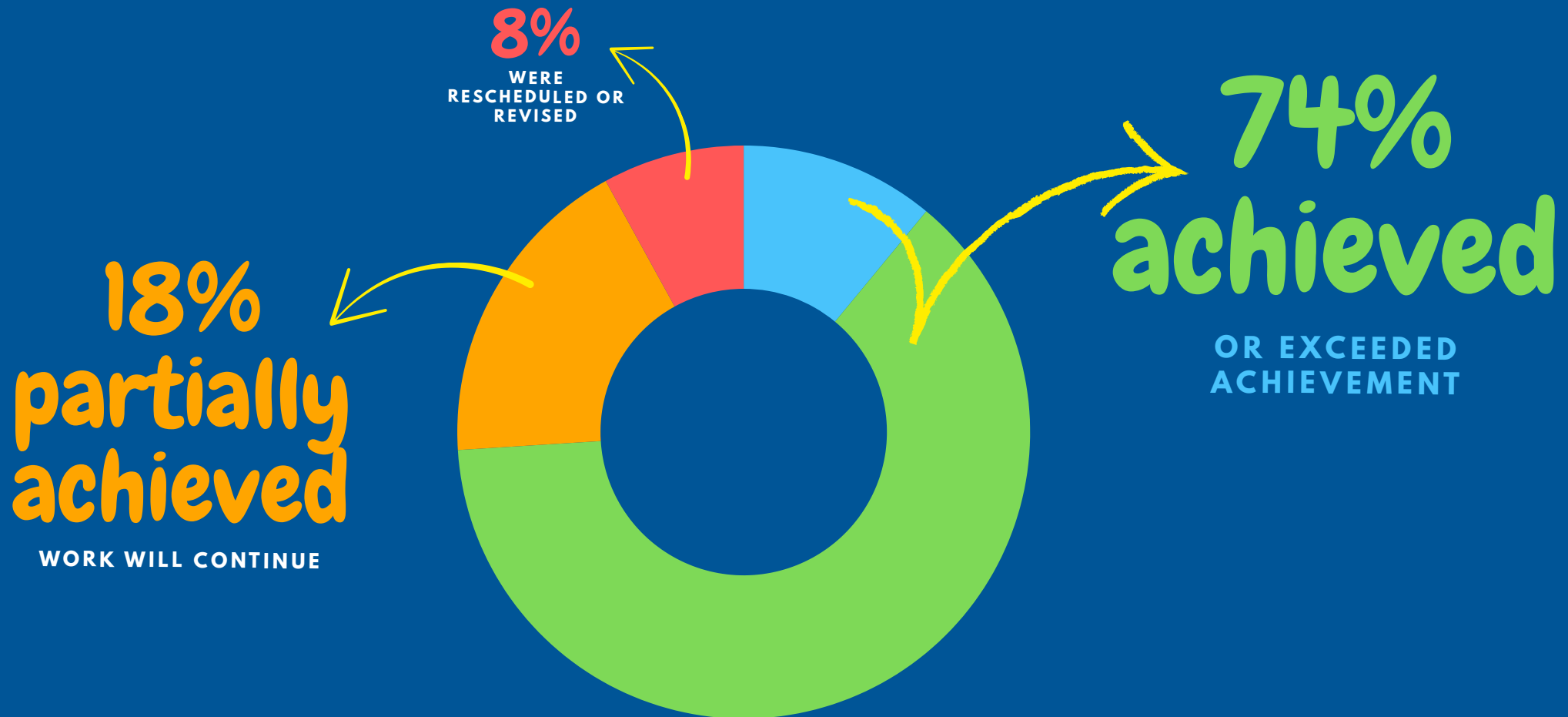
**19 marae**

Introduced to the Whakaoranga Marae Whakaoranga Whanau programme, expanding reach by 4

# PROGRESS AT A GLANCE

## 90 success measures

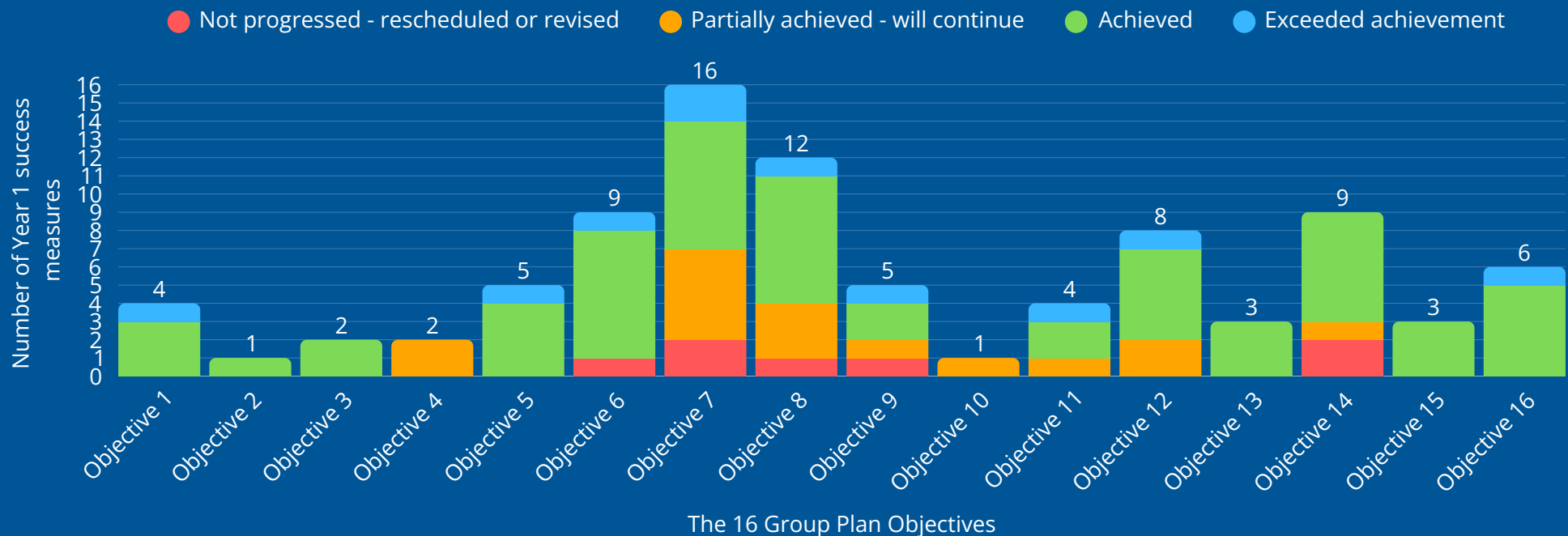
WERE SET IN YEAR 1 OF GROUP PLAN IMPLEMENTATION TO PROGRESS THE 33 GROUP PLAN ACTIONS AND THE 16 OBJECTIVES



