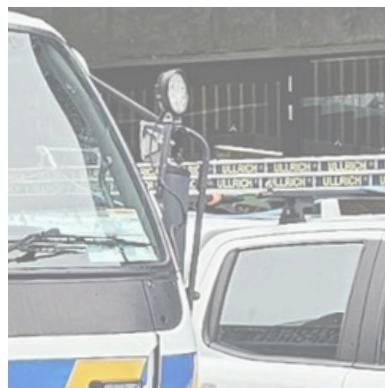


Auckland Emergency Management Progress Report Reference

2024/2025 Financial Year



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



About this reference

Welcome to Auckland Emergency Management's Progress Report Reference Document.

This document is designed to be read alongside our quarterly progress reports. It provides the consistent strategic context that guides our reporting, including who we are, our obligations, strategic framework, and the structure of our work programme.

By separating this information, we keep the quarterly reports focused on current updates while ensuring the broader context is always available.

To view our quarterly progress reports, which document our progress towards achieving the five-year objectives of the Tāmaki Makaurau Auckland Civil Defence and Emergency Management Group Plan 2024–2029 (Group Plan), click [here](#).



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An outline of our commitment to partnering with mana whenua and mataawaka in emergency management, ensuring Māori perspectives and resilience strategies are integrated into disaster planning and response.

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key frameworks and guiding principles that shape our work. This includes the Auckland Civil Defence and Emergency Management Group Plan and its 16 objectives, as well as our broader strategic goals for building community resilience and disaster preparedness.

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How we turn our strategic direction into action, detailing our annual focus areas, the work streams that guide our day-to-day operations, and how we track and report progress towards achieving the Group Plan's objectives.

ABOUT US

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

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

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

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



OUR TREATY CONTEXT

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

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

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

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



Our commitment to improving outcomes for Māori

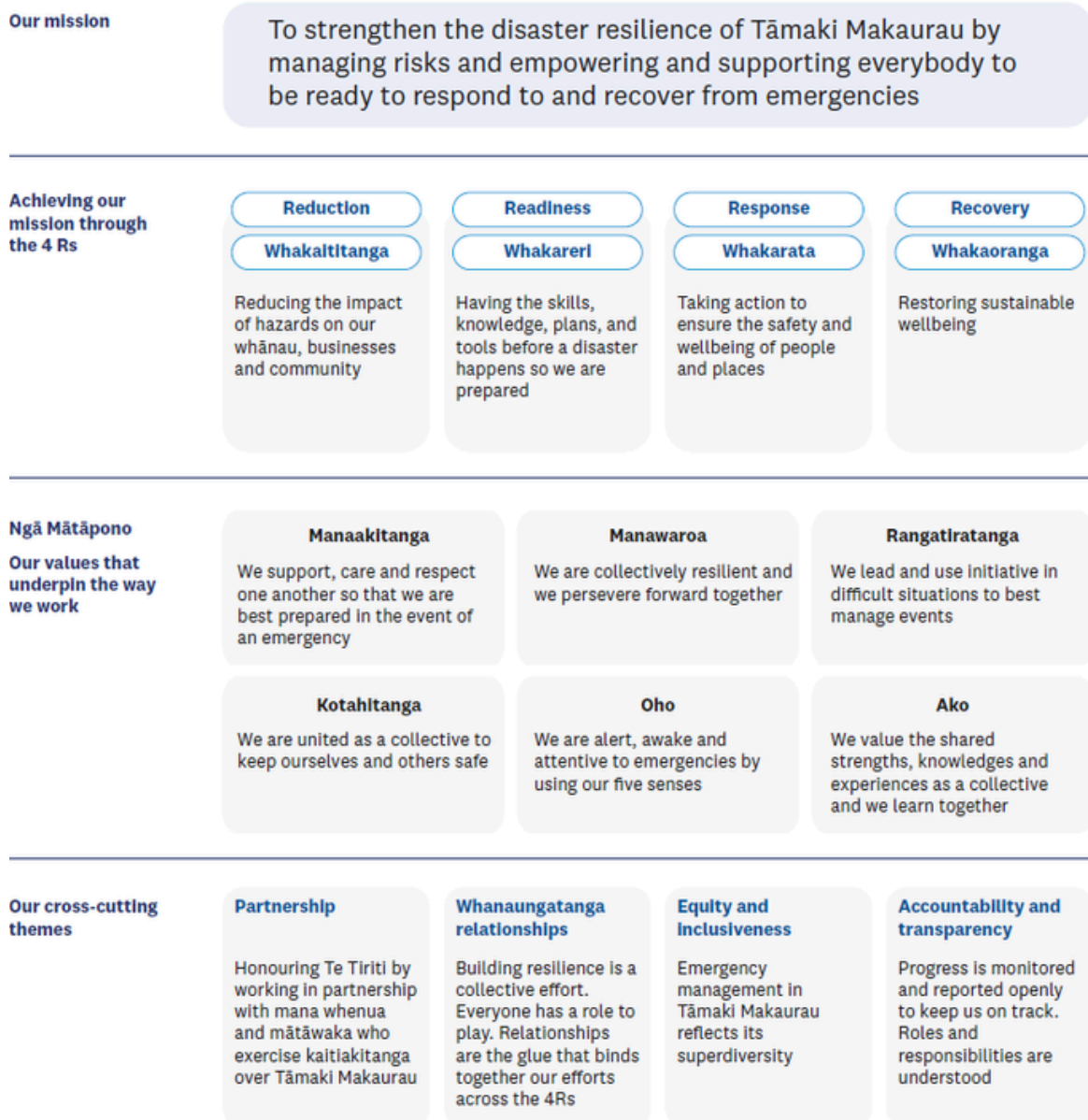
The list below identifies Auckland Emergency Management's objectives for improving Māori outcomes under the five mana headings of Auckland Council's *Kia Ora Tāmaki Makaurau* strategic document.



