

## Attachment B

### Comparative analysis between Auckland’s Group Plan and the Strategic Recovery Planning Director’s Guideline

Through a comparative analysis between Auckland’s CDEM Group Plan (2016 – 2021) (Group Plan) and the draft Director’s Guidelines for Strategic Recovery Planning (DGL) the Auckland CDEM Group (CDEM Group) considers that the Auckland CDEM Group has accounted for all the six steps laid out in the Director’s Guidelines. This document aims to provide an overview of how the Auckland CDEM Group has delivered on the strategic recovery requirements.

#### Comparative analysis

##### STEP 1 – Understand community values and priorities for recovery

Ministry directive	Auckland CDEM Group Plan
The importance of community engagement	Auckland’s comprehensive engagement and consultation programme that lead to the development of the Group Plan was key to understanding our communities’ priorities and aspirations across the 4Rs. In addition, Auckland’s Long-term Plan acknowledges that the best results for communities are achieved when they are enabled and empowered to work together, and directs the council to take an Empowered Communities Approach (ECA). The Group Plan actions are based strongly on council’s ECA and is a vehicle for both engaging and delivering outcomes that will build a resilient Auckland.
Engaging with communities	The review of Auckland’s 2 <sup>nd</sup> generation Group Plan (2011 – 2016) and the development of the 3 <sup>rd</sup> generation Group Plan (2016 – 2021) included a comprehensive community engagement and consultation programme. The programme provided insight into community awareness, understanding, needs and priorities which have been integrated into the Group Plan, supporting business plans and work programmes.
Communicating risk and	During the development of the Group Plan the CDEM Group identified that the way we present hazard and risk

Ministry directive	Auckland CDEM Group Plan
risk tolerance	information must be easily understood and relevant. For this reason a key project for Auckland is our 'Effective Hazard and Risk Communications' project that endeavours to create behaviour change of Auckland's diverse communities through engagement with key partners, established and trusted community networks and key influencers.
Incorporating community values and priorities into risk management	In addition to the above project Auckland Council's Natural Hazards Risk Management Action Plan (NHRMAP) is being developed to share our understanding of Auckland's natural hazards and best practice risk management activities to be implemented across council. Recognising our cultural uniqueness and the inherent spirit of Auckland, the methodology is currently being refined in collaboration with iwi/mana whenua to ensure a full appreciation of the cultural impacts of hazards in Auckland. Auckland's NHRMAP is facilitating a coordinated risk management approach that supports Auckland Council to use resources effectively by targeting activities that deliver the greatest reduction in risk. In conjunction, the CDEM Group has started implementing some mitigation strategies around natural and technological hazards. The development of the final NHRMAP will continue to assist the CDEM Group in achieving further risk reduction strategies as part of the Group Plan.

## Comparative analysis

### STEP 2 – Recovery vision and outcomes

Ministry directive	Auckland CDEM Group Plan
Vision	Auckland’s CDEM Group vision is ‘working together to build a resilient Auckland; He tapui tangata hei ahuru mowai mo Tamaki Makaurau’ which is consistent with the national vision of a ‘resilient New Zealand’. Building a resilient Auckland supports the vision ‘for Auckland to be a world-class city’. Auckland’s vision encompasses our 5Rs; reduction, readiness, response, recovery and resilience and is underpinned by a strong strategic framework.
Immediate, medium and long-term outcomes	<p>There are two recovery outcomes identified in the CDEM Group Plan:</p> <ol style="list-style-type: none"> <li>1. Auckland’s Recovery Framework is aligned with best-practice and national guidelines; and</li> <li>2. Auckland’s Recovery Framework effectively incorporates the Sendai Framework ‘Build Back Better’ principles.</li> </ol> <p>In addition we have identified two recovery objectives:</p> <ol style="list-style-type: none"> <li>1. Establish Auckland’s Recovery Framework; and</li> <li>2. Champion Build Back Better approach.</li> </ol> <p>Auckland’s Recovery Framework, in addition to other already identified recovery actions, will outline the immediate, medium and long-term outcomes. For example, Auckland’s Recovery Framework will include development of a Resilient Recovery Strategy across key partners and stakeholders, review of Auckland’s current Recovery Management Plan to align with the new Director’s Guidelines for Recovery Management and development of necessary supporting documentation.</p>