# Delivering the Group Plan: Year 1 Performance Insights

Year 1 progress data shows that the **majority of success measures were achieved or exceeded**, particularly under Objectives 6, 7, 8 and 14. **Nine objectives included at least one measure that surpassed expectations**. A smaller proportion of measures, especially under Objectives 7 and 8, were partially achieved and will continue into Year 2. **Only seven measures were not progressed and have been rescheduled or revised, reflecting a high overall delivery rate**. While Objectives 2 and 10 showed limited progress, further work is planned in these areas for Year 2. Similarly, objectives 3 and 4, which also showed lower levels of activity, are led by departments external to AEM. These areas are monitored and reported through other channels, so only selected projects are captured within Group Plan reporting to avoid duplication.

**Progress of Year One Success Measures by Group Plan Objective**



## Expanding Kia Rite Kia Mau Delivery Across Tāmaki Makaurau

There are ten items which demonstrated significant progress this financial year, beyond the original planned outcome. These are described in further detail on the following pages.



**A new delivery model unlocked unprecedented growth for Kia Rite Kia Mau**, Auckland Emergency Management's school-based preparedness programme. In addition to teaching tamariki how to be prepared for emergencies, the programme **strengthens their connection to Māori atua, origin stories, and tikanga values and practices**. Shifting from in-house delivery to a partnership with a contracted facilitation provider enabled access to six trained facilitators and the ability to leverage their existing relationships with more than 200 schools across Tāmaki Makaurau.

This expanded reach and capacity delivered outstanding results:

- **107 sessions delivered, exceeding the original target of 36**
- **Nearly 3,000 students reached, compared to the planned 900**
- **233% increase in delivery**

The partnership not only improved coverage but also ensured the programme could meet demand more flexibly and equitably across the region. This programme is a strong example of how rethinking delivery models can scale impact and build community resilience.

## Advancing Tāmaki Makaurau's Tsunami Resilience

### Tsunami Work Programme Delivery



Progressing Tsunami resilience

Auckland Emergency Management made great progress in regional tsunami preparedness through its **coordinated Tsunami Work Programme, a suite of initiatives grounded in science and aimed at building tsunami resilience across Tāmaki Makaurau Auckland.**

Key achievements included:

- **Completion of regional vulnerability assessments which provided robust science to allow targeted warning and alerting options based on risk to our communities**
- GNS Science summary report finalised on the Auckland Tsunami Alerting Options Review
- Engagement with communities and Local Boards, including formal public consultation and presentation of recommended actions
- **Development of a region-wide Tsunami Resilience Action Plan, directly aligned with the CDEM Group Plan.**

This body of work positions AEM to seek CDEM Committee approval for the action plan early next financial year, unlocking the next phase of work: capital delivery planning.

## Expanding Fleet Capability for Effective Emergency Response



Auckland Emergency Management has significantly strengthened its operational readiness by **delivering a suite of new emergency response vehicles and welfare support assets designed to perform in complex and remote environments.**

### **Eight new emergency vehicles were acquired:**

- Two Class 2 off-road trucks
- Three 4x4 Ford Ranger Wildtrak utility vehicles
- Three fully equipped command vans

**Each vehicle is fitted with specialist tools, communication systems and emergency supplies, with the command vans capable of functioning as mobile Emergency Operations Centres,** enabling field-based coordination and decision-making in fast-evolving emergencies.

In addition, three new catering trailers were introduced, significantly improving AEM's capacity to support affected communities and Civil Defence Centres with essential welfare services, including in hard-to-reach areas. This enhanced fleet directly supports both regional and national response capability and reflects a strategic investment in resilience, **enabling AEM to more effectively respond to concurrent, prolonged or large-scale emergencies across Tāmaki Makaurau.**

## Expanding Auckland's Volunteer Response Capability



Auckland's ability to respond to emergencies has been significantly strengthened with the **successful establishment of a new South Auckland New Zealand Response Team (NZRT)**, expanding the **region's coverage** alongside the existing NZRT-3 (West Auckland) and NZRT-5 (North Auckland).

Recruitment for the South team launched with a highly successful open day at Ardmore Airport in August 2024, attracting over 200 attendees and generating 90 applications. **A rigorous 17-hour overnight selection exercise, featuring simulated emergency scenarios, led to the selection of 35 high-calibre candidates to begin training.**



**The team is now progressing through the national NZ-RT training accreditation pathway**, and full accreditation is expected in the next financial year. Despite not yet being formally accredited, the **South team has already played a valuable role in supporting local responses, including conducting reconnaissance, undertaking welfare checks, and standing up a Civil Defence Centre**

This milestone marks a major leap forward in volunteer surge capacity for the region and lays the foundation for a fully integrated, tri-region volunteer response capability.

## Lifting Readiness at Civil Defence Centres



Auckland Emergency Management has transformed its approach to Civil Defence Centre (CDC) readiness, **shifting from ad hoc provisioning to a consistent, scalable system that ensures rapid and equitable support during emergencies.**

Over the year, all potential CDC sites across the region were reviewed and assessed for operational suitability. At the same time, AEM developed and implemented a **deployable CDC supply cache system, enabling swift and standardised setup of CDCs when activated.**

Each “kit” includes ten caches, with one full kit required to provision a single CDC. **Each cache contains critical supplies such as bedding, clothing, lighting, first aid, generators and communications equipment, and can be transported to any site as needed.** Ten full kits (100 caches) have already been procured and are centrally stored for deployment, with further procurement underway. Should a larger mass evacuation centre be required, multiple kits can be deployed to meet the additional demand.

This achievement significantly lifts AEM’s ability to deliver consistent, high-quality welfare support from the outset of an event and **ensures faster, fairer service to communities when they need it most.**



## Building Readiness Through Regular Exercises



Auckland Emergency Management **delivered over 20 tiered exercise activities throughout 2024/2025**. These involved AEM staff, the Incident Management Team, duty officers, ACES, NZRT's, partner agencies, community volunteers and elected members.

