Emergency Management Elected Members' Guide

He tāpui tāngata hei āhuru mōwai mo Tāmaki Makaurau

Working together to build a Resilient Auckland

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CIVIL DEFENCE

Auckland Emergency Management

Tokonga Mate Ohotata o Tāmaki Makaurau

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Purpose of the Guide

Auckland Emergency Management Elected Members Guide serves to provide elected members with an overview of Civil Defence Emergency Management and the key aspects of Auckland Council's emergency response arrangements. It also describes the role elected members can play in helping us build a resilient Auckland which can adapt well to change, overcome adversity and recover quickly after an event.

About Auckland Emergency Management (AEM)

Auckland Emergency Management is the Auckland CDEM Group Emergency Management Office (GEMO) responsible for day-to-day planning, project work and the delivery of operational arrangements on behalf of the Auckland Civil Defence Emergency Management (CDEM) Group and the Coordinating Executive Group (CEG). Further details on AEM's role, responsibilities and the Auckland CDEM Group in Section 3.4 - Auckland Emergency Management (AEM) and the Administrating Authority.

The vision for CDEM in Auckland is He tāpui tāngata hei āhuru mōwai mo Tāmaki Makaurau / Working together to build a resilient Auckland. We deliver this vision by focusing on the 4 Rs of emergency management:

- Reduction (Whakaititanga): Reducing the impact of hazards on our whānau, businesses and community.
- Readiness (Whakareri): Having the skills, knowledge, plans, and tools before a disaster happens so we are prepared.
- Response (Whakarata): Taking action to ensure the safety and well-being of people and places.
- Recovery (Whakaoranga): Restoring sustainable well-being.

AEM fleet on the move

Some examples of the local board elected member engagement

1. Your role as an elected member

As an elected member (including Councillors and Local Board members[1]), you have an important role to play in emergency management. Your influence and knowledge of your communities and local government can make a huge difference.

Resilience is the ability to adapt well to change, overcome adversity, and recover quickly after an event. By making emergency management a priority, you can help make the region more resilient when faced with the different impacts caused by hazards.

Our integrated approach to Civil Defence Emergency Management (CDEM) is described by the four areas of activity, known as the 4 Rs: reduction, readiness, response and recovery. Everyone has a role to play across the 4Rs.

[1] The responsibilities are the same for councillors and local board members but are scalable to their relevant level. Members of the CDEM Committee have the additional roles described under 'Auckland CDEM Group' within this chapter.

Mayor Wayne Brown (centre) and Franklin councillor Andy Baker (Right) talk to Growers' Association representatives in Pukekohe during the Auckland Anniversary flood event response Jan 2023

1.1. The role of the mayor

During business as usual

- The mayor is the only member elected by all Aucklanders and is the public face of Auckland Council.
- The mayor has a statutory role to articulate and promote a vision for Auckland and provide leadership to contribute to that vision.
- The mayor has responsibilities as an ex-officio member of the Auckland Civil Defence Emergency Management (CDEM) Committee
- The CDEM Committee has appointed the mayor as the first person in the hierarchy, authorised to declare a state of emergency or give notice of a local transition period.

During response

- The mayor is Council's principal representative to the public – assisted by the deputy mayor as appropriate.
- The mayor has the role of declaring a state of local emergency and giving notice of a local transition period.
- The mayor will stay in contact with the Group Controller to maintain situational awareness around emergency events. The Auckland Coordinated Incident Management System (CIMS) structure explains how the response is structured in Auckland.
- The mayor is a key conduit between Council and the public, and may take the role of a spokesperson for emergencies – assisted by the deputy mayor as appropriate. The Public Information Manager (PIM) will ensure the mayor is fully briefed to ensure consistent and accurate messages to the communities and media.

Refer Section 1.4 - The role of elected members - Response to know more about response and why it is important. Refer Section 4 - Response Structure in Auckland and Section 5 - Response process and resources in Auckland for further details.

1.2. The role of elected members - Reduction

Your role as an elected member in reduction and how you can help.

- Understand the hazards and risks within your representative area. Check the Auckland Hazard viewer map on the AEM website.
- Encourage community members to reduce their risks at home and work by business continuity planning, making an emergency plan with their whānau, and sharing contact details with their neighbours. This can also include volunteering in community organisations to prepare for a response. Look for risk reduction opportunities that have everyday benefits for communities.
- Support risk reduction-focused policies such as investing in infrastructure resilience and hazard assessment and avoiding development in hazard areas. Apply a long-term lens, beyond the current election terms and into the future.
- Help fund community-driven projects that support risk reduction such as Community Emergency Hub or marae resourcing, community training e.g., first aid, psychosocial training, workshops such as Business Continuity Planning, and wider placemaking events that bring people together to enhance social or environmental resilience. These might include Neighbours' Day events, stream plantings, food security projects, active transport initiatives, and carbon mitigation projects like solar power.

What is reduction?

Risk reduction involves analysing risks to life and property from hazards, taking steps to eliminate those risks if practicable, and, if not, reducing the magnitude of their impact and the likelihood of their occurrence to an acceptable level.

Why is reduction important?

Reduction saves lives and property. If a risk has not been acted on, one of the first questions asked after an incident is- why did we let this happen?

Many things can be rebuilt or restored, but some losses are irreplaceable having a deep and lasting impact on communities and people's well-being.

Reduction can help reduce the long-term impact and support recovery after an emergency is over.

1.3. The role of elected members - Readiness

Your role as an elected member in readiness and how you can help.

- Encourage your community to take action to prepare themselves. Promote events in your community that support emergency preparedness.
- Look for opportunities to build local resilience and support ideas and projects that encourage strong, positive and cooperative social connections.
- Use your local knowledge to identify community groups and partners who may be able to play a role during response and recovery.
- Develop relationships and support local community organisations, networks and agencies who support community emergency preparedness and social and environmental well-being during an emergency event. They may be running community centres, marae, or religious centres, small local businesses or groups that gather to strengthen social connections.
- Work with AEM to identify who in your community might be disproportionately affected by an emergency.
- Contribute to planning and participating in exercises or training held by AEM to ensure you are familiar with your role in an emergency.
- Promote and attend local emergency planning events in your community. These could include resilience planning hui, business continuity and Kotahitanga workshops, community scenario exercises and community events that promote emergency awareness.

