

Auckland Emergency Management

2024/2025 Quarter One Progress Report

1 July 2024 - 30 September 2024



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



About this report

Welcome to Auckland Emergency Management's quarterly report where we provide an overview of our progress against the **Tāmaki Makaurau Auckland Civil Defence and Emergency Management Group Plan 2024-2029** (Group Plan) for quarter one against Auckland Emergency Management's 2024/2025 Financial Year Annual Work Programme.

It is intended to be used by both governance bodies and the public, as a way of keeping stakeholders informed about key activities and developments. The report covers progress across major workstreams and key change initiatives, highlights challenges and achievements, and outlines the next steps for the upcoming quarter.

This report is produced quarterly and contributes to the achievement of annual outcomes, which collectively advance the objectives and actions of the Group Plan.



General Manager's summary



The first quarter of this financial year has been a busy and productive period as our team has settled into the new Infrastructure and Resilience Directorate of Auckland Council.

This transition has brought numerous benefits, including improved collaboration and streamlined communication with teams in other departments. Being in closer proximity to key teams has enabled us to work more efficiently and align our efforts towards shared objectives.

Our focus this quarter has been on embedding these new ways of working while continuing to deliver on our key priorities. Looking ahead, we are well-positioned to build on this momentum and achieve our strategic goals for the year.



Adam Maggs

General Manager
Auckland Emergency Management
Auckland Council

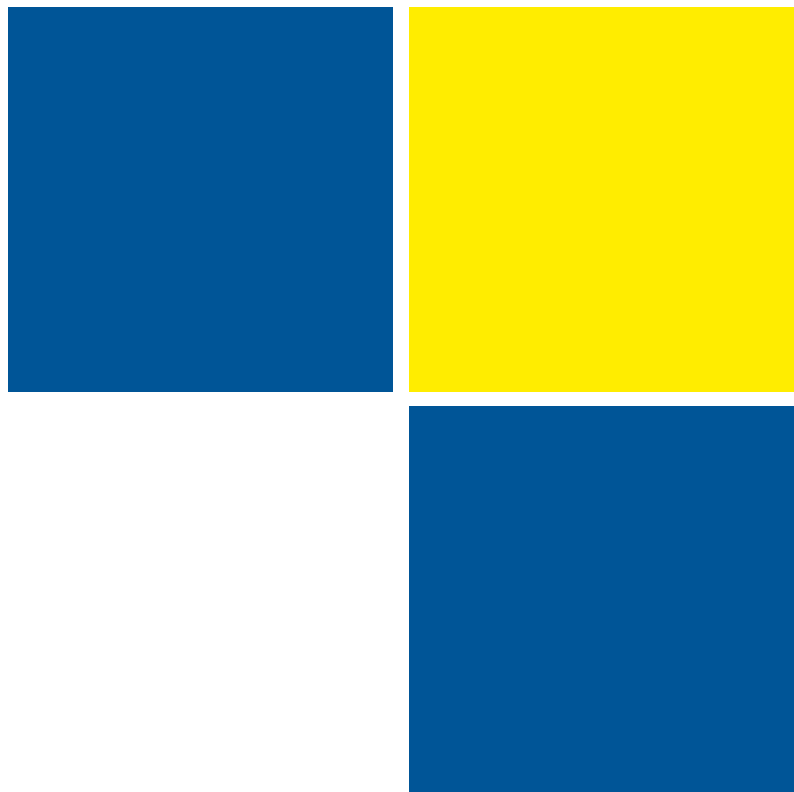


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About us

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

AEM operates within Auckland Council, which, as a unitary authority, serves as the sole member of the CDEM Group. Governance is provided by the CDEM Committee, while the Coordinating Executive Group (CEG) oversees implementation, monitoring and delivery of the Group Plan.

AEM, led by the general manager, 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 STRATEGIC FRAMEWORK

Our mission

To strengthen the disaster resilience of Tāmaki Makaurau by managing risks and empowering and supporting everybody to be ready to respond to and recover from emergencies

Achieving our mission through the 4 Rs

<p>Reduction</p> <p>Whakaititanga</p> <p>Reducing the impact of hazards on our whānau, businesses and community</p>	<p>Readiness</p> <p>Whakareri</p> <p>Having the skills, knowledge, plans, and tools before a disaster happens so we are prepared</p>	<p>Response</p> <p>Whakarata</p> <p>Taking action to ensure the safety and wellbeing of people and places</p>	<p>Recovery</p> <p>Whakaoranga</p> <p>Restoring sustainable wellbeing</p>
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Ngā Mātāpono
Our values that underpin the way we work

<p>Manaakitanga</p> <p>We support, care and respect one another so that we are best prepared in the event of an emergency</p>	<p>Manawaroa</p> <p>We are collectively resilient and we persevere forward together</p>	<p>Rangatiratanga</p> <p>We lead and use initiative in difficult situations to best manage events</p>
<p>Kotahitanga</p> <p>We are united as a collective to keep ourselves and others safe</p>	<p>Oho</p> <p>We are alert, awake and attentive to emergencies by using our five senses</p>	<p>Ako</p> <p>We value the shared strengths, knowledges and experiences as a collective and we learn together</p>

Our cross-cutting themes

<p>Partnership</p> <p>Honouring Te Tiriti by working in partnership with mana whenua and mātāwaka who exercise kaitiakitanga over Tāmaki Makaurau</p>	<p>Whanaungatanga relationships</p> <p>Building resilience is a collective effort. Everyone has a role to play. Relationships are the glue that binds together our efforts across the 4Rs</p>	<p>Equity and Inclusiveness</p> <p>Emergency management in Tāmaki Makaurau reflects its superdiversity</p>	<p>Accountability and transparency</p> <p>Progress is monitored and reported openly to keep us on track. Roles and responsibilities are understood</p>
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ABOUT 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. It contains 16 objectives and 33 actions across key areas such as mana whenua and mataawaka partnerships, the 4Rs of emergency management (reduction, readiness, response, and recovery), and governance.