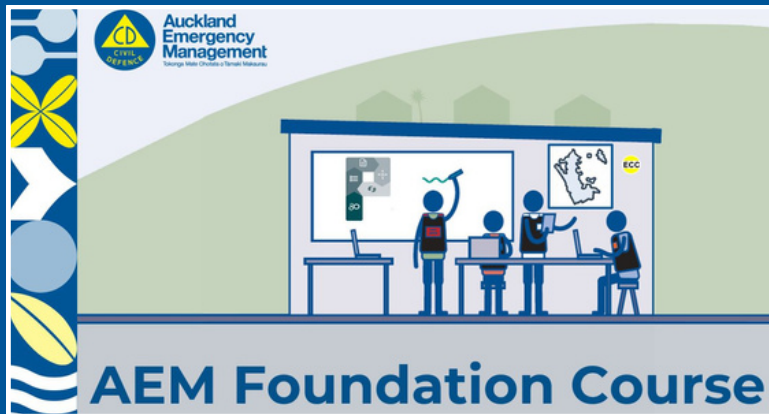
Exercises were integrated into regular training, function-specific engagements and joint initiatives. **AEM contributed to the National Exercise Programme, participated in partner-led scenarios, and led several large-scale, multi-agency exercises.** Together, these activities strengthened relationships, tested plans and procedures and improved operational coordination across the emergency management system.



### Key exercises included:

- **Exercise Ngā Āwhā:** A major Group-wide simulation of a cyclone and flooding response, involving AEM, ACES, Council departments and external partners.
- **Exercise Manaaki:** A national-scale welfare simulation, testing CDC activation and relief operations, with around 300 participants.
- **Operation Waitākere:** A field-based severe weather response exercise, testing NZRT deployment and coordination in remote terrain, with over 130 responders.

# Refinement of Training Resource Portfolio



## Foundation Course Redesign

The Foundation Course was transformed from a half-day overview into a full-day, operationally focused training. It now includes a pre-course online learning module, activities to build personal preparedness, and a simulated ECC login experience. Launched in November 2024, **the new format ensures that even ACES staff who have only completed the Foundation Course are better equipped to contribute meaningfully in an emergency.**

## Just-In-Time (JIT) eLearning Modules

We launched Phase One of our JIT training programme, **five new eLearning modules designed to provide rapid onboarding and refresher content for ACES staff.** These on-demand tools enhance ECC readiness by **making response training more accessible and timely.** Phase Two will expand the offering to cover additional CIMS functions such as Operations and Recovery.

## Planning and Intelligence Function Courses

The original Planning and Intelligence training was **redeveloped from a single, theory-heavy course into two distinct, skill-focused modules.** The restructure was guided by observed capability gaps and the need for practical, Auckland-specific content. Each course now includes tailored scenario-based learning and hands-on exercises that better support staff in applying knowledge during a real emergency.



# Empowering Communities with Local Emergency Plans

## Take the first step towards emergency readiness

Your new local emergency readiness plan is here. Now it's time for you to get ready.



► Visit [aem.govt.nz](https://aem.govt.nz) to view your plan today



Auckland  
Emergency  
Management



Strong local knowledge and community spirit are at the heart of resilience during emergencies. This year, we achieved a significant milestone by **working alongside local boards to develop 20 Local Board Emergency Readiness and Response (LBERR) Plans**, creating a stronger foundation for emergency preparedness across Tāmaki Makaurau.

Born out of the lessons of the 2023 severe weather events, **each plan provides clear, practical guidance to help communities prepare for, respond to and recover from emergencies**. They were developed in partnership with local boards, community and faith-based groups, subject matter experts and key agencies, ensuring they **reflect the unique needs of each area**. The plans clarify roles and responsibilities across AEM, Auckland Council, local boards and communities, structured around the four pillars of emergency management: reduction, readiness, response and recovery. They also include local hazard information and locations of Civil Defence Centres and Community Emergency Hubs.

Printed copies are available in libraries and community centres, and each plan can also be accessed online via the council's website. With the final plan for Aotea Great Barrier Island scheduled for completion next year, all 21 Local Boards will soon have dedicated plans in place. **Delivering 20 plans this year is a significant achievement and a major step forward in supporting stronger, more connected and better-prepared communities across Tāmaki Makaurau.**

## Strengthening ACES Engagement with AEM



Significant progress has been made in **creating meaningful and consistent engagement opportunities for Auckland Council Emergency Support (ACES) staff to connect with Auckland Emergency Management.**

**Clear learning pathways were developed**, outlining tiered competency levels and the courses required to advance through each stage. To support this, a robust data management system was implemented, allowing AEM to track ACES progress and programme growth more effectively.



Each CIMS function refined its structure to identify key roles aligned with competency levels, enabling targeted recruitment for specific functions and skill levels. Beyond formal training, we have established regular engagement opportunities within each function. These sessions **provide ACES, who come from across the wider Council with diverse day jobs, a chance to stay informed, collaborate and build relationships with colleagues they may work alongside during an emergency response.**

This milestone represents a major step toward a comprehensive, Council-wide ACES programme, **laying the groundwork for future enhancements to the engagement programme** that are essential to building stronger emergency readiness in Tāmaki Makaurau.

## Establishing Robust Monitoring and Reporting for the Group Plan



Auckland Emergency Management made significant strides in **embedding programme management and monitoring structures that connect day-to-day activities with the long-term vision of the 2024-2029 Group Plan.**

At the outset, foundational programme management **frameworks were built from scratch** to support effective oversight and coordination of this complex five-year initiative. This included designing new reporting systems for workstream leads, enabling clearer tracking and accountability.

**A new approach to quarterly progress reporting was introduced,** improving transparency and accessibility for management, governance bodies and the public through the Auckland Emergency Management website. These reports have evolved throughout the year to incorporate feedback and continuous improvements, culminating in a template for the Annual Group Plan report.