What is readiness?

Readiness involves developing operational systems and capabilities before an emergency happens, including planning with emergency services and supporting communities to be prepared. Operational readiness is achieved through planning, developing capability and capacity, exercising and testing. Individual, community and business readiness is supported by public awareness and community engagement activities that contribute to building disaster-resilient communities.

Why is readiness important?

Taking steps to be ready is much easier than handling an emergency. If we knew about the risk in advance, people would ask, ‘Why weren’t we ready?’ By being ready, we can further reduce the impact of an emergency and be able to recover faster and stronger.

1.4. The role of elected members - Response

All elected members have key roles to perform in an emergency – whether a state of local emergency is declared or not. This includes providing reassurance to communities and acting as an important pathway for information (to and from an affected community). It is also important that people in need know where to go for support and assistance.

During an emergency, the Group Controller directs and coordinates the use of personnel, materials, information, services and other resources. Where decisions need to be made as part of the emergency response (including the release of information), these will be for the Group Controller to make in accordance with the CDEM Act. During an emergency, elected members should get their information from AEM. Refer 'How can elected members stay informed during response?' on the next page.

Refer to Section 3.4 - Auckland Emergency Management (AEM) and the Administrating Authority for more details on the Group Controller and the Coordinated Incident Management System (CIMS) structure.

Your role as an elected member in response and how you can help.

Elected members whose area has been impacted by the emergency have a key role in community leadership by:

- being present to identify high-level needs of the community.
- directing community members towards the right place to get the support they need.
- acting as a conduit for information as requested by the Controller or Public Information Management (PIM) team.
- dispelling rumours, correcting information, and validating issues.
- considering recovery issues.
- using your position to help response resources and the community work together.

What is response?

Response describes the actions taken immediately before, during or directly after an emergency that save lives, protect property, and support communities to recover. Response ends when the response objectives have been met or a transition to recovery has occurred.

Why is response important?

The more quickly we respond to events and the more coordinated the approach, the less the community will be impacted. Working together in a coordinated way can save time and resources, which in turn can save lives and money.

How can elected members stay informed during response?

When the Emergency Coordination Centre (ECC) is activated, elected members will be notified of the liaison arrangements put in place for two-way communication to stay informed and escalate any issues.

Please refer to Section 5.9 - Communication between Elected Members and the ECC during Emergency Response for further details. Please refer to Section 5.7 - Emergency Warning and Alerts Systems to know which warning and alert channels AEM uses during response.

Public information and media guidance

In any emergency, providing clear, accurate and timely information through multiple channels and to different audiences is critical. The Public Information Manager (PIM) is responsible to the Controller for all messaging and communications from the ECC as well as stakeholder and community liaison.

During emergencies, the media are under increased pressure to provide information and be first with the breaking news. It is essential that the ECC provides validated, authorised information as quickly as possible, so formal channels are recognised as the authoritative source of information. To avoid confusion, all media liaisons will also be coordinated via the PIM team.

Please refer to Section 5.8 - Communicating with the public and media during Emergency Response for more details.

Elected Members should seek advice and guidance from PIM if contacted by the media. If an Elected Member is asked to do an interview, PIM will provide support to ensure consistent and accurate messages are delivered.

1.5. The role of elected members - Recovery

Your role as an elected member in recovery and how you can help.

- Reassure your community and highlight successes, but also be realistic – the recovery process is complex and will take a long time.
- Champion the issues your community faces to your ward and local board colleagues and the recovery team. Use your local knowledge and understanding of your community to contribute to local awareness and help identify problems and vulnerabilities.
- Provide political leadership by ensuring appropriate scrutiny and provision of resources to the recovery team.
- Support the recovery teams' efforts in your community.

What is recovery?

After a disaster, people and communities face disruption and disconnection. Cities and even countries may struggle to get back on their feet and get a sense of the 'new normal'.

Recovery is about returning to the routines of daily life, restoring connections and regaining a sense of well-being. Communities and the private sector play a key role in helping achieve that. Councils' role is to coordinate and manage a recovery.

Why is recovery important?

Emergencies and disasters bring change, often significant, for people, whānau and communities. Change may mean that people may need to do differently. It may mean coping with serious loss or injury. Recovery is about how we adjust to these new circumstances, not just as individuals, but as communities and a society.

Recovery can also be an opportunity for positive changes. Lessons can be learned, vulnerabilities reduced, and action can be taken to be more resilient in future events.

Recovery is complex. Achieving a recovery's intended outcomes requires communication, coordination, collaboration and time.

2. Auckland's hazard landscape

As per Civil Defence Emergency Management Act 2002 S.4, a hazard is 'something that may cause or contribute substantially to an emergency', while a risk is 'the likelihood and consequences of a hazard'. We discuss hazards in terms of natural, biological and technological (or human) events that negatively impact our communities.

The location, landscape, population, and economic importance of the Auckland region combine in unique ways to create a set of challenges for emergency management. While the region is at risk from dozens of hazards, 27 were chosen to make up Auckland's 'hazardscape'.

Landslide impacting road transport

Auckland Emergency Management undertakes a regular review of the hazard landscape present in Auckland based on guidance from National Emergency Management Agency (NEMA). We use scenarios which set the scene to gauge how a Maximum Credible Event could impact the social, built, economic and natural environments of the Auckland Region.

The purpose of the risk assessment process is to provide a mechanism for the CDEM Group to come together with our CDEM partners and think collectively about the consequences of hazards on our communities. This provides a shared understanding of risk priorities and enables a more detailed review of consequences common across a range of hazards, enabling consequence-based planning and targeted risk mitigation. The results of the risk assessment process are set out in the hazard risk ratings table, identifying hazards that are high, medium and low risk. The hazard risk ratings are a combination of consequence and likelihood.

