

I hereby give notice that an ordinary meeting of the Civil Defence and Emergency Management Committee will be held on:

Date: Tuesday, 18 March 2025
Time: 10.00am
Meeting Room: Room 1, Level 26
Venue: Te Wharau o Tāmaki - Auckland House
135 Albert Street
Auckland

**Komiti mō te Ārai Mate Whawhati Tata me Te
Raru Ohorere / Civil Defence and Emergency
Management Committee
OPEN AGENDA**

MEMBERSHIP

Chairperson	Cr Sharon Stewart, QSM
Deputy Chairperson	Cr Alf Filipaina, MNZM
Members	Cr Andrew Baker Cr Julie Fairey Hokura Member Pongarauhine Renata Cr Greg Sayers Cr Ken Turner Cr Wayne Walker Hokura Member Glenn Wilcox
Ex-officio	Mayor Wayne Brown Deputy Mayor Desley Simpson, JP

(Quorum 5 members)

Mike Giddey
Kaitohutohu Mana Whakahaere / Governance
Advisor

12 March 2025

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1 Ngā Tamōtanga | Apologies

2 Te Whakapuaki i te Whai Pānga | Declaration of Interest

3 Te Whakaū i ngā Āmiki | Confirmation of Minutes

Click the meeting date below to access the minutes.

That the Civil Defence and Emergency Management Committee:

- a) whakaū / confirm the ordinary minutes of its meeting, held on [Tuesday, 19 November 2024](#), as a true and correct record.

4 Ngā Petihana | Petitions

5 Ngā Kōrero a te Marea | Public Input

6 Ngā Kōrero a te Poari ā-Rohe Pātata | Local Board Input

7 Ngā Pakihi Autaia | Extraordinary Business

General Manager's update

File No.: CP2025/02982

Te take mō te pūrongo Purpose of the report

1. To enable the General Manager, Adam Maggs, to give an update on Auckland Emergency Management.

Whakarāpopototanga matua Executive summary

2. The General Manager of Auckland Emergency Management will provide a verbal update with brief presentation to the committee.

Ngā tūtohunga Recommendation/s

That the Civil Defence and Emergency Management Committee:

- a) whiwhi/receive the verbal update from the General Manager of Auckland Emergency Management.

Ngā tāpirihanga Attachments

There are no attachments for this report.

Ngā kaihaina Signatories

Author	Kimberly Rees - Principal Advisor Strategy and Implementation
Authorisers	Parul Sood - Deputy Director Resilience and Infrastructure Adam Maggs - General Manager Auckland Emergency Management

Update on Highly Pathogenic Avian Influenza

File No.: CP2025/02862

Te take mō te pūrongo

Purpose of the report

1. To provide an update on Auckland Council's preparation for the arrival of Highly Pathogenic Avian Influenza (HPAI H5N1).

Whakarāpopototanga matua

Executive summary

2. Highly Pathogenic Avian Influenza (HPAI H5N1) is a serious contagious disease that primarily affects birds, resulting in a range of symptoms including mass mortality in some species.
3. While mainly a bird disease, it can also rarely infect some mammal species, including humans.
4. There has never been a case of HPAI H5N1 in Aotearoa, but because it is spreading globally and in locations that our migratory birds visit, it is considered likely to reach New Zealand via the natural dispersal of infected wild birds.
5. In December 2024, we were notified about a confirmed case of HPAI H7N6 in rural Otago. While this was a HPAI strain, this detection was not the same as the HPAI H5N1 strain that is causing significant impact on poultry, wild birds and mammals overseas.
6. In the event of a confirmed HPAI H5N1 detection the national response will, in the first instance, be led by the Ministry for Primary Industries with the Ministry of Health and Department of Conservation playing key roles. Auckland Council will have a regional role, which will include supporting national communications and protecting public safety by managing sick and dead birds in public spaces managed by council.
7. Should HPAI H5N1 continue to evolve to affect different species, council's role in the response may change.
8. While HPAI H5N1 strain is still some distance from New Zealand, the council is taking a cautious approach and a cross-council HPAI steering group has been working on preparedness actions for the council group.
9. An update memo was provided to the Policy and Planning Committee and all local boards on 1 October 2024 outlining preparation work that is underway.
10. Staff presented to the Civil Defence and Emergency Management Committee in November 2024.
11. Staff will present to the Civil Defence and Emergency Management Committee's 18 March 2025 meeting to outline more recent preparedness actions and to respond to questions.