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

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



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 Group through Auckland Emergency Management’s comprehensive work programme. Each quarter, we report on the progress of achieving the key initiative / milestone activities in the work programme.

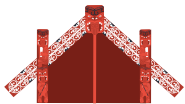
These quarterly milestones contribute to our annual targets, which in turn drive progress toward the 33 Group Plan actions and 16 Group Plan objectives.

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

WORKSTREAMS

Nine workstreams represent the 2024/2025 financial year work programme

The activities in the comprehensive annual work programme are organised into **nine workstreams**, each representing a key area of the overall programme. Quarterly milestones and performance measures have been pre-assigned to each workstream to monitor, manage and report on progress towards achieving the annual outcomes.



Marae and Whakawhanaungatanga



Community Engagement and Support



Recovery Preparation



Enhanced Public Information and Awareness



Strategy, Business Improvement and Assurance



Capability Growth and Development



Reduction



Enhanced Welfare Capability



Response Tools and Arrangements

KEY CHANGE INITIATIVES

AEM has also identified **seven key change initiatives** which are a group of actions / milestones of work aimed at significantly enhancing service to Auckland's communities in the 2024/2025 financial year. Five of these initiatives align with existing workstreams. 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.

Key change initiative	Description	End of financial year change/impact
Marae and Whakawhangaungatanga	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 their whanau 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.
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.

KEY CHANGE INITIATIVES

Key change initiative	Description	End of financial year change/impact
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.

This symbol is used throughout this report to represent a key change initiative milestone.

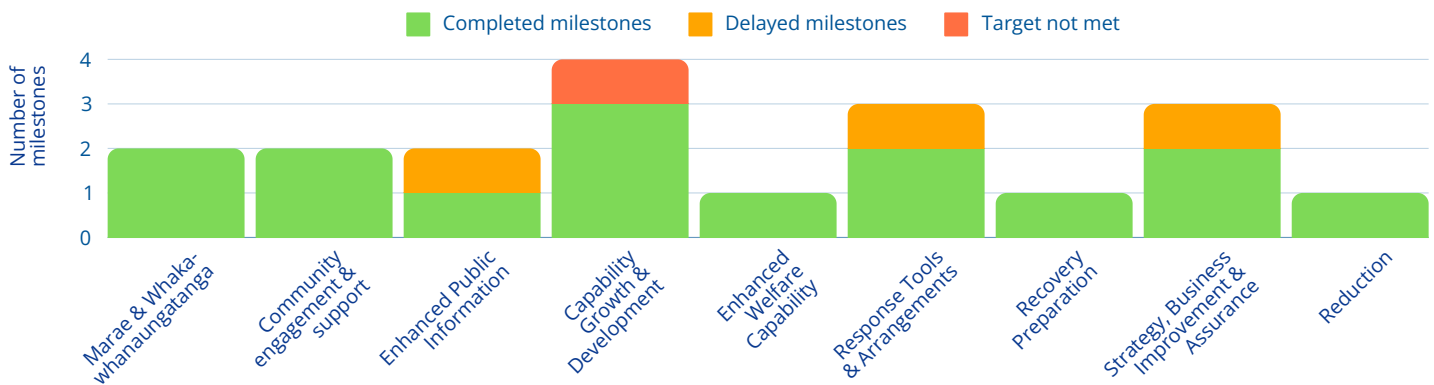


MILESTONES AT A GLANCE

Our work programme for quarter one includes 19 key milestones that we have shared with the CDEM Committee. These represent the primary focus of our efforts and strategic progress. Behind these are 111 supporting milestones that guide detailed management of our work programme. While they help drive progress, their update is provided here for general awareness rather than detailed review.

Quarter one work programme milestones

Of the 19 quarter one milestones across all workstreams, 15 were successfully completed and four are delayed. The below graph displays the status of the 19 milestones by workstream.



Full work programme

Within the full work programme there are 111 quarter one milestones, of which 83 were completed and 28 are delayed. The below graph displays the status of the 111 milestones by workstream.