These achievements mark **an important milestone in ensuring effective governance, transparent progress tracking and strong public assurance around the delivery of the Group Plan's objectives.**

## Success measures that were revised or rescheduled

The seven items that were either revised or rescheduled are outlined in the table below. All but one has been incorporated into the 2025/2026 Financial Year work programme, with the remaining item deferred to Year 3 of Group Plan delivery.

| Success measure                                                                                 | Revised or rescheduled | Reason                                                                                                                                                                                                                                                           |
|-------------------------------------------------------------------------------------------------|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>GIS Strategy document</b>                                                                    | Rescheduled            | Priority was given to the immediate improvement of GIS response capabilities. Development of the GIS strategy has been incorporated into the 2025/2026 FY work programme.                                                                                        |
| <b>Alerting Platforms - NexGen Sirens and Tsunami Alerting</b>                                  | Rescheduled            | Endorsement of the approach to Tsunami warning and alerting is scheduled for Q1 2025/2026 FY. The next focus will be planning for capital works with delivery now scheduled for Year 3 of Group Plan delivery.                                                   |
| <b>Disability and diversity awareness/ competency training</b>                                  | Rescheduled            | During project scoping it was identified that there was inadequate resourcing to address these this FY. It has been incorporated into the 2025/2026 FY work programme.                                                                                           |
| <b>D4H training</b>                                                                             | Rescheduled            | Delivery of D4H training is dependent on wider project implementation deliverables. Due to change in project managers and workload capacity constraints the wider project timeline was delayed. This has been incorporated into the 2025/2025 FY work programme. |
| <b>To review existing digital content for youth, and to deliver a series of digital guides.</b> | Revised                | Work began on this item through engagement with the Youth Advisory Panel. As a result, the approach has shifted from providing a series of digital guides to alternative approaches which have been incorporated into the 2025/2026 FY work programme.           |
| <b>Auckland CDEM Group Pre-Disaster Recovery Planning</b>                                       | Revised                | This item was contingent on the release of actions from the Tāmaki Makaurau Recovery Office (TMRO) Lessons Learned process. This item was revised by being merged with the below line.                                                                           |
| <b>Implement actions that may arise from recovery lessons learnt</b>                            | Rescheduled            | The TMRO lessons learnt were not released this FY. This has been rescheduled and incorporated into the 2025/2026 FY work programme.                                                                                                                              |

# APPENDICES

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# MANAWHENUA & MATAAWAKA PARTNERSHIPS

## Objectives

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.

02

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

## Actions

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.

02

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

| GP Action | Lead | Year 1 success measures                                                                                                                                                                                  | Status | Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1         | AEM  | Ongoing whakawhanaungatanga activities with the 43 Marae across Tāmaki Makaurau                                                                                                                          |        | We continued to strengthen relationships with marae across Tāmaki Makaurau through regular whakawhanaungatanga activities. <b>The Whakaoranga Marae Whakaoranga Whānau programme was introduced to an additional six marae, expanding our total engagement from 13 to 19 marae.</b>                                                                                                                                                                                                                                                                                              |
|           |      | Development of documentation to support marae preparedness                                                                                                                                               |        | Engagement was delivered in a range of ways, including attendance at on-site hui, a wānanga held with Te Kotahi a Tāmaki at Manurewa Marae, and hosted visits to the Emergency Coordination Centre to build familiarity with AEM's role and personnel.                                                                                                                                                                                                                                                                                                                           |
|           |      | Delivery of core training to marae requesting support in capability development.                                                                                                                         |        | Documentation to support marae preparedness was also developed through creation of a Marae Preparedness Plan template. <b>A key milestone was the delivery of psychological first aid training to 20 staff at Te Mahurehure Marae,</b> the first marae in Tāmaki Makaurau to participate in this training, setting the foundation for future delivery to other marae.                                                                                                                                                                                                            |
| 1         | AEM  | Ongoing delivery of Kia Rite Kia Mau (KRKM) to schools and kura                                                                                                                                          |        | We successfully expanded the KRKM programme with <b>delivery reaching near 3000 students</b> , this is detailed further on page 05.                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 2         | AEM  | To build depth and capability in Iwi Māori Liaison function alternate and sub-function leads and to progress mana whenua and mataawaka representation across the emergency management (i.e. CIMS) system |        | <b>An Iwi Māori Liaison Function structure was created.</b> The structure identifies the different sub functions and their focus areas. It was then further broken down to identify the number of staff required in each role for a worse-case scenario event. From this we were able to begin identifying roles across Council which could work within the Iwi Māori Liaison Function. Some recruitment took place and these staff have been going through the ACES Learning Pathway, however, further expansion is expected through development of a Function engagement plan. |



Exceeded achievement



Achieved



Partially achieved - will continue



Not progressed - rescheduled or revised

# 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.

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

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.

05

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

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 Readiness and Response Plans and community resilience plans.

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.

| GP Action | Lead                                                | Year 1 success measures                                                                        | Status | Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------|-----------------------------------------------------|------------------------------------------------------------------------------------------------|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3         | Engineering, Assets & Technical Advisory            | NHRMAP update                                                                                  |        | A full review and update of NHRMAP Part 2 tasks and actions were undertaken to consider new activities that started in response to the 2023 storm events. These new programmes include the Storm Response Fund, Making Space for Water, Resilient Tāmaki Makaurau and Recovery Office projects. Gaps and opportunities were identified including adding drought, extreme heat and space weather to the NHRMAP. This was reported in detail to the Planning and Policy Committee.                                                                                             |
| 4         | AEM                                                 | Hazard awareness promotion                                                                     |        | AEM delivered <b>two key hazard awareness campaigns: Get Ready for Summer Storms</b> (Jan–Feb 2025), focused on storm preparedness, <b>and ShakeOut 2024</b> (Oct), supporting national earthquake readiness efforts. In addition, <b>AEM maintained a year-round presence on social media to raise awareness of local hazards</b> , share preparedness advice and promote newly developed local board emergency readiness and response plans. These initiatives contributed to increased visibility and engagement with emergency preparedness messaging across the region. |
| 5         | Policy Department                                   | Prepare and notify Auckland Unitary Plan change by April 2025 (subject to external influences) |        | Engagement with targeted communities on risk tolerance was carried out, analysis of this informed drafting of the AUP change. Since then <b>it has been confirmed that changes to the AUP in relation to strengthening for natural hazards is now being incorporated into a wider Integrated Intensification Plan Change</b> . This work continues as part of the wider Resilient Tāmaki Makaurau Programme and is reported through a separate channel: The Policy and Planning Committee.                                                                                   |
| 6         | Chief Sustainability Office & the Policy Department | Regional adaptation                                                                            |        | <b>The Policy Department and Chief Sustainability Office advanced the regional approach to climate adaptation planning</b> through progressing workstreams focussed on social change, developing a knowledge system, strategies to build better, grants and pilots. This work continues as part of the wider Resilient Tāmaki Makaurau Programme and is reported through a separate channel: The Policy and Planning Committee.                                                                                                                                              |