2.1. Hazard Risk Ratings

Table 1 - Hazard Risk Ratings

Hazard (in no particular order within Risk Rating)	Risk Rating
None identified	Critical
None identified	Very High
Earthquake Tsunami River flooding (catchment flooding) Widespread severe storm Human Pandemic Severe thunderstorm / tornado Electricity supply failure	High risk
Volcanic eruption - Auckland Volcanic Field Volcanic eruption - distant source Animal pest / disease Plant pest / disease Urban flooding (flash flood) Drought Fire - built environment / structure fire Fire - vegetation / wildfire Fuel supply failure Hazardous substance event Heatwave Marine pollution incident Storm surge Water supply failure / contamination Cyber attack	Medium Risks
Civil unrest Terrorism Mass transport accident Dam failure	Low risks

2.2. Auckland Hazard Viewer

The Auckland Hazard Viewer shows a range of information in interactive maps including areas in tsunami inundation zones, areas prone to flooding, coastal inundation, severe wind, active earthquake faults, and the Auckland Volcanic Field.

Check the Auckland Hazard Viewer on AEM website.

Auckland Hazard Viewer

3. Civil Defence and Emergency Management (CDEM) in Auckland

The location, landscape, population and economic importance of the Auckland region combine in unique ways to create a set of challenges for emergency management. Auckland's diverse communities and populations are spread out over and around equally diverse landscapes that include urban centres, forested ranges, rolling grasslands, picturesque harbours, and expansive coastal plains. This contributes to the different way in which Aucklanders experience disasters and emergencies. Additionally, climate change is increasing the frequency and severity of weather-related hazards.

Emergency Management uses knowledge, measures, and practices that help to ensure the safety of the public and their property from the impacts that may be associated with an emergency. This section details key arrangements and instruments used for CDEM in Auckland.

3.1. National CDEM Context

The national framework for CDEM in Aotearoa New Zealand is established under the Civil Defence Emergency Management Act 2002 (The CDEM Act).

The framework provides for the effective delivery of emergency management through the roles and responsibilities of prescribed entities. These include:

- The National Emergency Management Agency (NEMA)
- CDEM Groups (based on local authority regions)
- CDEM Committees (based on local authorities within the region)
- The Coordinating Executive Group (representatives of the region's CDEM Group and partner emergency service agencies, known as CEG)
- Statutory roles including National, Group and Local Controllers and Recovery Managers

The national framework is supported by the National CDEM Plan, the National Disaster Resilience Strategy and Directors Guidelines.

Visit the National Emergency Management Agency (NEMA) website for more information.

3.2. Auckland Civil Defence Emergency Management (CDEM) Group

Applying the framework in Auckland, our CDEM entities are made up of the following:

- As Auckland is a unitary authority, under the CDEM Act, the Auckland CDEM Group is comprised of only Auckland Council, rather than being a member of the group.
- Auckland Council has established the CDEM Committee as the CDEM Group for Auckland. The CDEM Committee has governance responsibilities for civil defence emergency management in the Auckland region under the CDEM Act.

- The Coordinating Executive Group (CEG) is chaired by the Chief Executive of Auckland Council. The CEG is responsible for advising the CDEM Committee, implementing their decisions and for overseeing the implementation, monitoring and delivery of the Group Plan. CEG members include senior employees of emergency services, health providers and lifeline utilities.
- Auckland Emergency Management (AEM), led by the General Manager, is the Auckland CDEM Group Emergency Management Office (GEMO) responsible for day-to-day planning, project work and the delivery of operational arrangements on behalf of the Auckland CDEM Group and CEG.

The statutory functions of CDEM Groups are listed in S. 17 of The Act and are summarised in Table 2 - Functions of the Auckland CDEM Group.

Table 2 - Functions of the Auckland CDEM Group

Hazard and Risk Management	• Identify, assess, and manage hazards and risks. • Consult and communicate about risks. • Identify and implement cost-effective risk reduction.
Resource Management	Maintain, provide, or arrange the provision of: • personnel management, including volunteers. • communications, equipment, facilities, materials, services, information, and any other resources required to manage an emergency and achieve effective CDEM.
Plan and prepare for CDEM	• Participation in the development of the national CDEM strategy and plan. • Conduct CDEM exercise and training. • Management of public alerting and warning systems.
Deliver CDEM	• Respond to and manage the adverse effects of emergencies in Auckland. • Plan and carry out recovery activities. • Assist other CDEM Groups as required.
Promote CDEM	• Promote and raise public awareness of and compliance with The Act and other legislative provisions.
Monitor CDEM	• Develop, approve, implement, and monitor the CDEM Group Plan.

Role of Auckland CDEM Group Committee Members During a Response

During a response, CDEM committee members should maintain their situational awareness of the emergency. Remaining up to date is critical to their role as committee members, as the Auckland CDEM Committee may have to convene for extraordinary meetings to make key decisions related to CDEM activities. This responsibility is in addition to the role they play as ward councillors as described in Section 1 - Your role as an elected member .

Auckland Coordinating Executive Group (CEG)

The Auckland CDEM Group has established a Coordinating Executive Group (CEG) comprised of senior representatives from various agencies, in line with S. 20 of the CDEM Act 2002. The CEG supports the CDEM Group to provide leadership in the delivery of coordinated and collaborative arrangements for CDEM among Council, partner agencies and communities within Auckland. The Coordinating Executive Group meets quarterly to monitor progress and discuss regional CDEM issues and risks.

Membership details can be found in Table 3 - Membership of the Auckland Coordinating Executive Group.