DELAYED MILESTONES

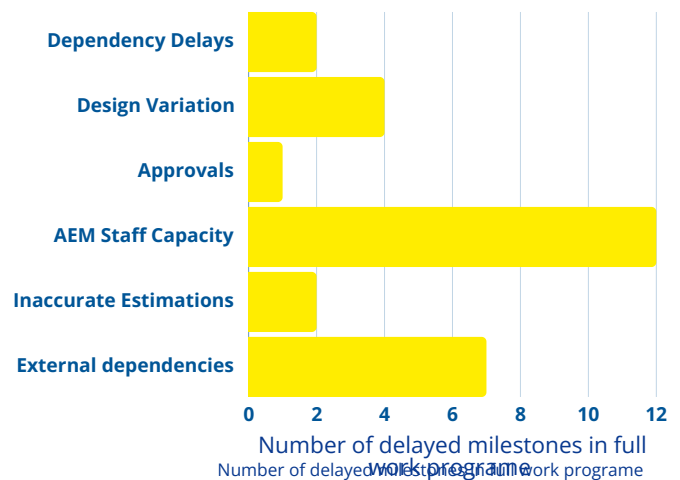
Out of the 19 key quarter one milestones that represent the primary focus of our efforts and strategic progress, **three milestones have been delayed in being complete in quarter one (but are scheduled to be complete by the end of this financial year) and one has not been met.** These milestones are:

- *digital channels are optimised for accessible and cultural needs* – to be complete in quarter two
- *Volcanic Response Plan completed* – pushed out to be complete in quarter three
- *milestones identified on actions in the Group Plan for years 2024–2029* – to be complete in quarter two
- *five tiered exercises completed including a large biannual exercise* - four exercises instead of five have been completed with this milestone re-scoped for next quarter.

Within the full work programme of the 111 quarter one milestones, 28 are delayed.

Six key themes emerge when analysing the reasons for delayed milestones in the full work programme. As outlined in the graph, **the top three causes for the delays were:**

- **internal staff capacity**
- **external dependencies**
- **design/scope changes.**



What happens next?

We are actively recruiting to fill vacancies in the capability space, along with roles to support the Community Engagement and Support Programme and the Response Tools and Arrangements workstreams. **Once onboard, these new hires will significantly reduce capacity restraints** in these areas.

Despite the delays in both key milestones and the broader work programme **we remain on track to achieve our annual goals by the end of the 2024/2025 Work Programme in June 2025.**

QUARTER ONE MILESTONES

WORKSTREAM	MILESTONE	STATUS	GP* ALIGNMENT
Marae and Whakawhanau- ngatanga <small>KEY CHANGE INITIATIVE!</small>	Relationships established with 13 core marae	COMPLETE	Action 1
	Six Kia Rite, Kia Mau/school programmes delivered to three schools	COMPLETE	Action 1
Community Engagement and Support <small>KEY CHANGE INITIATIVE!</small>	Community Emergency Hubs identified, network established	COMPLETE	Action 22
	Workshops one and two complete with 20 local boards	COMPLETE	Action 16
Enhanced Public Information and Awareness <small>KEY CHANGE INITIATIVE!</small>	Communications & Public Information Awareness Strategy developed	COMPLETE	Action 18
	Digital channels are optimised for accessible and cultural needs	INCOMPLETE <i>pushed to Q2</i>	Action 26
Capability Growth and Development <small>KEY CHANGE INITIATIVE!</small>	Learning framework & pathway is developed for Coordinated Incident Management System (CIMS) functions	COMPLETE	Action 23
	13 trainings delivered	COMPLETE	Action 10
	AEM foundation course is redesigned	COMPLETE	Action 20
	Five tiered exercises completed - including large biannual exercise	TARGET NOT MET	Action 9

*The full 33 Group Plan actions can be found within the Group Plan, linked [here](#).

QUARTER ONE MILESTONES

WORKSTREAM	MILESTONE	STATUS	GP* ALIGNMENT
Enhanced Welfare Capability	Establish the provision of emergency supplies and equipment for Civil Defence Centres (CDCs)	COMPLETE	Action 22
Response Tools and Arrangements	Recruitment drive delivered to establish additional NZ Response Team (south)	COMPLETE	Action 15
	Community vulnerability assessments completed for tsunami work programme	COMPLETE	Action 7
	Volcanic Response Plan complete	INCOMPLETE <i>pushed to Q3</i>	Action 7
Recovery Preparation	Contribute to completion of recovery score card chapter for Collaborative Pre-Disaster Recovery Planning	COMPLETE	Action 28
Strategy, Business Improvement and Assurance	The Natural Hazard Risk Management Action Plan update demonstrates Group Plan alignment	COMPLETE	Action 31
	AEM Directorate Delivery Plan is created	COMPLETE	Action 31
	Milestones identified on actions in the Group Plan for years 2024 - 2029	INCOMPLETE <i>pushed to Q2</i>	Action 32
Reduction	Establish a draft risk management framework for the Auckland Unitary Plan (AUP)	COMPLETE	Action 5

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

QUARTER ONE HIGHLIGHTS

MARAE AND WHAKAWHANAUNGATANGA

Quarter one milestones explained

KEY CHANGE INITIATIVE!



Whakawhanaungatanga

Strengthening relationships with marae and building their resilience

Relationships with marae

Relationships have been established with 13 marae. Of these, **eight have progressed beyond the initial phase of the Whakaoranga Marae Whakaoranga Whānau Programme**. They are now engaged in Pou Arahi, receiving training and education support, and Pou Whakarae, with response plans in place. This shift highlights our move from relationship building to active capability development and preparedness with marae.

KEY CHANGE INITIATIVE!



Kia Rite Kia Mau

Strengthening the preparedness of tamariki and rangatahi in Tāmaki Makaurau

Programme delivery

We have helped to build the resilience, preparedness and understanding of emergencies for our tamariki and rangatahi aged 8-12 with **eight sessions being delivered to four schools**.