Exceeded achievement

Achieved

Partially achieved - will continue

Not progressed - rescheduled or revised

# 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.

| GP Action | Lead | Year 1 success measures                                                                       | Status               | Commentary                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------|------|-----------------------------------------------------------------------------------------------|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7         | AEM  | Risk Assessments for Group Plan                                                               | Achieved             | <b>Two regional risk assessment workshops were held this year, focusing on heatwave and drought.</b> These workshops, delivered in partnership with council subject matter experts and external agencies, form part of an ongoing series that will inform the development of the next Group Plan.                                                                                                                            |
|           |      | Development of regional hazard contingency plans                                              | Achieved             | <b>The Auckland Volcanic Field Response Plan was finalised and endorsed by the Coordinating Executive Group (CEG).</b> Development also began on new response plans for severe weather and space weather.                                                                                                                                                                                                                    |
|           |      | Tsunami Work Programme activities                                                             | Exceeded achievement | Tsunami Work Programme activities progressed successfully, detailed on page 06.                                                                                                                                                                                                                                                                                                                                              |
| 8         | AEM  | Contribution of technical expertise towards understanding hazards and national level planning | Achieved             | <b>Input was provided into the national Tsunami Evacuation Director's Guideline 08/25 by our Principal Science Advisor.</b> This guideline provides a nationally consistent approach to tsunami evacuation, including the development of tsunami evacuation zones, maps, and public information for Civil Defence Emergency Management (CDEM) Groups and local authorities. The document can be found <a href="#">here</a> . |
|           |      | Contribution to National exercising                                                           | Achieved             | <b>AEM participated in the NEMA-led national exercise: Ru Whenua, held over three days during June and July 2024.</b> The exercise aimed to improve New Zealand's ability to respond to and recover from a significant Alpine Fault earthquake. You can read more about how the three-day exercise progressed in NEMA's newsletter found <a href="#">here</a> .                                                              |

Exceeded achievement
Achieved
Partially achieved - will continue
Not progressed - rescheduled or revised

# 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.\*

13

Enhance Welfare function capability by developing and implementing a needs assessment tool in partnership with NEMA and an ongoing work programme for the Auckland Welfare Coordination Group addressing recommendations from previous reviews.

| GP Action | Lead | Year 1 success measures                                                                                                                                                                  | Status | Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 11        | AEM  | Development of a Relationship Management Framework                                                                                                                                       |        | Initial improvements were made to strengthen the CEG and CDEM Committee forums, including focusing on the strategic management of these forums and improving attendance from partner agencies through efforts of our Principal Advisor. A more focussed project on developing a Relationship Management Framework will be take place next FY.                                                                                                                                                                                                                        |
| 12        | AEM  | GIS Strategy document                                                                                                                                                                    |        | Development of the GIS Strategy was delayed to allow focus on enhancing existing GIS tools to support immediate response needs. These tools include Situational Awareness Viewer (SAV), GRIP, Wide Area Assessment (WAA) tool, Rapid Building Assessment (RBA) tool. <b>New tools were also developed including the CDC Locator tool</b> which is available to the public via the AEM website found <a href="#">here</a> , as well as initial development of a Welfare and Emergency Relief dashboards, based on data collected through the Needs Assessment Survey. |
|           |      | Data integration - integrating internal, external, static and dynamic data                                                                                                               |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|           |      | Technology development - Surveys, web maps, D4H, dashboards, arcGIS online, Power Automate                                                                                               |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|           |      | Supporting SOP's and Training                                                                                                                                                            |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 13        | AEM  | Development of a Needs Assessment Tool                                                                                                                                                   |        | A digital Welfare Needs Assessment Tool has been developed to support the collection of real-time information on people and animals affected during an emergency. It was successfully tested during Exercise Manaaki and forms the foundation for future enhancements planned for next FY, including enabling remote self-assessments and direct connections to essential services.                                                                                                                                                                                  |
|           |      | Implementing actions actions that member agencies of the Auckland Welfare Coordination Group (AWCG) will undertake for better collaboration and emergency preparedness across the sector |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

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



Exceeded achievement



Achieved



Partially achieved - will continue



Not progressed - rescheduled or revised

# 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.

| GP Action | Lead                                     | Year 1 success measures                                                             | Status                                  | Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------|------------------------------------------|-------------------------------------------------------------------------------------|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 14        | Engineering, Assets & Technical Advisory | Updates to the Electricity Outage Plan, the Generator Plan and the Fuel Plan.       | Achieved                                | <p><b>The Electricity Outage Communications Plan, Generator Plan and Fuel Plan were combined and updated into a single Energy Emergency Plan</b>, which was endorsed by the Coordinating Executive Group (CEG). As part of this work, the list of critical sites was reviewed and updated.</p> <p><b>Work also progressed on updating infrastructure vulnerability data.</b> Data from the previous Auckland Engineering Lifelines Project (AELP) Hotspots viewer was incorporated into the new Lifelines MapViewer, with continued development underway. This work is part of Stage 1 of the Vulnerability Study update. Also <b>part of Stage 1 was the update of Auckland's Priority Routes, funded by the Auckland Lifelines Group (ALG) and completed in conjunction with other North Island Lifelines Groups</b>, following the same format used by South Island groups for AF8. Part of Stage 2 will be completed as an extension of Cumulative Loss Modelling, funded by others in Auckland Council. Further progress has been put on hold pending the outcome of the ALG funding review.</p> |
|           |                                          | Update known key infrastructure vulnerabilities through Vulnerability Study update. | Partially achieved - will continue      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|           |                                          | Lifelines input to GIS platform                                                     | Partially achieved - will continue      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 15        | AEM                                      | Fleet maintenance and enhancement                                                   | Exceeded achievement                    | <p>Significant progress was made this year to enhance Auckland Emergency Management's operational fleet and support for New Zealand Response Teams, as detailed on pages 07 and 08.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|           |                                          | Response Teams resources, facilities, staffing                                      | Exceeded achievement                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|           |                                          | Communications and Alternative Communications                                       | Partially achieved - will continue      | <p><b>The Digital Radio Network Project continued</b>, upgrading emergency communications by replacing analogue systems with a Tier 3 Digital Mobile Radio network. <b>Phase Two saw the installation of five new repeater sites across Auckland. Three sites were successfully linked</b>, while linking the fourth was delayed due to weather, and the fifth site was deemed unsuitable. A replacement site is being identified, with completion planned for next year. <b>Due to this year's progress, coverage now reaches 90% of the Auckland region.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|           |                                          | Drones maintenance                                                                  | Achieved                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|           |                                          | Equipment - Duty Team & ECC                                                         | Achieved                                | <p>Endorsement of the Tsunami Resilience Action Plan is scheduled for early FY2025/2026, with capital works planned for Year Three of the Group Plan.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|           |                                          | Alerting Platforms - NexGen Sirens and Tsunami Alerting                             | Not progressed - rescheduled or revised |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