OUR STRATEGIC FRAMEWORK

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

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



THE GROUP PLAN



The *Tāmaki Makaurau Auckland Civil Defence and Emergency Management Group Plan 2024-2029* (the Group Plan) outlines the **five-year strategic direction for Auckland's Civil Defence Emergency Management (CDEM) system**, setting out its vision, goals and performance measures. The plan is designed to be used by the CDEM Group, key partner agencies and stakeholders involved in civil defence emergency management functions in Auckland.

The five-year plan contains 16 objectives and 33 actions across seven areas (see graphic below). Auckland Emergency Management (AEM) manages the Group Plan Work Programme and leads many actions within this plan, **collaborating with various Auckland Council departments, the National Emergency Management Agency (NEMA), emergency services and community partners to enhance Auckland's resilience over the five-year period of the plan.**

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

The seven areas of the Group Plan

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

OUR LONG-TERM GOALS

The Group Plan identifies sixteen objectives to be achieved across the five years of the plan. These objectives have been adopted as Auckland Emergency Management's long-term goals and are a foundation for the development of our annual work programme.

Group Plan objectives / our long-term goals

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.

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.

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.

06

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

OUR LONG-TERM GOALS

The Group Plan identifies sixteen objectives to be achieved across the five years of the plan. These objectives have been adopted as Auckland Emergency Management's long-term goals and are a foundation for the development of our annual work programme.

Group Plan objectives / our long-term goals

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.

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.

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.

10

Response structure reflects the size and scale of Auckland.

11

Aucklanders can access safe refuge spaces that are stocked with necessary supplies in emergency events.

12

Auckland's emergency management system can access the right people at the right time to support effective responses and considers staff wellbeing before, during and immediately after an event.

OUR LONG-TERM GOALS

The Group Plan identifies sixteen objectives to be achieved across the five years of the plan. These objectives have been adopted as Auckland Emergency Management's long-term goals and are a foundation for the development of our annual work programme.

Group Plan objectives / our long-term goals

13

The model for communications in a response is clear and supports timely and effective delivery of information to the public, decision-makers, partners, and elected members.

14

Auckland's communities are supported to recover from emergency events.