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

MARAE AND WHAKAWHANAUNGATANGA

Other mahi undertaken in this workstream

Wānanga



On Saturday 14 September 2024, Auckland Emergency Management attended a wānanga run by Te Kotahi a Tāmaki. This was an excellent opportunity to talk to marae about natural hazards that they face, and to continue conversations about preparedness. This mahi is not only crucial to building their readiness but also for strengthening our relationships and communication. **By working together before and during an event, we ensure a more coordinated and effective response, ultimately benefiting whānau, communities and the entire region.**

Visits to our Emergency Coordination Centre (ECC)

Auckland Emergency Management is delivering our Whakaoranga Marae, Whakaoranga Whānau programme to marae across Tāmaki Makaurau. The main focus of the programme is supporting marae to be emergency ready and helping marae to enhance their emergency response and preparedness plans.

As part of the programme, Auckland Emergency Management has been inviting marae members into our Emergency Coordination Centre and having a kōrero about how we work together to support one another in a response.



QUARTER ONE HIGHLIGHTS

COMMUNITY ENGAGEMENT AND SUPPORT

Quarter one milestones explained



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

Strengthening relationships with local boards and building their preparedness

Local board workshops

Two out of three local board workshops have been held for the development of a Local Board Emergency Readiness and Response Plan for each local board.

This means **all local boards have draft plans** and have identified and confirmed hazards and civil defence centres specific to their area. They have also confirmed a targeted group of community stakeholders with which to test the draft plan.

KEY CHANGE INITIATIVE!



Community Emergency Hubs

Strengthening the preparedness of rangatahi in Tamaki Makaurau

Community Emergency Hubs (CEHs) identified

CEHs are community groups who have indicated that they would like to open their facilities to their community in times of crisis.

Through the development of the 20 Local Board Emergency Readiness and Response Plans **we have been identifying Community Emergency Hubs.**

COMMUNITY ENGAGEMENT AND SUPPORT

Other mahi undertaken in this workstream



Readiness in our diverse communities

June 2024, Auckland Emergency Management presented to Auckland Council's demographic advisory panels (eg Seniors, Pacific Peoples, Rainbow Communities, Youth, Disability, Ethnic Communities) and has received valuable input on making emergency readiness activities more inclusive. A particular highlight was the Pacific Peoples Advisory Panel's public engagement fono/ event on getting ready for emergencies.

Tamariki emergency readiness

The team has been busy holding workshops with many schools, daycares, girlguiding and scouts groups to help teach our tamariki about being prepared for different emergencies. The engagements include interactive sessions to raise awareness of the different types of emergencies and what to expect. This includes having a look at what goes into a 'grab bag' and practicing the drop-cover-hold technique in response to an earthquake.

Girlguiding NZ - Te Atatū

Scouts (Keas and Cubs) Ōrākei

Kids Country Kumeu

Albany and Takanini Libraries

Sustainable Schools Howick School and Teacher cluster



Greenhithe community event

Staff promoted risk awareness and emergency preparation on 21 September 2024 at the Greenhithe Emergency Expo with a stall alongside several partner agencies. It was a great community run event that focused on emergency readiness and response.

QUARTER ONE HIGHLIGHTS

ENHANCED PUBLIC INFORMATION AND AWARENESS

Quarter one milestones explained

KEY CHANGE
INITIATIVE!



Strategic Communications

Applying a strategic approach to communications

Communications and Public Information Awareness Strategy

Auckland Emergency Management has created a Public Information and Awareness programme of work focused on ensuring Aucklanders are better informed of local hazards and know where to go to receive accurate information that helps underpin better preparedness for an emergency event.



Digital Optimisation

Strengthening and enhancing public communications

Multi-media platforms

This quarter we have optimised the AEM website to meet accessibility standards and to **cater to the multicultural needs of Tāmaki Makaurau**. Additional key features of the refreshed website includes a simplified content experience, a cleaner alert banner, an updated domain, a mobile-first design and dedicated resource links for easy information sharing.

ENHANCED PUBLIC INFORMATION AND AWARENESS

Other mahi undertaken in this workstream



Duty Team communications

The Duty Team actively monitors and coordinates the initial response to an incident (whether that be a sudden or gradually escalating event at the local, regional or national level). The team use standard operating procedures which guide undertaking the appropriate initial actions. These standard operating procedures have been reviewed to ensure that the approach towards public communication as the event unfolds is consistent and intentional.

Preparedness campaigns

Our emergency preparedness communication activities on social media are ramping up. We are supporting the National Emergency Management Agency's ShakeOut campaign to increase awareness about the national earthquake drill and tsunami hīkoi. Regionally, we delivered messaging for our bi-annual siren testing which has generated significant community engagement.

Governance communications

Improvements have been made to enhance communications as an event unfolds with our governance groups, including the Auckland Council Executive Leadership Team, the CDEM Committee and elected members. These enhancements provide clearer and more timely oversight of emerging hazards and response activities, ensuring governance is well-equipped to make informed decisions and our elected members have the necessary information to support their communities.



QUARTER ONE HIGHLIGHTS

CAPABILITY GROWTH AND DEVELOPMENT

Quarter one milestones explained



Training

Fourteen trainings were successfully delivered during quarter one. This includes delivery of the foundation course, intermediate course, psychological first aid course, and function specific courses, in addition to staff attendance at the Response and Recovery Leadership Development Programme.