Exceeded achievement   Achieved   Partially achieved - will continue   Not progressed - rescheduled or revised

# 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.\*

| GP Action | Lead | Year 1 success measures                                            | Status | Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------|------|--------------------------------------------------------------------|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 21        | AEM  | Determine local response arrangements                              |        | This project was initiated through the procurement of a contractor and confirmation of project scope. Initial interviews with SMEs from Council and partner agencies were scheduled for this FY but had to be delayed due to contractor sickness. This work continues in the FY2025/2026 work programme.                                                                                                                                                           |
| 22        | AEM  | Provisioning CDCs with supplies                                    |        | <b>Extensive progress was made on Civil Defence Centre (CDC) planning and readiness.</b> Highlights include 115 confirmed locations that could activate as Civil Defence Centres during an emergency response, development of a digital CDC Locator tool to inform the public of these and procurement of rapid deployment CDC supply caches. These are detailed further on page 09.                                                                               |
|           |      | Identification and maintenance of Community Emergency Hub register |        | Community Emergency Hubs were identified through the development of the Local Board Emergency Readiness and Response Plans and will be added to the CDC Locator Tool during upcoming enhancements.                                                                                                                                                                                                                                                                 |
|           |      | Establish and supply mass evacuation centres                       |        | Mass evacuation planning also advanced. <b>Several large venues were identified as potential evacuation centres, and an initial forum was held in December 2024 to re-establish relationships and clarify roles during a response.</b> Understanding the role of venue managers and building these relationships has been prioritised ahead of operational planning, such as provisioning of supplies. Foundational work will continue in the next financial year. |
|           |      | Network Plan creation                                              |        | CDC site planning has also been incorporated into Parks and Community Facilities' broader network planning.                                                                                                                                                                                                                                                                                                                                                        |

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



Exceeded achievement



Achieved



Partially achieved - will continue



Not progressed - rescheduled or revised

# 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\*

| GP Action | Lead | Year 1 success measures                                                                                             | Status | Commentary                                                                                                                                                                                                                                      |
|-----------|------|---------------------------------------------------------------------------------------------------------------------|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>9</b>  | AEM  | Exercises held regularly for the duty team, IMT, AEM staff, ACES, external agencies and potentially elected members |        | Implementation of AEM's tiered exercise programme was a strong success this year, with further detail provided on page 10.                                                                                                                      |
|           |      | Undertaking exercise events for the New Zealand Response Teams (NZRT)                                               |        |                                                                                                                                                                                                                                                 |
| <b>10</b> | AEM  | Provision of the introduction emergency management Foundation Course                                                |        | Over 60 training courses were delivered throughout the FY including foundation, intermediate and advanced courses. Audiences included AEM staff, ACES, Controllers and partner agencies.                                                        |
|           |      | Provision of the Intermediate Course training for AEM staff and ACES                                                |        |                                                                                                                                                                                                                                                 |
|           |      | Provision of advanced training courses held for Duty Controllers and CIMS Function Leads                            |        |                                                                                                                                                                                                                                                 |
|           |      | Provision of ECC function specific training                                                                         |        |                                                                                                                                                                                                                                                 |
|           |      | Provision of disability and diversity awareness/competency training                                                 |        | Initial scoping began on developing disability and diversity awareness/competency training however it was identified that there was inadequate resourcing to address these this FY, both been incorporated into the FY2025/2026 work programme. |
|           |      | AEM staff (business as usual) professional development pathway                                                      |        | An AEM professional development pathway to support AEM staff was developed and is awaiting awaiting final approvals.                                                                                                                            |
|           |      | New Zealand Response Team (NZRT) training                                                                           |        | The New Zealand Response Teams all had continuous training throughout the year, with a particular emphasis on the NZRT South team to prepare them for accreditation in FY2025/2026                                                              |

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

Exceeded achievement   Achieved   Partially achieved - will continue   Not progressed - rescheduled or revised

# 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. \*

| GP Action | Lead | Year 1 success measures                                                                                                        | Status                                  | Commentary                                                                                                                                                                                                                                                     |
|-----------|------|--------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 20        | AEM  | Duty Manual SOPs                                                                                                               | Achieved                                | The Duty Team Manual underwent regular updates this year, alongside a full review to inform a Version 2 release. The updated version will be more user-friendly and practical for use during high-stress events, with a simplified layout and clearer content. |
|           |      | CIMS/IMT Manual SOPs                                                                                                           | Partially achieved - will continue      | A separate project to develop CIMS function-specific desk files was scoped and will progress next year.                                                                                                                                                        |
|           |      | Refinement of training resource portfolio                                                                                      | Exceeded achievement                    | The training portfolio also saw improvements, including completion of Phase 1 of the Just in Time e-learning modules, this is detailed on page 11.                                                                                                             |
|           |      | The provision of Just in Time trainings that are CIMS function focused to upskill ACES operating in the ECC during an incident | Achieved                                |                                                                                                                                                                                                                                                                |
|           |      | D4H training                                                                                                                   | Not progressed - rescheduled or revised | D4H training was rescheduled and will be delivered as part of a broader rollout next year, with a new project lead now in place.                                                                                                                               |

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



Exceeded achievement



Achieved



Partially achieved - will continue



Not progressed - rescheduled or revised

# 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.

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.

| GP Action | Lead | Year 1 success measures                                                                                                            | Status | Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------|------|------------------------------------------------------------------------------------------------------------------------------------|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 23        | AEM  | Create master list of ACES which monitors key information and training pathways.                                                   |        | <p><b>Significant progress has taken place this FY in relation to our wider ACES programme.</b> Successes are discussed in depth on page 13.</p> <p>At a high level, progress included:</p> <ul style="list-style-type: none"> <li>development of a tiered ACES learning pathway</li> <li>Development of a data management system to track progress and movement and capacity of ACES</li> <li>Creation of new engagement opportunities for ACES               <ul style="list-style-type: none"> <li>Establishment of a forum for Function Managers leading these ACES to discuss current issues, work on shared challenges and be tasked with improvement actions for their function.</li> </ul> </li> </ul> |
|           |      | Strengthen relationships with wider Auckland Council departments to grow ACES pool                                                 |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|           |      | Work with People and Culture to formalise redirection and HR processes for ACES (e.g. payment for overtime, release from BAU).     |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|           |      | Create and implement the Response Readiness Plan to enhance our CIMS function capability and capacity                              |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|           |      | Determine and implement ACES recruitment structure                                                                                 |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|           |      | Create engagement opportunities for ACES to engage with AEM more consistently                                                      |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 24        | AEM  | The draft Volunteer Framework is socialised, feedback on volunteer categories is incorporated, and the final framework is approved |        | <p><b>A draft Volunteer Framework has been developed</b>, categorising volunteer groups, and outlining strategic approaches for engaging and managing each group throughout both the Readiness and Response phases. Continued work to finalise and embed this are included in next FY's work programme.</p>                                                                                                                                                                                                                                                                                                                                                                                                    |
| 25        | AEM  | Create a Wellbeing Response Plan                                                                                                   |        | <p>Rather than creating a standalone plan, <b>wellbeing will be integrated into existing activities, actions, processes and frameworks</b>, incorporating wellbeing across AEM's operations for all response staff, including those from Auckland Council, surge staff, and external partners. A stocktake of references to wellbeing across CIMS functions existing procedures, documentation and practices was undertaken, it was analysed and several recommendations were identified. Work to finalise these recommendations and incorporate them into relevant work programmes will occur next FY.</p>                                                                                                    |