## Comparative analysis

### STEP 3 – Understand consequences and opportunities from specific hazards risks

Ministry directive	Auckland CDEM Group Plan
Building an understanding of hazards and risks	During the development of the Group Plan the CDEM Group undertook a thorough assessment of Auckland’s hazards and risks which contributed to Auckland’s risk profile. The CDEM Group is progressing towards an impact-based model of planning for impacts and consequences of emergencies. In addition, the NHRMAP has developed a Natural Hazards Risk Communication Toolbox to ensure consistent hazard and risk terminology is applied both throughout council, and externally to stakeholders and the community.
Built environment	The Group Plan recognises Auckland’s Lifelines Group which was established to identify and coordinate efforts to reduce the vulnerability of Auckland’s lifelines to hazard events and to improve service reinstatement after an emergency. Auckland’s lifeline utilities are committed to the ongoing building of resilience into the networks demonstrated through significant and ongoing investment.
Economic Environment	Business and economic recovery is crucial to the overall recovery of Auckland. The CDEM Group have recognised this importance by the business and economic sector being represented on Auckland’s Coordinating Executive Group.
Natural Environment	Auckland has a diverse natural environment and the region’s projected growth of an additional 700,000 people over the next 30 years will place pressure on the natural environment and the availability of resources. The Auckland CDEM Group uses strategies such as demand management and sustainability to reduce those pressures as risk reduction measures.
Social Environment	Auckland is the most ethnically diverse region in New Zealand and is one of the world’s most culturally diverse cities. Such diversity makes preparing for a large-scale disaster extra challenging but can be ultimately harnessed as a strength. In addition, Auckland’s population is continuing to grow at a faster rate than that of the country as a whole. Understanding how Auckland will evolve is fundamental to building resilience. By working with key partners and stakeholders, and the community the CDEM Group has the ability and the environment to generate ideas, identify opportunities and work towards the shared vision of the Group Plan.
Cumulative and cascading consequences	In the creation of the Group Plan, the CDEM Group accounted for multiple hazard events and how these can take a cascading effect and therefore increase consequences. Examples of the effects of multiple hazards have been outlined in the Group Plan, which identifies the major consequences that can occur, and how they are complex and unique to each scenario. Auckland recognises successful recovery would require effective partnerships and

Ministry directive	Auckland CDEM Group Plan
	collaboration across the environmental taskgroups. The taskgroups will be responsible for work programme planning and delivery across the 4Rs, not just recovery.
Managing hazards and risks	Management of hazards and risks is based on the various factors that influence Auckland's hazardscape across the 4Rs. A prioritisation of these hazards has been completed based on the type of hazard, exposure, vulnerability and likelihood. These factors all link into the below statement of risk reduction across the 4Rs.
Examples of risk reduction	Alongside Auckland Council's NHRMAP and the Sendai Framework for Disaster Risk Reduction, risk reduction has been a huge part of the CDEM Group Plan and is one of the overarching themes. The CDEM Group has outlined various examples of risk reduction within the Group Plan from hazard mapping and monitoring to improved building design and construction.

## Comparative analysis

### STEP 4 – Capacity, capability, collaboration and leadership

Ministry directive	Auckland CDEM Group Plan
Factors that influence the scale of recovery	The Group Plan states that Auckland has not needed to respond to a large-scale, regional event, so our ability to respond and recover should one occur has never been tested. This is not to say we are unprepared. An outcome of the CDEM Group Plan is that Auckland has established effective capability and capacity across agencies and organisations. In addition, Auckland will conduct one regional, multi-agency exercise per year to understand critical gaps across response and recovery.
Resources, roles and responsibilities	Auckland’s recovery structures, protocols and arrangements will be firmly embedded in the development of Auckland’s Resilient Recovery Framework. The Recovery Management Office and the environmental taskgroups will have a clear understanding of their roles and responsibilities to ensure the provision for the planning, organisation, coordination and implementation of recovery in Auckland.
Role of the CDEM Group	The CDEM Group continue to build strong, sustainable partnerships with key partners and stakeholders, established and trusted community networks and key influencers to deliver effective CDEM arrangements across the Auckland region.
Collaborating to manage risks	Governance is critical to the initiatives that will make our city more resilient. To effectively manage short, medium and long-term risks and cost, Auckland needs many partners: city leaders and senior officials, local government representatives, infrastructure agencies, CDEM Group, business and insurance sectors, special interest groups and private enterprises. Auckland’s unique local government structure, comprising the Governing Body, the Independent Māori Statutory Board, local boards and advisory panels, is a significant resource for cross-region collaboration and local consultation. These groups, particularly local boards, play an active role in working with Auckland’s communities to better understand disaster risk and deliver CDEM arrangements.
Collaborating to prepare for and manage recovery	The development of Auckland’s Recovery Framework will continue to build long-term collaboration, coordination and communication needed to prepare for and manage recoveries of varying scale.