Course redesign

The redesigned foundation course has shifted to an operational, activity-based format to ensure that foundational training provides practical and useful knowledge from the outset. Accompanied by a prerequisite e-learning module, **participants will be equipped with foundational knowledge and practical skills**, so if they were to work in an emergency response before receiving further intermediate-level training, they would already be familiar with the response environment and the basics of the different functions.



Exercises

Four out of the five planned emergency training exercises were successfully completed, including participation in the national exercise **which tested our ability to coordinate Auckland's response to a nationally impactful event**. Additionally, three duty team exercises were conducted to test the duty officers and managers ability to respond to relevant notifications and to escalate incidents to activation when required.



Learning pathway and database

A structured learning pathway has been developed to **guide and effectively train Emergency Coordination Centre staff through different competency levels of emergency management functions**. The pathway consists of five tiers: foundation, intermediate, advanced, function manager, and controller. A comprehensive data management system that monitors staff movement through this learning pathway has also been developed.

KEY CHANGE INITIATIVE!

CAPABILITY GROWTH AND DEVELOPMENT

Other mahi undertaken in this workstream



'Working in a Civil Defence Centre' courses

Three 'Working in a Civil Defence Centre' courses have been delivered, with more planned for the next quarter. This course provides an introduction to Civil Defence Centres (CDCs), covering team roles and responsibilities, supporting affected communities, and the management and closure of a CDC. Held at Civil Defence Centres, the course **offers participants a comprehensive understanding** of key roles and practical experience in setting up and operating a centre during an emergency.

Training resource portfolio

In parallel with the revision of our foundation course, the team is **enhancing and refining our broader training resource portfolio**. This includes the development of 'Just-In-Time' training and the redesign of emergency coordination centre function courses with filming for the accompanying video complete and in post-production for the e-learning modules.



Auckland Council Emergency Support (ACES) Staff

We have established a forum for emergency coordination centre function managers to collaborate and refine their process of preparing Auckland Council Emergency Support (ACES) Staff to respond effectively to an emergency event. Quarterly readiness action plans have been introduced and a requirement for function managers to engage with their wider ACES staff. As a result, engagement has increased **with over 150 participants across function-specific activities** and 211 Auckland Council staff and 62 external participants attending Civil Defence Emergency Management (CDEM) courses over this past quarter.

QUARTER ONE HIGHLIGHTS

ENHANCED WELFARE CAPABILITY

Quarter one milestones explained

KEY CHANGE INITIATIVE!



CDC supplies and equipment

Having the right supplies and equipment ready for deployment

Establishing a supply cache for rapid CDC deployment

A supply cache for rapid deployment and establishment of Civil Defence Centre was successfully implemented in quarter one. This supply cache includes: alternate power supply of generators, power cabling, lighting, household and personal goods, bedding materials, clothing, first aid supplies and automated defibrillators.

Currently the supply cache is stored at a central location in Onehunga, with smaller CDC start-up supplies (referred to as 'day zero packs') stored in three regional north, west and central locations. This means that **we have the right equipment ready for rapid deployment to set up Civil Defence Centres** and provide refugee spaces to Aucklanders displaced by event impacts.

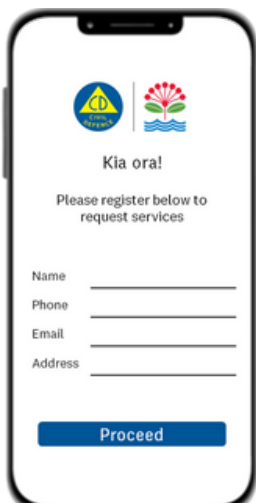


ENHANCED WELFARE CAPABILITY

Other mahi undertaken in this workstream

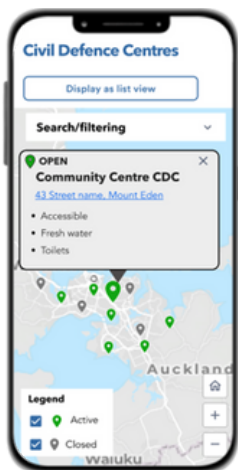
Auckland Welfare Coordination Group

To ensure that welfare arrangements are up-to-date and accurately reflect agency arrangements in Auckland, **new Welfare Agency Plans are being developed** with each agency member of the Auckland Welfare Coordination Group. Twenty-one Welfare Agency Plans are being updated, describing the size and scope of possible emergencies and the appropriate level of welfare activation from both lead and support agencies.



Welfare Needs Assessment Tool

We have been developing a self-service Welfare Needs Assessment tool to provide efficient and accessible emergency assistance. This digital tool will **empower the public to connect directly with essential services during emergencies**, enhancing community resilience and allowing users to complete assessments remotely. By automating the process, we aim to efficiently manage surges in demand and maintain public safety during a crisis.



Civil Defence Centre Locator Tool


To enhance community resilience and support emergency preparedness through digital channels, an interactive map to highlight the locations of Civil Defence Centres is being created. This interactive map will be easy to navigate for the public **to find their closest Civil Defence Centre during an emergency event**.

QUARTER ONE HIGHLIGHTS

RESPONSE TOOLS AND ARRANGEMENTS

Quarter one milestones explained

KEY CHANGE INITIATIVE!