15

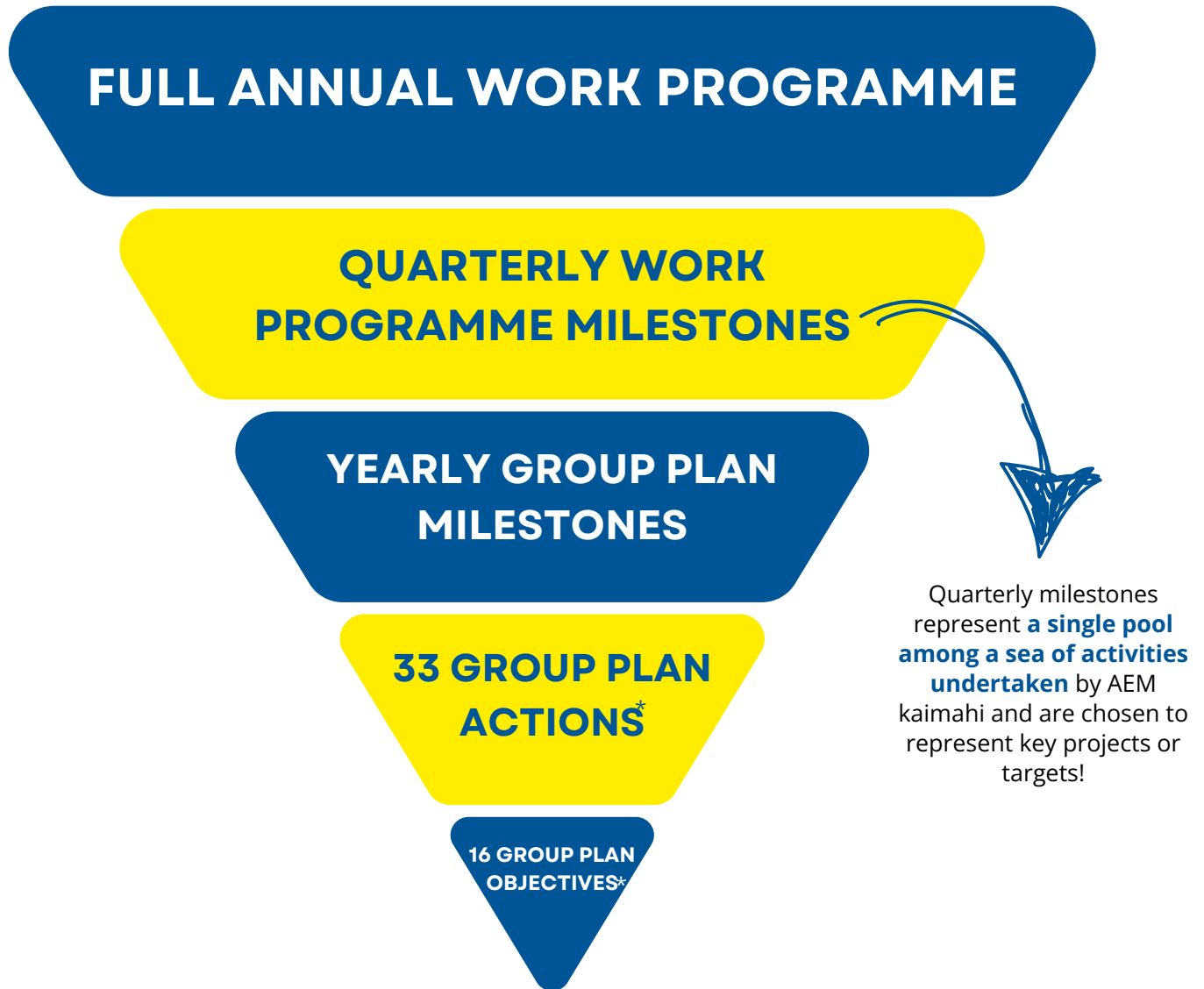
Strategic direction, roles and responsibilities are clear and understood.

16

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

FROM QUARTERLY MILESTONES TO WIDER OBJECTIVES

ACHIEVING THE GROUP PLAN



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

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

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

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

OUR FOCUS FOR THIS YEAR

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

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

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

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

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

The seven Key Change Initiatives

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

OUR FOCUS FOR THIS YEAR

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

THE NINE WORKSTREAMS

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

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

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



Marae and Whakawhanaungatanga



Community Engagement and Support



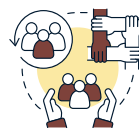
Enhanced Public Information and Awareness



Capability Growth and Development Programme



Enhanced Welfare Capability



Recovery Preparation



Strategy, Business Improvement and Assurance



Reduction



Response Tools and Arrangements

REVIEW RECOMMENDATIONS

Learnings from the past severe weather events

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

Incorporating the actions / recommendations from the reviews

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

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



An independent audit to verify our plans for improvement

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

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

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



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




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



Committed to continuous improvement!



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