Table 3- Membership of the Auckland Coordinating Executive Group

Statutory (S20) Members – Voting	Co-Opted Members – Voting	Contributing Members – Non-Voting
• Auckland Council, Chief Executive (Chair) • New Zealand Police • Fire and Emergency New Zealand • Te Whatu Ora Health New Zealand • Hato Hone St John New Zealand	• General Manager, Auckland Emergency Manager (Deputy Chair) • Auckland Group Controller • Auckland Lifelines Coordinator • Auckland Group Recovery Manager • Auckland Transport	• National Emergency Management Agency • Auckland Welfare Coordination Group Chair • New Zealand Defence Force • Ministry of Social Development • Harbour Master • Ministry of Health • Auckland Regional Leadership Group

Under the CDEM Act, the CEG is responsible to the CDEM Group for

- providing advice to the CDEM Committee
- implementing, as appropriate, the decisions of the CDEM Committee
- overseeing the implementation, development, maintenance, monitoring and evaluation of the Auckland CDEM Group Plan.

3.3. Auckland CDEM Group Plan

Each CDEM group in Aotearoa is required to have a group plan. This plan is a statutory requirement under S. 48 of the CDEM Act 2002. The Group Plan sets out the strategic direction for our work on Auckland's CDEM system – it outlines the CDEM vision and goals for Tāmaki Makaurau Auckland, how we will achieve them and how we will measure our performance. It is designed to be used by the CDEM Group, key partners and stakeholders involved in CDEM functions in Auckland. It also provides the public with an understanding of how these stakeholders work together and the role they can play in building individual and community resilience.

The current plan was prepared by the Auckland CDEM Group and came into effect in August 2016. It is under review as required by legislation and will remain in effect until replaced by a new one.

A new Group Plan is expected to be finalised in early 2024.

Visit our Group Plan 2016-2021 on aem.org.nz

3.4. Auckland Emergency Management (AEM) and the Administrating Authority

Auckland Council is the administering authority for the Auckland CDEM Group and the CEG. The administering authority is responsible for the provision of administrative and related services that may be required by the Auckland CDEM Group. As Auckland Council's department responsible for CDEM, AEM supports the administrating authority by providing secretarial services to both the CDEM Committee and the CEG.

Auckland Emergency Management is responsible for day-to-day planning, project work and the delivery of operational arrangements on behalf of the Auckland CDEM Group and CEG. In short, they support the Auckland CDEM Group to achieve their priorities by being the 'doers'. Functions of Auckland Emergency Management include:

- providing advice and technical support for the CDEM Group and the CEG.
- project and programme coordination and management.
- coordinating regional CDEM policy and implementation.
- managing and administering CDEM staff on behalf of the CDEM Group.
- external liaison with the CDEM sector.

- monitoring and responding to the adverse effects of emergencies on behalf of the Auckland CDEM Group and disseminating warnings to key stakeholders and the wider Auckland community.
- coordinating monitoring and evaluation activities.
- building community awareness and resilience in relation to relevant risks and hazards.
- coordinating the development, implementation, monitoring and review of the Auckland CDEM Group Plan.
- planning for CDEM.
- identifying, examining, and prioritising the risks and hazards to Auckland.
- representing the Auckland CDEM Group on Regional and National bodies and projects.
- maintaining the Auckland GECC and its alternate locations.
- building the region's response capability through the provision of training opportunities.

Response Team vehicles

3.5. Iwi and Māori partnership

The Auckland CDEM Group is committed to growing meaningful partnerships with iwi and Māori through considered collaborative engagement befitting a true partner.

The impacts on Māori from disasters can be significant and there are real strengths in integrating kaupapa Māori, mātauranga Māori and tikanga Māori into resilience building for disasters. Relationships with Iwi and Māori have been strengthened by working together to respond to Covid-19 and other emergency events. We are committed to building on this foundation and learning from these experiences to broaden our reach and engagement with Auckland's Māori communities to ensure their voices are heard and needs are met before, during and after emergencies.

Whakaoranga Marae, Whakaoranga Whānau / Strong Marae, Strong Whānau

In line with the National Disaster Resilience Strategy Ruataki ā-Motu Manawaroa Aituā, Whakaoranga Marae, Whakaoranga Whānau was developed to ensure greater recognition, understanding, and integration of iwi and Māori perspectives and tikanga in emergency management.

Whakaoranga Marae, Whakaoranga Whānau is a framework designed to support marae in their mahi focused on building resilience to hazards. It also provides guidance on things to consider during the marae planning process and offers tools to help support marae before, during and after an event. The approach includes defining their role in a response and provides advice on reimbursement, training, and resource allocation procedures. It includes hazard awareness workshops, developing emergency preparedness kete, marae business continuity plans to continue their core functions and support the community during times of disruption and emergency scenario exercises to test readiness.

Figure 1 below outlines the overview of Whakaoranga Marae, Whakaoranga Whānau programme overview. This programme is being piloted with Wharekawa Marae and two maraes on Aotea Great Barrier Island in Auckland.