Management of the NZ Response Teams

Strengthening the Response Teams

New Zealand Response Team recruitment drive

On 3 August 2024, an open day was held at Ardmore Airport to introduce members of the community to the Auckland New Zealand Response Teams (NZRTs). More than 200 people attended the event that showcased the team's operations and equipment. This led to 90 people submitting an application to join an NZRT. After conducting a robust interview process, **35 potential members were identified** to join the newly-established South Auckland Response Team.




Response Plans

Planning for the worse case scenario

Volcanic Response Plan

The Volcanic Response Plan activates when thresholds are met, outlining roles and **actions for council and partner agencies**. Feedback from partners led to further improvements and completion of this plan has been delayed until quarter three so that further consultation can take place.

KEY CHANGE INITIATIVE!



Tsunami Work Programme

Updating arrangements with best practice

Community vulnerability assessments

The Tsunami Work Programme is a series of projects and initiatives aimed at **building tsunami resilience and helping people make appropriate decisions to protect themselves and their families during a tsunami emergency**. This quarter we completed vulnerability assessments, meaning we now have robust science to allow us to target warning and alerting options and programmes based on risk to our communities.

RESPONSE TOOLS AND ARRANGEMENTS

Other mahi undertaken in this workstream

Volunteer framework

A draft Volunteer Framework, completed ahead of schedule, outlines **how Auckland Emergency Management can effectively engage volunteers**, build response capability, and leverage their skills before, during and after emergencies. Once finalised in quarter two, implementation will begin.

New Zealand Response Team (NZRT) exercise

AEM and Fire Rescue First Response led a **17-hour multi-agency recruitment exercise for 35 potential recruits to an Auckland New Zealand Response Team**, introducing them to rescue practices, a river crossing, reconnaissance, abseiling, radio etiquette, and throw bags. The exercise concluded with a mass casualty scenario involving a mock plane crash. Partner agencies included Hato Hone, St John's Mass Incident Support Team, local Fire and Emergency New Zealand stations, and Auckland University of Technology students as actor patients.



QUARTER ONE HIGHLIGHTS

REDUCTION, RECOVERY & STRATEGY

Quarter one milestones explained

**Recovery Preparation**

Strengthening recovery practices

Pre-disaster recovery planning

In collaboration with NEMA's Recovery Team, the Recovery Specialist Network of peers from across CDEM Groups focused on recovery are undertaking pre-disaster recovery planning. A recovery scorecard is complete and readily available for use in emergencies and training adding to the kete of tools that can be used to assist communities in recovery.

**Strategy and Business Improvement**

Enhancing departmental performance

Delivery Plan and Group Plan Milestones

On 1 July 2024, a new business planning approach was introduced to meet Auckland Council's Long-term Plan commitments. Auckland Emergency Management completed its Delivery Plan, outlining a service profile, three-year goals, and a one-year plan that identifies seven key change initiatives. Together with our Group Plan, these documents provide our strategic framework and direction for this financial year. We are also in the process of developing yearly milestones for each of the next four years of the five-year Group Plan.

**Reduction**

Mitigating risks before they occur

Auckland Unitary Plan change

The Auckland Unitary Plan (AUP) change is underway led by council departments outside Auckland Emergency Management but aligned with the Group Plan's focus on disaster risk reduction. This quarter, the team drafted a new risk management approach for the AUP, outlining policy responses and management measures based on varying risk levels.

Group Plan objectives

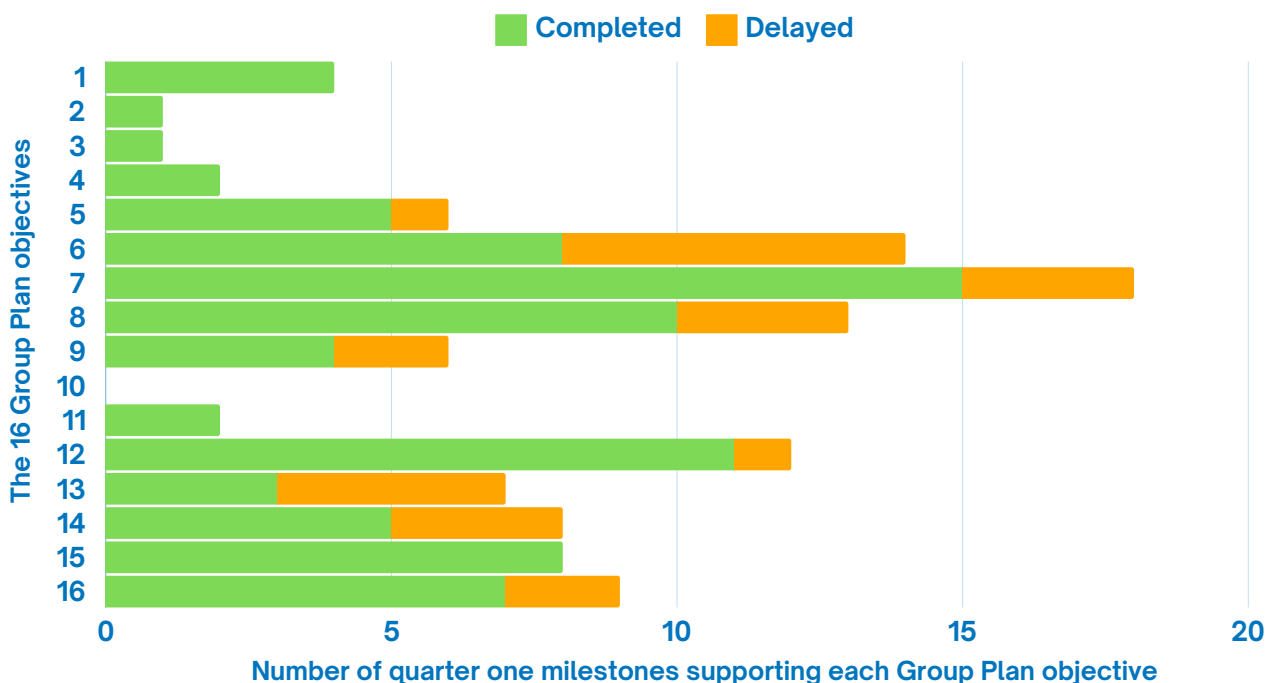
Objectives that have been progressed in quarter one