Ngā tūtohunga

Recommendation/s

That the Civil Defence and Emergency Management Committee:

- a) whiwhi / receive the update on Auckland Council's preparation for the arrival of Highly Pathogenic Avian Influenza (H5N1).

Ngā tāpirihanga Attachments

No.	Title	Page
A↓	Presentation for Update on Highly Pathogenic Avian Influenza	11

Ngā kaihaina Signatories

Authors	Sam Hill - General Manager Environmental Services Phil Brown – Head of Natural Environment Delivery
Authorisers	Parul Sood - Deputy Director Resilience and Infrastructure Adam Maggs - General Manager Auckland Emergency Management



Update: Auckland Council's preparedness for the arrival of Highly Pathogenic Avian Influenza

Phil Brown, Head of Natural Environment Delivery,
Environmental Services

March 2025

Purpose of today's item

To provide updates on council preparedness actions and current key messages

Background

- Highly Pathogenic Avian Influenza (HPAI, H5N1, bird flu) is a serious disease, primarily affects birds
- Biggest impacts likely to be on poultry and sea birds
- Can infect mammals, including humans
- H5N1 not detected here yet, likely to arrive via infected wild birds
- Ministry for Primary Industries would be lead agency, with the Ministry of Health and Department of Conservation playing key roles
- HPAI H7N6 detected in Otago Dec 2024. Different to H5N1. That outbreak now appears extinguished



Auckland Council's likely role

- Reinforce national communications and messaging
- Pick up dead (and sick?) birds in public places to protect public health and amenity (hard to say at what scale)
- Monitor native bird populations in some areas
- Continue existing conservation actions to support resilience



How we are preparing and how we'd respond

- Cross-council steering group oversight
- CIMS model for workstreams (Ops, Intel etc)
- AEM will only activate if directed by NEMA
- Business continuity / CMT approach for staff if it arrives
- Bird collection to be delivered through full facilities maintenance and stormwater contracts as well as rangers on the ground.



Early preparations included:

- Liaison with central government agencies
- Mana whenua engagement
- Communications planning
- Health and safety planning
- Purchase and distribution of personal protective equipment
- Development of a response protocol
- Staff and contractor briefings
- Business continuity considerations
- Scenario testing
- Clarifying council's role in a response



More recent preparations include:

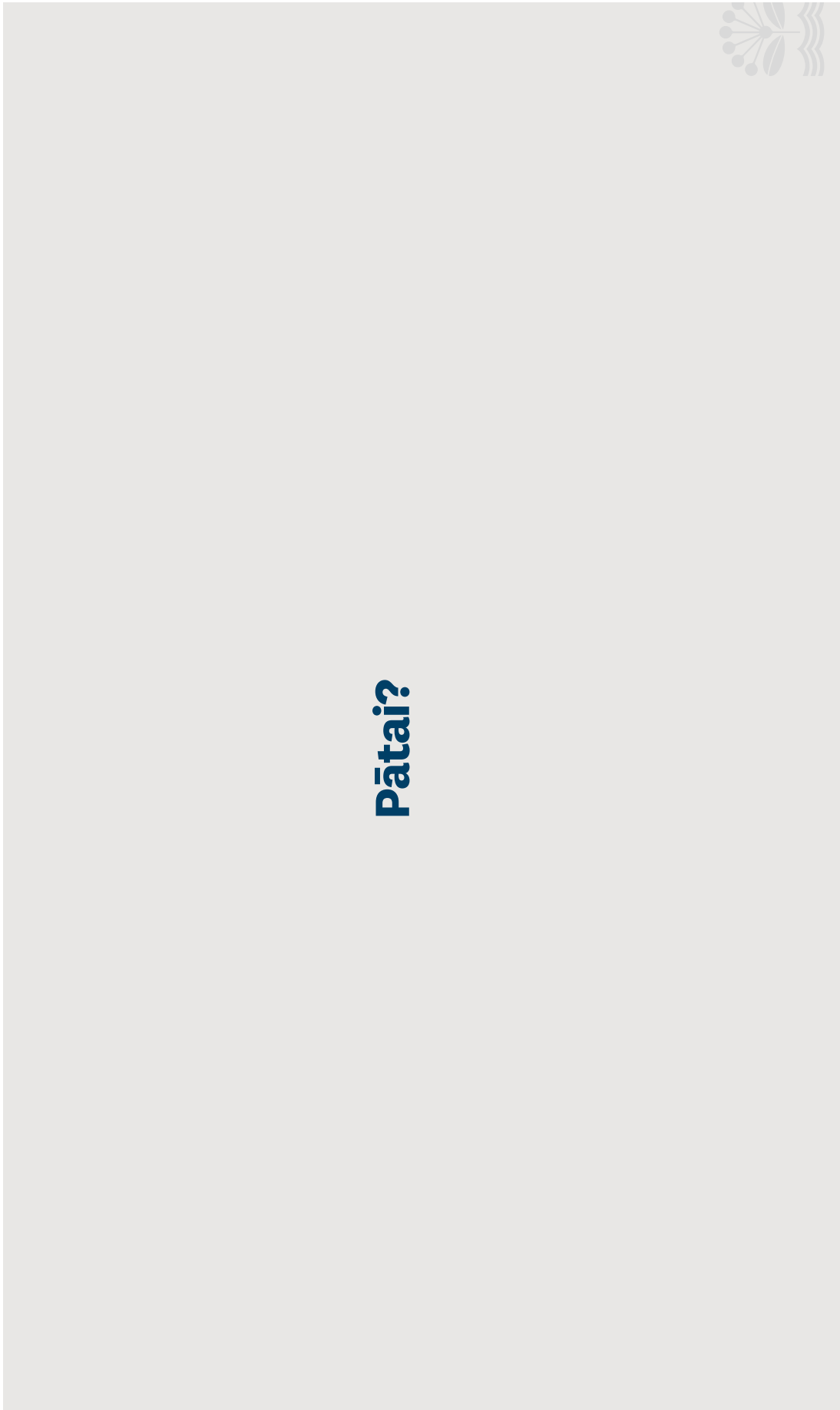
- Testing our systems and processes through botulism outbreaks
- Updating protocols accordingly
- Sharing of our readiness documentation with other councils
- Preparing bird handling training
- Planning further small-scale scenario testing



Current key messages to share with others

- Highly Pathogenic Avian Influenza (HPAI or bird flu) is a viral disease found in birds across the world.
- New Zealand has not had a case of HPAI H5N1, however, the council is following Biosecurity NZ (part of the Ministry for Primary Industries/MPI) and DOC's lead by staying informed and vigilant about the threat of HPAI H5N1 hitting our shores at any time.
- Transmission to humans is rare, but does come with some risk, and infection comes from touching sick or dead birds or bird faeces. This means that people should take care when handling birds.
- If you find an unusual number of dead or sick birds (three or more), please call the Biosecurity NZ hotline on 0800 80 99 66. Do not touch/handle the birds.
- More information is available on MPI's website: mpi.govt.nz/hpai





Pātai?

Update of appointed Group Controllers and Group Recovery Managers

File No.: CP2025/00260

Item 10

Te take mō te pūrongo

Purpose of the report

1. To appoint suitably qualified and experienced personnel to the statutory roles of alternates to the Group Controller and Group Recovery Manager, under the Civil Defence Emergency Management Act 2002.