Figure 1 - Whakaoranga Marae, Whakaoranga Whānau overview

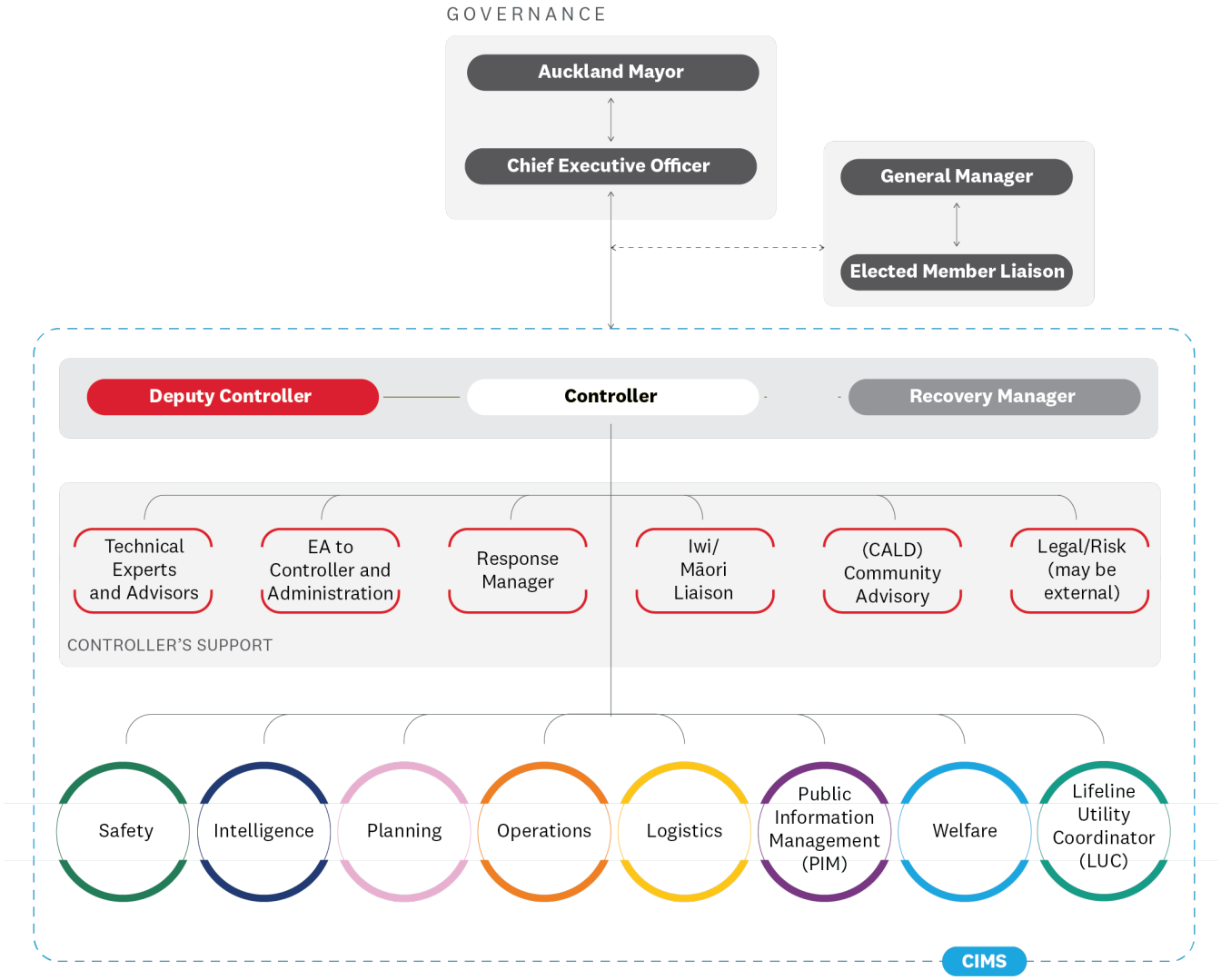
4. Response Structure in Auckland

4.1. Coordinated Incident Management System (CIMS)

AEM structures the response to emergencies on the Coordinated Incident Management System (CIMS) framework.

CIMS 3rd edition represents New Zealand's official framework to achieve effective co-ordinated incident management across responding agencies. CIMS describes how New Zealand agencies and organisations coordinate, command, and control incident response of any scale, how the response can be structured, and the relationships between the respective CIMS functions and between the levels of response. Elected Member Liaison supports the General Manager of AEM in their role as an interface between the response and council stakeholders, including elected members.

Figure 2 - Auckland Emergency Management CIMS structure



4.2. Response Levels

CIMS defines various levels used in response which correlate to the scale, complexity and/or consequences of an incident. Most incidents will be at the incident level (e.g., a road traffic accident) while only the largest scale incidents will be at the national level (e.g., a large tsunami impacting multiple regions in New Zealand).

Auckland Council operates at both the local and regional levels through the Emergency Coordination Centre.

4.3. The Incident Management Team

AEM utilises the CIMS framework to divide the responsibilities for response activities into common functional roles that operate in a networked hierarchy. This collective group is known as the Incident Management Team (IMT).

The IMT is scalable to reflect the resourcing needs of the incident. The Control function assumes overall responsibility for all activities and personnel involved in the response and coordinates / manages the response objectives with organisations, communities, and people responding to or affected by the incident.

Controller leading an IMT meeting

5. Response process and resources in Auckland

5.1. Monitoring and Initial Action

Auckland Emergency Management operates a 24-hour Duty Team consisting of a Duty Officer and Duty Manager. These roles are supported by an on-call Group Manager, Duty Controller and Duty Public Information Manager where escalation is required.

The Duty Officer and Duty Manager actively monitor and coordinate the initial response to an incident (whether that be a sudden or gradually escalating event at the local, regional or national level) using standard operating procedures (SOPs), which guide the appropriate initial actions. These may include the dissemination of initial warnings and alerts internally and to the public, for example email or text alerts to key stakeholders and social media posts in the event of forecast severe weather. Additionally initial actions may include briefing the Initial Action Group, made up of the Group Manager, Duty Controller, Duty PIM, and if required, a hazard advisor, for example a technical expert in the event of a tsunami, who in turn determine the activation status.

The activation status may necessitate the Incident Management Team (IMT) to be mobilised and the Emergency Coordination Centre (ECC) to be opened. This is where response operations will be coordinated. SOPs guide the IMT functions during the initial stages of mobilisation to ensure all appropriate processes are considered and where necessary, executed. Please refer to Section 4.3 - The Incident Management Team and Section 5.5 - Emergency Coordination Centre for more details.

During an emergency, the Group Controller, with assistance from the Public Information Manager (PIM) is responsible for providing accurate and timely information to the public. This is achieved across a broad range of media and will correspond appropriately to the scale of the emergency. The response is managed using the application of CIMS as previously described in Section 4.1 - Coordinated Incident Management System (CIMS)

5.2. Lead and support agencies

A range of agencies are responsible for managing various hazard responses and AEM can play both a lead or a support role depending on the type of hazard. These roles are set out in the National Civil Defence Emergency Management Plan Order 2015.

The lead agency is the agency mandated through legislation or expertise for managing a particular hazard that results in an incident. Auckland CDEM Group is the lead agency at the local and regional level for geological hazards (e.g., earthquake, tsunami, volcano, landslide), meteorological (e.g., floods and severe wind) and infrastructure failure (e.g., large scale power outage).