In the first quarter of the 2024/2025 financial year and of year one's implementation of the *Tāmaki Makaurau Auckland Civil Defence and Emergency Management Group Plan 2024-2029* (Group Plan), **we have made a strong head start in advancing the objectives* in the five-year Group Plan.**

While we're advancing across all areas of emergency management, the below graph demonstrates that our primary focus this quarter has been on readiness—both operational and community, as illustrated by the large portion of planned milestones for objectives six, seven, eight and twelve.* **This means that when an emergency occurs, we are better prepared to respond quickly and effectively, and our communities are empowered to recover more rapidly and with greater resilience.**





Both operational and community readiness will remain a strong focus for AEM throughout the Group Plan lifespan, as we prioritise building an emergency management system where people have the necessary skills and resources, are supported by strong partnerships, equipped with essential assets, and embedded in adaptive communities, enabling effective and equitable response and recovery.

*Descriptions of all 16 objectives can be found within the Group Plan linked [here](#).






Upcoming for quarter two

Below are the planned quarter two milestones for each workstream, taking into account quarter one performance.

Workstream	Quarter two milestone	Level of risk of not achieving milestone (Likelihood:Impact)*
MARAE AND WHAKAWHANAU -NGATANGA	 Six marae developing their Marae Preparedness Plan	Medium (3:3)
	Delivery of documentation to support marae preparedness completed	Medium (3:3)
	 Ten Kia Rite, Kia Mau/school programmes delivered to five schools	Medium (3:2)
COMMUNITY ENGAGEMENT AND SUPPORT	 Local Board Readiness and Response Plans adopted for each of the 20 local boards	Medium (2:3)
	Community Emergency Hub guide is finalised and launched	Medium (3:3)
	Hazard story books delivered in braille and sign language	Low (2:2)
	Hosted a Business Improvement District event	Low (2:2)
	Host or contribute to four or more events engaging religious communities in community readiness	Medium (3:2)
ENHANCED PUBLIC INFORMATION & AWARENESS	 New/improved emergency management website launched	Medium (3:3)



*The risk matrix these risk ratings are based on can be found on page 29 of this report.

Upcoming for quarter two

Workstream	Quarter two milestone	Level of risk of not achieving milestone (Likelihood:Impact)*
ENHANCED WELFARE CAPABILITY	Integration of the Needs Assessment Tool is completed	Medium (4:2)
	 Analysis of fit-out requirements for CDC's is complete	Medium (4:2)
RESPONSE TOOLS AND ARRANGEMENTS	Improvements to strengthen the relationship between AEM, CEG and CDEM Committee are identified and implemented	Medium (3:2)
	Participation in North Island NZRT exercise run by Wellington	Low (1:1)
	 MOU established to support Fire and Emergency NZ, Hato Hone St John and NZ Police in first responder activity	Low (1:1)
	Mana whenua engagement on Tsunami Work Programme has begun	Medium (3:2)
	 Development of process for options assessment (part of Tsunami Work Programme)	Low (2:2)
	Lifelines: The Vulnerability Study, Electricity Outage Plan, Generator Plan and Fuel Plan have been updated	Medium (3:2)
RECOVERY PREPARATION	Bi-yearly Recovery Specialist Group and NEMA Collaboration Hui attended	Low (3:1)

*The risk matrix these risk ratings are based on can be found on page 29 of this report.

Upcoming for quarter two

Workstream	Quarter two milestone	Level of Risk of not achieving milestone (Likelihood:Impact)*
CAPABILITY GROWTH AND DEVELOPMENT PROGRAMME	Creation of a tiered recruitment plan	Medium (3:2)
	 240 staff upskilled	Low (2:2)
	 14 trainings delivered	Medium (3:3)
	Eight engagements across all CIMS functions	Medium (3:2)
	Workshop delivered to all council general managers	Medium (2:3)
	Four tiered exercises completed - including large annual exercise	Medium (3:3)
STRATEGY, BUSINESS IMPROVEMENT AND ASSURANCE	The elected member handbook is updated	Medium (3:2)
	AEM business risk register finalised	Low (2:2)
	Initial drafting of the Assurance and Continuous Improvement Framework	Medium (3:2)
REDUCTION	Natural Hazard Risk Management Action Plan (NHRMAP) update reported to Governing Body	Low (3:1)
	Begin drafting process of the AUP	Medium (3:3)

*The risk matrix these risk ratings are based on can be found on page 29 of this report.