Exceeded achievement



Achieved



Partially achieved - will continue



Not progressed - rescheduled or revised

# 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 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.

| GP Action | Lead | Year 1 success measures                                                                                                                                 | Status | Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------|------|---------------------------------------------------------------------------------------------------------------------------------------------------------|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 16        | AEM  | To facilitate the development of 20 Local Board Emergency Readiness and Response Plans (Note: excluding Great Barrier Island who has an existing plan). |        | Developing and launching 20 Local Board Emergency Readiness and Response Plans was a huge success this FY and is detailed on page 12.                                                                                                                                                                                                                                                                                                          |
|           |      | To adopt, launch, test and embed the 20 Local Board Emergency Readiness & Response Plans.                                                               |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|           |      | To facilitate the bi-annual community preparedness survey (June and December 2024)                                                                      |        | We also continued to undertake the Community Preparedness Survey to gather data on Aucklanders' preparedness, key findings are highlighted on page 04.                                                                                                                                                                                                                                                                                         |
| 17        | AEM  | Finalise and launch the Community Emergency Hub Guide                                                                                                   |        | The Community Emergency Hub Guide underwent a full content review and refresh to ensure practical and up-to-date guidance is available to empower local groups in emergency preparedness. The final version is in design and will be launched next financial year.                                                                                                                                                                             |
|           |      | To confirm and deliver training and scenario-based exercises to target key community groups and identified CEHs.                                        |        | We also supported our first scenario-based CEH activation exercise in Hobsonville. The exercise tested how a local group could activate and operate a CEH during a simulated emergency, helping participants build confidence in their roles and identify gaps in readiness. As the new CEH Guide and supporting resources are finalised, communities will have more tools and guidance to confidently step into CEH roles during emergencies. |
|           |      | To review and input into the development of community resilience plans (as required, on request)                                                        |        | Several communities were also supported with resilience planning on an ad hoc basis, responding to direct requests for assistance.                                                                                                                                                                                                                                                                                                             |

Exceeded achievement   Achieved   Partially achieved - will continue   Not progressed - rescheduled or revised

# 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

| GP Action | Lead | Year 1 success measures                                                                  | Status | Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------|------|------------------------------------------------------------------------------------------|--------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 18        | AEM  | Development of Public Information Awareness Strategy                                     |        | Foundational work was undertaken this year to guide how we engage with our audiences. While the overarching Public Information and Awareness Strategy remained in draft due to staff changes and has been reprioritised for completion in the 2025/2026 financial year, regular Public Information and Awareness Plans were developed and implemented throughout the year. <b>These plans helped shape the content delivered through our digital platforms and supported ongoing public preparedness messaging.</b>                                                                                                                                                                                                                     |
|           |      | Development of the Public Information Awareness Implementation Plan                      |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 19        | AEM  | To identify a programme of activities to improve business resilience.                    |        | Two well-attended Business Association Emergency Readiness Forums were held, primarily involving Business Improvement District (BID) members, and received positive feedback. <b>A small reference group of business association managers was established to help shape the future direction of the AEM business programme.</b> Readiness and continuity workshops were delivered in Manukau and Papakura and AEM presented at several sector events. <b>Engagement with the Chinese business community is also progressing,</b> with a targeted event held in April. AEM contributed to the development of ClimateWise, a new climate adaptation tool for small and medium-sized enterprises (SMEs), and is now actively promoting it. |
|           |      | To review existing digital content for youth, and to deliver a series of digital guides. |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|           |      | To deliver the storybooks in braille and sign language                                   |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|           |      | To scope a preparedness programme to tertiary students.                                  |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |



Exceeded achievement



Achieved



Partially achieved - will continue



Not progressed - rescheduled or revised

# 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\*

| GP Action | Lead                            | Year 1 success measures                          | Status | Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------|---------------------------------|--------------------------------------------------|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 26        | AEM                             | Digital Content Strategy and Plan Implementation |        | <p>A digital content strategy and plan was created and implemented. The largest project that resulted from this was the AEM website refresh.</p> <p><b>We have updated our website with many features to make it more informative and user-friendly, updates include:</b></p> <ul style="list-style-type: none"> <li>• simplifying information and having focused content that enables easier search functions</li> <li>• modifying the structure for easier mobile phone use</li> <li>• having dedicated individual resource links that can easily be shared across platforms</li> <li>• making the alert / warning banner visually cleaner</li> <li>• ensuring the domain aligns with other civil defence emergency management groups .</li> </ul> |
| 27        | Corporate Communication & Media | Tiered media training                            |        | <p><b>Media training was delivered in a tiered approach across both the Controller cohort and AEM staff.</b> In July 2023, all Controllers received training, so the focus in 2024/25 was on refresher sessions for the AEM General Manager and training for four newly appointed Controllers. <b>All current Controllers are now up to date</b>, and future needs are being reviewed through the Controller functional programme. <b>Many in the Controller cohort also receive regular media training through their business-as-usual roles, which helps maintain relevant emergency management communication skills.</b></p>                                                                                                                      |
|           |                                 | OIA and good communication practices training    |        | <p>For AEM staff, department-wide OIA and good communication practices training was not required this year as the majority completed media awareness training in May 2024. Another department-wide training session will be scheduled for FY2025/2026 to refresh existing staff and upskill new staff.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                           |