**Comparative analysis**  
**STEP 5 – Evaluation and monitoring**

<b>Ministry directive</b>	<b>Auckland CDEM Group Plan</b>
Recovery preparedness performance framework	Measuring our progress is an important part of the CDEM Group Plan. The successful implementation depends on effective monitoring and clear evaluation processes. To ensure accountability with the CDEM Group, key partners and stakeholders, Auckland’s Group Plan sets high-level performance objectives.
Managing recovery performance framework	Auckland’s Recovery Framework will align with the monitoring and evaluation programme within the CDEM Group Plan.

## Comparative analysis

### STEP 6 – Prioritise and implement strategic recovery actions

Ministry directive (DGL)	Auckland CDEM Group Plan
Identify areas for improvement	The Group Plan has identified a number of issues and challenges, for example, increased knowledge of the Sendai Framework and fulfilling Auckland’s agreement as a CDEM Group to ensure that consideration is given to disaster risk reduction when planning for recovery.
Develop an approach to address gaps	The CDEM Group Plan Framework for Action outlines approaches to address gaps across the 4Rs which is aligned to Auckland’s planning and budgetary processes.
Record	<p>Record strategic actions to support recovery preparedness and recovery management:</p> <p>The Group Plan states <i>‘Auckland’s recovery activities will be developed and implemented by the CDEM Group, key partners and stakeholders. This will be done by working collaboratively to produce a comprehensive Recovery Framework that provides for strong social, economic, infrastructure and natural outcomes.’</i></p> <p>Record priorities for action:</p> <p>The Group Plan states <i>‘Champion the ‘Build Back Better concept and integrate disaster risk reduction into development measures across the 4Rs.’</i></p> <p>To do this we have committed to the following actions within our Group Plan:</p> <ul style="list-style-type: none"> <li>• Developing and implementing a Recovery Framework that incorporates ‘build back better’ into development measures.</li> <li>• Identifying opportunities for risk reduction based on potential impacts of a disaster that cannot be implemented before the event due to existing restriction, for example land-use planning.</li> <li>• Considering ‘build back better’ principles in the development of strategic policies and operational plans.</li> </ul> <p>The Group Plan states <i>‘Strengthen and broaden recovery capability across all stakeholders and the wider community’.</i></p> <p>To do this we have committed to the following actions within our Group Plan:</p>

Ministry directive (DGL)	Auckland CDEM Group Plan
	<ul style="list-style-type: none"> <li>• Ensuring the Recovery Framework sets clear protocols for stakeholders and includes appropriate structures and strong governance and management capabilities.</li> <li>• Establishing and maintaining recovery task groups across the social, built, lifelines, business and natural environments and connect these with other advisory group, for example lifelines group.</li> <li>• Coordinating recovery needs assessments and ensuring responsibilities are clearly understood.</li> <li>• Working closely with the insurance sector to better understand risk transfer, improve coordination of financial assistance and develop recovery plans.</li> </ul> <p>The Group Plan states <i>'Recovery planning for Auckland is effective, integrated and tested'</i>.</p> <p>To do this we have committed to the following actions within our Group Plan:</p> <ul style="list-style-type: none"> <li>• Developing and implementing a Recovery Framework in accordance with legislation and best practice guidelines.</li> <li>• Maintaining an investment fund (or similar) to ensure that funding for emergency expenditure and the recovery process is available.</li> <li>• Ensuring each recovery task group contributes to the development of contingency plans and the Recovery Framework.</li> <li>• Educating and training personnel for recovery roles and developing exercises that include a recovery component.</li> </ul>
Implement	All recovery actions will be implemented in accordance with the timeline outlined in the Group Plan.
Monitoring and evaluation	<p>The Group Plan commits us and our key partners to continually monitor and measure progress against the current goals and objectives outlined in the Group Plan. As part of this we are committed to taking into account changing demands and requirements and to understand how these impact the achievement of our recovery priorities. Where necessary we acknowledge that this will result in the implementation of additional tasks or actions.</p> <p>The CDEM Group's monitoring and evaluation programme focuses on:</p> <ol style="list-style-type: none"> <li>1. measuring our performance against standards;</li> <li>2. exercise, test and grow our capability and performance;</li> <li>3. analyse effectiveness; and</li> <li>4. track our progress towards goals and objectives.</li> </ol>