The support agency provides support to the lead agency. Auckland CDEM Group is the support agency for a range of hazards including drought, pandemic and fire. A comprehensive overview of lead agencies by hazard is included in Appendix 1.

5.3. Declaring a state of local emergency

When an emergency happens, or has the potential to occur, a state of emergency may be declared under Section 68 of the CDEM Act. However, it is important to note that not all emergency responses require a declaration of state of emergency. For example, AEM responded to the 2023 East Auckland tornado and the 2021 Kumeu floods without a declaration.

Declaring a state of emergency provides the Controller with access to powers authorised under the provisions of the CDEM Act 2002, for example, the powers under Sections 85 to 92. These include powers provided for:

- the preservation of human life: evacuation of premises and places, entry onto premises and requisitioning of powers
- preventing or limiting the extent of an emergency: closing of roads and public places, giving directions, carrying out inspections and removing vehicles, vessels, aircraft, etc.

Following a declaration, the person who declared must immediately give notice of the declaration to the public, by any means of communication that is reasonable in the circumstances. They must also ensure that the declaration is published in the Gazette as soon as practicable.

A state of emergency comes into force at the time and date that a declaration of a state of emergency is made. A state of emergency expires seven days after the state of emergency comes into force, unless extended or terminated earlier.

Mayor Wayne Brown signs declaration extension, with Controller Mace Ward during Auckland anniversary flood event response Jan 2023

The mayor is identified in the Group Plan as the first person within the hierarchy to declare a state of emergency. Figure 3 identifies the hierarchy of persons authorised to issue a state of local emergency.

If a declaration is required, the Group Controller and any persons nominated by the Group Controller are to brief the appropriate decision maker in accordance with the hierarchy in Figure 3.

Figure 3 - Hierarchy of persons authorised to issue a State of Local Emergency and Notice of Transition

- Mayor
- Deputy Mayor
- Chair of the Auckland CDEM Committee
- Deputy Chair of the Auckland CDEM Committee
- Other councillors who are members of the Auckland CDEM Group committee

Best endeavours will be made to follow the hierarchy, however, if time is of the essence, the signature of any of those authorised to declare will override this hierarchy.

Further guidance is available to the Controller in the NEMA Factsheet and Quick Guide: Declaring states of local emergency.

5.4. Process for the transition from response to recovery

As the response to an emergency progresses, consideration is given to whether coordinated recovery efforts are needed. The CDEM Act provides for local transition periods to assist with recovery by providing powers to Recovery Managers. Notice of a local transition period can only be given if invoking transition period powers to manage, coordinate, or direct recovery activities is in the public interest and is necessary or desirable to ensure a timely and effective recovery. The person giving notice must have regard to the areas affected by the emergency, and whether the focus of activities in the area is moving from response to recovery, including whether a state of emergency is about the be terminated. In the absence of a formal transition period, recovery activities may still be needed to coordinate efforts depending on the scale and extent of the emergency's impacts and consequences.

As a declaration of local emergency is a consideration in response to an emergency, the decision to issue a notice of a transition period is a consideration for recovery.

The decision to issue a notice of a transition period must be undertaken by a person authorised by the CDEM Group under s25(1)(b) of the CDEM Act following consultation with and advice from the Controller, Group Recovery Manager, Group Manager and NEMA Regional Emergency Management Advisor.

See NEMA's Factsheet: Local transition periods and Quick Guide: Giving notice of a local transition period for further information.

5.5. Emergency Coordination Centre

An Emergency Coordination Centre (ECC) is an established and equipped facility where a response to an incident can be coordinated or supported by the IMT, supporting personnel. and external agencies. The ECC is broadly structured on the CIMS functions and roles and the number of personnel in the ECC will be dependent on the scale of the emergency.

AEM maintains an Emergency Coordination Centre (ECC) at two facilities- Bledisloe House and Elcoat Avenue, Henderson.

Each of these places has onsite generators to increase their resilience to power outages that could occur during an emergency.

Inside the ECC during response

5.6. Civil Defence Centres and Community Emergency Hubs

Civil Defence Centres

Civil Defence Centres (CDCs) are places of safety where people directly impacted by an emergency can seek comfort and shelter, and access essential information and support services. They are flexible spaces that can be set up as a full welfare centre for evacuees, an information centre, or a recovery centre, depending on what is most needed at the time.

CDCs are run by Auckland Emergency Management and staffed by trained Auckland Council staff, not-for-profit organisations and central government agencies. The decision to activate a formal Civil Defence Centre is made by AEM in collaboration with emergency services.

Community Emergency Hubs

Community Emergency Hubs are pre-identified, community-led places that can support a community to coordinate their efforts to help each other during and after an emergency.

Community Emergency Hubs will be opened and operated by people within the community, not official authorities, when there is a desire and capability for the community to help itself. Auckland Emergency Management can advise and work with communities who wish to pre-identify a place, such as a church, sports club or hall, and plan to set up and operate a Community Emergency Hub.

5.7. Emergency Warning and Alert Systems

Warnings and alerts are notifications used to advise agencies, authorities and the public of potential or actual emergency events, so they can get prepared and support the timely mobilisation of resources and effective response.

Public emergency alerts

AEM uses multiple channels to send warnings and alerts before, during and after emergency events. No one channel will suit every situation or every person, so multiple channels may be used to make sure the target audience is alerted and receive the information they need. These channels include:

Emergency Mobile Alert (EMA)

Emergency Mobile Alerts are messages about emergencies. They are sent by authorised emergency agencies to capable mobile phones. For more information visit NEMA's Get Ready website.

Website

AEM Website | aem.org.nz/

Auckland Council Website | aucklandcouncil.govt.nz/

Social Media channels

AEM Facebook | facebook.com/aklcdem/

AEM Twitter | twitter.com/AucklandCDEM

Tsunami Sirens

The Auckland region has a siren network that will be triggered in the event of a tsunami threat. For more information, visit AEM website.