More about risk

Risk appetite and mitigations

Auckland Council / Te Kaunihera o Tāmaki has a moderate risk appetite in relation to delivering projects, programmes, and day-to-day operations. This means the council accepts a medium level of risk for milestone achievement. Of the 29 milestones planned for quarter two, nine are considered low risk, while 20 face a medium risk of not being achieved. **The primary risk factors are internal capacity and external dependencies**— the former referring to full workloads and/or unfiled roles, while the latter includes external capacity constraints, low participation and delayed feedback. In some cases, these risks are beyond the control of Auckland Emergency Management, particularly those related to external factors. To mitigate risks, **our focus is on addressing internal capacity issues**. Key actions include recruitment, reducing project scope, and prioritising projects to manage workloads more effectively.

Risk ratings

The ratings in the previous three tables were based on the risk matrix below. It is important to highlight that although several milestones are rated with a medium risk of not being achieved in quarter two, none have an impact rating higher than three. This means that **even if these risks occur, all milestones can still be completed within the overall timeframe of the one year work programme**, which runs until the end of June 2025.

Risk Matrix

LIKELIHOOD	5 -Almost Certain	Is expected to occur and is almost inevitable	Medium	Medium	High	Critical	Critical
	4- Likely	Is expected to occur in most circumstances. Not surprised if it happens	Medium	Medium	High	High	Critical
	3 Possible	Might occur in some circumstances	Low	Medium	Medium	High	High
	2- Unlikely	Could occur in some circumstances, but would be surprised if it happens	Low	Low	Medium	Medium	High
	1- Rare	May occur, but only in exceptional circumstances. It would be highly unexpected	Low	Low	Low	Medium	Medium
				1 - Insignificant	2 - Minor	3 - Moderate	4 - Major

Impact Table				
1 - Insignificant	2 - Minor	3 - Moderate	4 - Major	5 - Extreme
Milestone can still be completed within the planned quarter.	Milestone may not be achieved in the planned quarter but can be achieved in the next, no impact on overall work stream delivery.	Milestone will not be achieved in the planned quarter and may not be achieved in the next either, but it can be completed within this Financial Year (by June 30	It is likely that the milestone will not be achieved this Financial Year (by June 30 2025).	Milestones will not be achieved this Financial Year (by June 30 2025).

Reviews and corrective actions

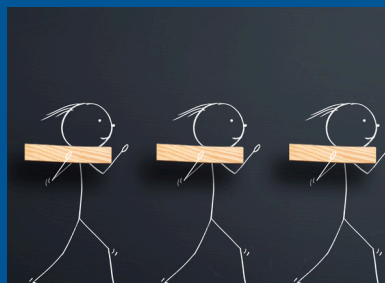
— The North Island severe weather events

Following the 2023 North Island severe weather events, Auckland Council commissioned two independent reviews of its response: the *March 2023 Auckland Flood Response Review* (Bush Review) and the *August 2023 Auckland Severe Weather Events 2023* (Toa Review). Additionally, in June 2023 the Office of the Auditor-General (OAG) conducted a performance audit and released *Auckland Council: Preparedness for Responding to an Emergency* (OAG Review). **Together these three reviews produced 51 recommendations.**

In September 2024, **the OAG released a follow-up report** *Improving Auckland Council's emergency preparedness: A follow-up report* that assessed Auckland Council's plans and progress in addressing the recommendations from the three reviews. The report found that the council's two responding plans—the temporary *Prioritised Plan* (April 2023–June 2024) and the *Tāmaki Makaurau Auckland Civil Defence and Emergency Management Group Plan 2024–2029* align well with the intent of the recommendations. **Once fully implemented, all 51 recommendations will be addressed.**

Currently, **Auckland Council has completed 38 recommendations, with work ongoing to address the remaining 13** through the Group Plan's implementation, with the majority planned to be completed through year one of the 2024/2025 work programme. The next page outlines the implementation timeline for these remaining 13 recommendations.

We are committed to continuous improvement!



Implementing the rest of review recommendations

OUTSTANDING REVIEW RECOMMENDATIONS *		WHEN THE RECOMMENDATION WILL BE COMPLETED							
		2024/2025 FINANCIAL YEAR			2025/2026 FINANCIAL YEAR				
		Q2	Q3	Q4	Q1	Q2	Q3	Q4	
OAG BUSH	15. Communicate CDC Database								
	6. Keep the public well informed								
	4. Governance training								
	18. Develop a plan for the use of volunteers								
	22. Pre-identify CDCs based on requirements								
TOA REVIEW	10. Identify personnel to support the Emergency Coordination Centre								
	6. Determine local response arrangements								
	7. 'Just-in-Time' training								
	15. ESRI/ArcGIS procedures								
	21. Implement the needs assessment solution								
	28. Work with communities and local boards to identify appropriate community response arrangements								
	9. Develop a well-being response plan								
	19. Work with NEMA to identify a solution for the deployment of resources **								

* Full list and description of review recommendations can be viewed here: Bush, TOA, OAG.

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



Thank you

Looking ahead, we remain focused on meeting our key milestones and progressing the implementation of the Group Plan, ensuring that we continue to build resilience and enhance Auckland's preparedness for future emergencies



<https://www.aucklandemergencymanagement.org.nz/>