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



Exceeded achievement



Achieved



Partially achieved - will continue



Not progressed - rescheduled or revised

# RECOVERY

## Objective

**14** Auckland's communities are supported to recover from emergency events

## Actions

**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.

**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.

| GP Action | Lead | Year 1 success measures                                                                                                                 | Status | Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------|------|-----------------------------------------------------------------------------------------------------------------------------------------|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>28</b> | AEM  | Produce a Recovery SOP desk file                                                                                                        |        | <b>A Recovery Standard Operating Procedures (SOP) desk file was developed and tested</b> during the year, with further refinements planned for 2025/26. <b>Auckland Emergency Management also contributed to national pre-disaster recovery planning</b> efforts through ongoing collaboration with NEMA's Recovery Team and the Recovery Practitioners Network. <b>This work has included the development of a recovery scorecard, now available for use in training and emergency events, adding to the suite of tools available to support effective recovery planning and implementation.</b> |
|           |      | CDEM Sector Pre-Disaster Recovery Planning (PDRP). Collaboration with Recovery Practitioners Network & NEMA Recovery Team               |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|           |      | Auckland CDEM Group Pre-Disaster Recovery Planning (superseding Recovery Operations Guide)                                              |        | Progress on Auckland's CDEM Group Pre-Disaster Recovery Planning has been delayed pending the release of lessons learned and recommendations from the Tāmaki Makaurau Recovery Office (TMRO). This work has been carried forward into the 2025/26 work programme to ensure alignment with timings from the Recovery Office.                                                                                                                                                                                                                                                                       |
|           |      | Implement actions that may arise from recovery lessons learnt - Tāmaki Makaurau Recovery office and from other emergency response areas |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>29</b> | AEM  | Recruitment of alternate Group Recovery Managers                                                                                        |        | Changes to the Group Recovery Manager appointments were formally approved by the Auckland CDEM Committee during the year. In parallel, work progressed to strengthen the recovery function by recruiting additional alternate personnel and building capacity within the Recovery desk team.                                                                                                                                                                                                                                                                                                      |
|           |      | Recruitment of Recovery function Alternates / desk staff                                                                                |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>30</b> | AEM  | Development of Recovery function training programme                                                                                     |        | <b>A Recovery Function training programme was scoped</b> during the year; however, progress was paused to ensure alignment with related projects, including the finalisation of the Recovery SOP desk file and the delivery of Just-in-Time training for recovery. This work will resume in the next financial year.                                                                                                                                                                                                                                                                              |
|           |      | Recovery Specialist Group and NEMA Collaboration                                                                                        |        | <b>The Principal Recovery Advisor attended two national Recovery Managers Hui</b> , which focused on refining roles and responsibilities under the Pre-Disaster Recovery Plan. <b>They also contributed to the development of three Toitū te Wairoa recovery training modules in collaboration with NEMA's Recovery Team.</b> These modules are being prepared for NCEA accreditation.                                                                                                                                                                                                            |
|           |      | Input into development of Recovery Specialist Group & NEMA training modules                                                             |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

Exceeded achievement   Achieved   Partially achieved - will continue   Not progressed - rescheduled or revised

# STRATEGY, GOVERNANCE AND PERFORMANCE

## Objectives

**15** Auckland's communities are supported to recover from emergency events

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

## Actions

**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.

**32** Reporting to CEG and Committee\*

**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.

| GP Action | Lead | Year 1 success measures                                                                               | Status | Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------|------|-------------------------------------------------------------------------------------------------------|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>31</b> | AEM  | Ensure role changes are accurately updated and reflected                                              |        | Ongoing review and alignment of AEM's trainings, strategies, plans, and documents against the Auckland CDEM Group Plan 2024-2029 remained a key focus throughout the year.<br><br><b>A minor update to the elected members' handbook was completed</b> , however, a comprehensive review has been postponed to next year to better align with other projects <b>supporting the onboarding of new elected members</b> . Ensuring role changes are accurately updated remains a priority, with a list of required updates actively maintained. |
|           |      | To provide elected member training - as appropriate                                                   |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|           |      | Alignment with the Auckland CDEM Group Plan 2024-2029                                                 |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>32</b> | AEM  | FY24/25 AEM department work programme approved by CEG and Committee                                   |        | <b>Quarterly reporting on the Year One implementation of the CDEM Group Plan took place throughout the year</b> , including the development of several new reporting methods. These improvements were commended by NEMA leadership, as outlined further on page 14                                                                                                                                                                                                                                                                           |
|           |      | Work Plan programme management                                                                        |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|           |      | Project management support                                                                            |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|           |      | Group Plan monitoring and evaluation                                                                  |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|           |      | CEG working group progress reports                                                                    |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>33</b> | AEM  | Relevant external response debriefs analysed in relation to AEM/Auckland CDEM Group response debriefs |        | <b>Post-response debriefs are a standard part of AEM's approach and were undertaken for all responses throughout the year</b> . Most responses required only a duty-level activation, with fewer instances of full IMT activation. <b>Recommendations from debriefs were captured and added to the corrective action catalogue.</b>                                                                                                                                                                                                          |

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

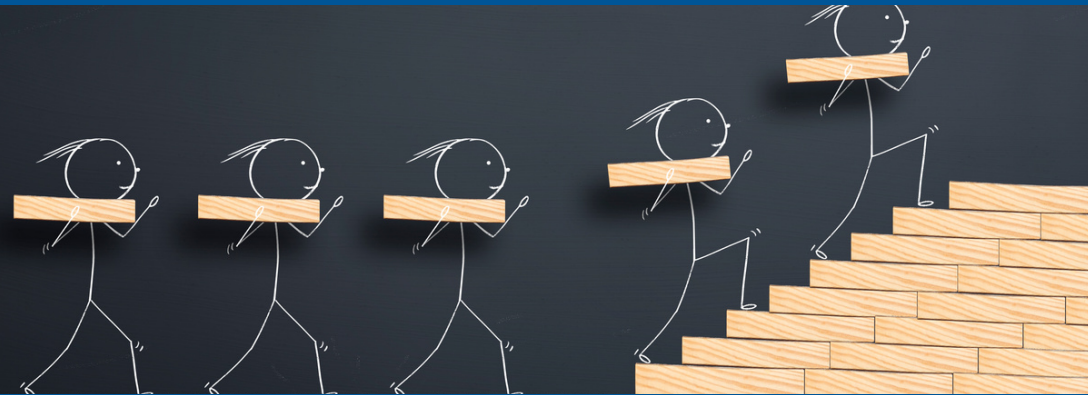
Exceeded achievement
  Achieved
  Partially achieved - will continue
  Not progressed - rescheduled or revised



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



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