Radio and Television

Local radio stations to listen to during an emergency:

- Radio New Zealand National (756 AM OR 101.4 FM)
- Newstalk ZB (89.4 FM)
- The Hits (97.4 FM)
- More FM (91.8 FM)

National warnings and alerts

NEMA is responsible for providing national warnings and alerts about natural hazards to local CDEM Groups, central government agencies, local authorities, emergency services, lifeline utilities, and broadcasters.

NEMA Website | civildefence.govt.nz
NEMA Facebook | facebook.com/NZCivilDefence/
NEMA Twitter | twitter.com/NZcivildefence

Weather watches and warnings

Severe Weather Outlooks, Watches and Warnings are issued by MetService, Te Ratonga Tirorangi, New Zealand's National Weather Service.

They are available through radio, television, the MetService website and mobile app, by registering for email, via radio and television, also on social media- Facebook and Twitter.

Land-based severe weather alerts issued by MetService

Severe Weather Watch – Yellow: Used when severe weather is possible, but is not imminent or certain. When a Watch is in place, stay alert and keep an eye on your local forecast for updates.

Severe Weather Warning – Orange: Used when the forecast indicates incoming bad weather (expected heavy rain, strong wind or heavy snow) will meet the Severe Weather Criteria. It signifies that people need to be prepared and take action as appropriate as there could be some disruption to their day and potential risk to people, animals and property.

Severe Weather Warning – Red: Reserved for only the most extreme weather events, such the severe weather resulting from ex-tropical cyclones, where significant impact and disruption is expected. It signifies that people need to act now as immediate action is required to protect people, animals and property from the impact of the weather.

Learn more about MetService Severe Weather Outlooks, Watches and Warnings on the MetService website.

Elected Member emergency alerts

AEM uses the Whispir platform to communicate notifications and/or alerts to operational and political stakeholders. Whispir is a software-based mass communication tool that facilitates messages across the web, e-mail, voice calling and text messaging. Elected members typically receive these alerts for weather watches and warnings that may impact on their own, or neighbouring boards/ wards.

As Whispir is primarily used to create distribution lists to send targeted messages to specific groups, it is not used as an alerting system for the public.

5.8. Communicating with the public and media during Emergency Response

5.8.a. Public information and community meetings

In any emergency, providing clear, accurate and timely information through multiple channels and to different audiences is critical. As per the Coordinated Incident Management System (CIMS), the Public Information Manager (PIM) is responsible to the Controller for all messaging and communications from the ECC as well as stakeholder and community liaison. Methods and channels routinely used include:

- Advisories released simultaneously to media, stakeholders, partner agencies and the community.
- Media briefings (this may include using New Zealand Sign Language interpreters at pre-planned formal media briefings)
- Social media, including Facebook and Twitter
- Website updates on the Auckland Council and AEM websites
- and where appropriate, community meetings; bulletins and factsheets for community notice boards, small group meetings etc.

The public's response and cooperation with the emergency services is affected by the information and comments issued to the media during an emergency. It is important to ensure a consistent and accurate approach when it comes to media liaison.

5.8.b. Media liaison enquiries

During emergencies, the media are under increased pressure to provide information and be first with the breaking news. It is essential that the ECC can provide validated, authorised information as quickly as possible so that formal channels are recognised as the authoritative source of information.

To avoid confusion, media liaison is coordinated and managed via the Public Information Management (PIM) team.

The PIM will ensure the media liaison process is followed for briefing the mayor or other appropriate spokespersons who are responding to media enquiries, attending public meetings, stakeholder briefings or hosting VIPs.

5.9. Communication between Elected Members and the ECC during an Emergency Response

When the Emergency Coordination Centre (ECC) is activated, elected members will be notified of the liaison arrangements put in place for two-way communication. The Elected Member Liaison role has been established to support the AEM General Manager and carry out this liaison function.

Figure 4 shows the communication process between key roles in a response, elected members and other stakeholders. If the activation status escalates due to the complexity and impact of an emergency event, responsibility for elected members liaison may transfer to a dedicated team to ensure continuity of that relationship.

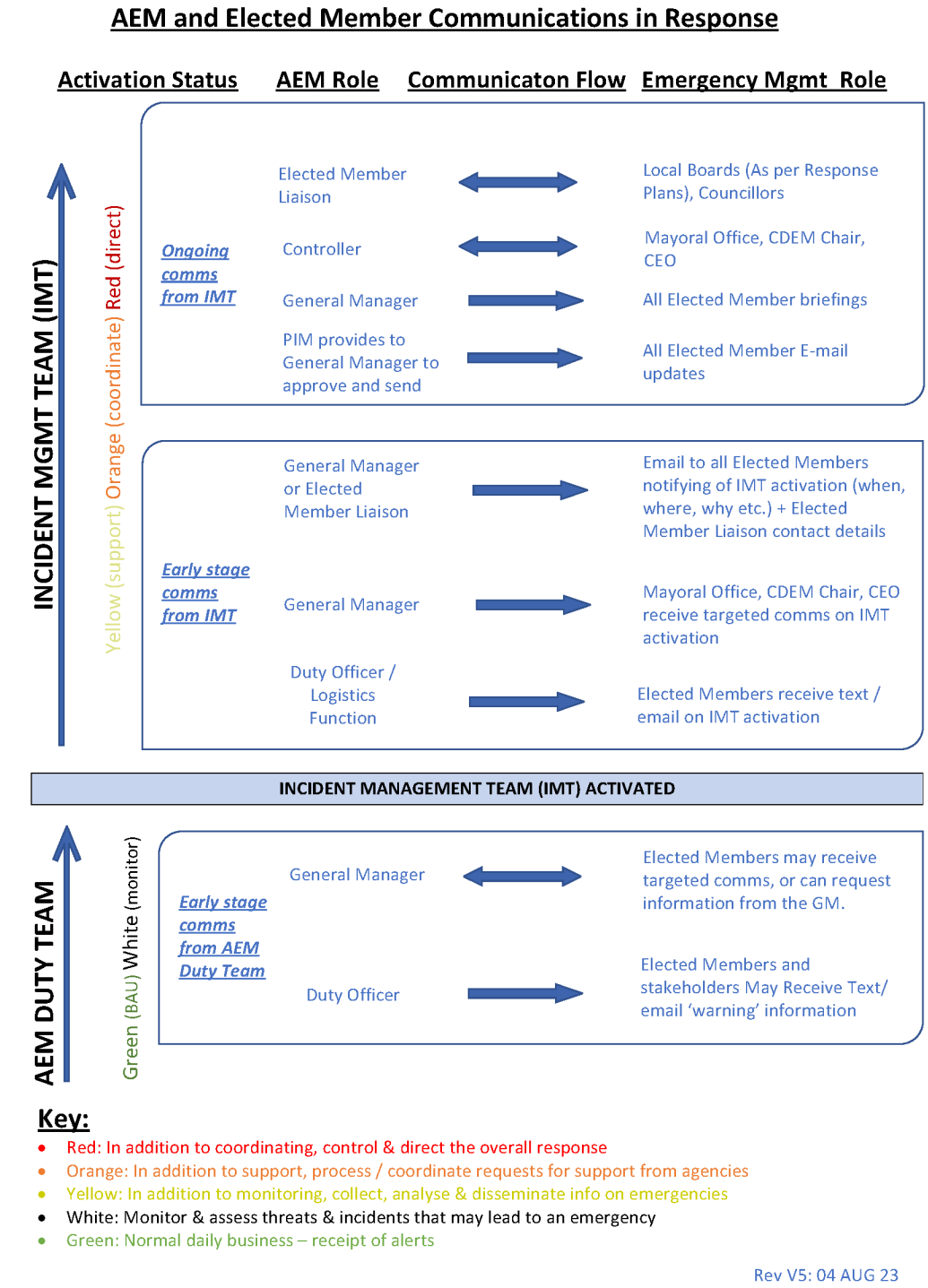


Figure 4- Communication process in response

Conclusion

Elected Members are critical partners in emergency management before, during and after disasters strike. By taking an active and personal role in emergency management, elected officials can help ensure the safety of their communities.

Section 1 - Your role as an elected member outlines the role of elected members across the 4Rs of emergencies. Every emergency is different, and your role may change depending on the circumstances of the event. It is important to note that we do not recommend elected members carry out any task or activity that will place them at risk or in danger. Such activities should be carried out by appropriately trained and prepared emergency services staff.

Auckland Emergency Management is committed to working with Elected Members to ensure they have the knowledge and information needed to support emergency management efforts in Auckland.

Further information and Appendices

- Auckland Emergency Management Website
  aucklandemergencymanagement.org.nz/
- Auckland Emergency Management Facebook
  facebook.com/aklcdem/
- Auckland Emergency Management Twitter
  twitter.com/AucklandCDEM
- National Emergency Management Website (NEMA)
  civildefence.govt.nz/
- Get Ready Website | NEMA
  https://getready.govt.nz/
- Civil Defence Emergency Management Legislation | NEMA
  civildefence.govt.nz/cdem-sector/legislation/
- Coordinated Incident Management System (CIMS)
  civildefence.govt.nz/resources/coordinated-incident-management-system-cims-third-edition
- CDEM Resources for Elected Officials | NEMA
  civildefence.govt.nz/resources/resources-for-elected-officials/
- Emergency Mobile Alerting | NEMA
  getready.govt.nz/prepared/stay-informed/emergency-mobile-alert
- Factsheet: Declaring states of local emergency | NEMA
  civildefence.govt.nz/assets/Uploads/publications/Declarations/Factsheet-declaring-states-of-local-emergency.pdf
- Factsheet: Local transition periods | NEMA
  civildefence.govt.nz/assets/Uploads/publications/Local-Transition-Periods/Factsheet-local-transition-periods.pdf
- Red Cross Hazard App
  redcross.org.nz/get-help/emergencies-and-disasters/hazard-app/

Appendix 1- Lead agency by hazard

Hazard	Lead agency at the national level	Lead agency at the regional/local level	Authority to manage response
Geological (earthquakes, volcanic hazards, landslides, tsunami)	NEMA	CDEM Group	Civil Defence Emergency Management Act 2002
Meteorological (coastal hazards, coastal erosion, storm surges, large swells, floods, severe winds, snow)	NEMA	CDEM Group	Civil Defence Emergency Management Act 2002
Infrastructure failure	NEMA	CDEM Group	Civil Defence Emergency Management Act 2002
Drought (affecting rural sector)	Ministry for Primary Industries	Ministry for Primary Industries	Government policy
Animal and plant pests and diseases (biosecurity)	Ministry for Primary Industries	Ministry for Primary Industries	Biosecurity Act 1993 Hazardous Substances and New Organisms Act 1996
Food safety	Ministry for Primary Industries	Ministry for Primary Industries	Food Act 1981 Food Act 2014
Infectious human disease (pandemic)	Ministry of Health	Te Whatu Ora	Epidemic Preparedness Act 2006 Health Act 1956
Wildfire	Fire and Emergency New Zealand	Fire and Emergency New Zealand Department of Conservation (conservation estate) New Zealand Defence Force	Fire and Emergency New Zealand Act 2017 Conservation Act 1987 Defence Act 1990
Urban fire	Fire and Emergency New Zealand	Fire and Emergency New Zealand	Fire and Emergency New Zealand Act 2017
Hazardous substance incidents	Fire and Emergency New Zealand	Fire and Emergency New Zealand	Fire and Emergency New Zealand Act 2017 Hazardous Substances and New Organisms Act 1996

Terrorism	New Zealand Police	New Zealand Police	Crimes Act 1961 International Terrorism (Emergency Powers) Act 1987 Terrorism Suppression Act 2002
Major transport accident	New Zealand Police	New Zealand Police	Various
Marine oil spill	Maritime New Zealand	CDEM Group	Maritime Transport Act 1994
Radiation incident	Ministry of Health	Fire and Emergency New Zealand	Radiation Protection Act 1965 Fire and Emergency New Zealand Act 2017

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CIVIL DEFENCE

Auckland Emergency Management
Tokonga Mate Ohotata o Tāmaki Makaurau