Whakarāpopototanga matua

Executive summary

2. Civil Defence Emergency Management Groups (CDEM Groups) are required to appoint suitably qualified and experienced persons to the statutory roles of Group Controller and Group Recovery Manager under sections 26(1) and 29(1) of the Civil Defence Emergency Management Act 2002 (the Act) respectively.
3. CDEM Groups may appoint suitably qualified and experienced persons to be alternates to the Group Controller and Group Recovery Manager under sections 26(2) and 29(2) of the Act respectively.
4. Auckland Emergency Management (AEM) has a pathway for the selection of candidates from amongst council staff to develop their capability, to maintain a cohort of suitably qualified and experienced Controller and Recovery Managers.
5. **Anna Bray**, General Manager Strategy, Transformation and Partnerships, **Robert Irvine**, General Manager, Licensing and Compliance and **Sarah Le Claire**, AEM Head of Capability and Strategy, have completed advanced emergency management training and are recommended for appointment based on their capability and skill set. They are suitably qualified and experienced persons to perform the role of alternate to the Group Controller.
6. **Parul Sood**, Deputy Director Resilience and Infrastructure, **Nick Turoa**, Tumuaki Huanga Māori and **Jenny Larking**, Head of City Centre Programmes, are recommended for appointment based on their capability and skill set. They are suitably qualified and experienced persons to perform the role of alternate to the Group Recovery Manager.
7. Current appointees **Fleur Aldridge** and **Craig Hobbs** have stepped down from their roles as alternates to the Group Controller and Group Recovery Manager, respectively, as they are no longer Auckland Council staff members. A decision of Civil Defence and Emergency Management Committee is required to remove persons from the statutory roles of Group Controller and Group Recovery Manager.

Ngā tūtohunga

Recommendation/s

That the Civil Defence and Emergency Management Committee:

- a) kopou / appoint Anna Bray, Robert Irvine and Sarah Le Claire as alternates to the Group Controller under section 26(2) of the Civil Defence Emergency Management Act 2002
- b) kopou / appoint Parul Sood, Nick Turoa and Jenny Larking as alternates to the Group Recovery Manager under section 29(2) of the Civil Defence Emergency Management Act 2002
- c) whakaae / agree to the removal of Fleur Aldridge from the list of persons available to perform the role of Group Controller

- d) whakaae / agree to the removal of Craig Hobbs from the list of persons available to perform the role of Group Recovery Manager
- e) whakamihi / thank Fleur Aldridge and Craig Hobbs for their service.

Horopaki Context

Item 10

- 8. Civil Defence Emergency Management Groups (CDEM Groups) are required to appoint suitably qualified and experienced persons to the statutory roles of Group Controller and Group Recovery Manager under sections 26(1) and 29(1) of the Civil Defence Emergency Management Act 2002 (the Act) respectively.
- 9. CDEM groups must appoint at least one suitably qualified and experienced person to perform the functions and duties and exercise the powers of the Group Controller and the Group Recovery Manager if there is a vacancy under sections 26(2) and 29(2) of the Act respectively. This allows for the appointment of alternate Group Controllers and Group Recovery Managers.
- 10. Auckland Emergency Management seeks to appoint additional persons to the alternate positions to maintain a pathway to develop emergency management leadership capacity in Auckland Council and to maintain a cohort of suitably qualified and experienced persons for succession and staffing purposes.

Tātaritanga me ngā tohutohu Analysis and advice

Group Controllers recommended for appointment

- 11. Emergency events may occur at any time and vary in scale and severity. Events can occur sequentially, with short intervals between them, or concurrently.
- 12. Undertaking the role of Group Controller is a significant commitment, held in addition to demanding senior fulltime roles at Auckland Council.
- 13. Auckland Council and AEM maintains a cohort of suitably qualified and experienced senior leaders by appointing multiple alternates. This helps appointees to manage their commitments and workloads.
- 14. Alternate Group Controllers will rotate through the role of Duty Controller, which will ensure that there is always a senior staff member available to fulfil the Group Controller role during an emergency.
- 15. Three senior council staff members are recommended as suitably qualified and experienced to be appointed as an alternate to the Group Controller:

Anna Bray, General Manager Group Strategy, Transformation and Partnerships, has completed advanced training in emergency management. In her previous role as Executive Officer to the Governance Director, Anna contributed to executive decision making in the context of Auckland Council's CDEM function through COVID-19 and other emergency events.

Robert Irvine, General Manager, Licensing and Compliance, has completed advanced training in Emergency Management. In his former management position in Corporate Property, Robert was a member of council's Crisis Management Team (CMT) and was involved in numerous responses, including COVID-19 pandemic and the 2023 severe weather events.

Sarah Le Claire, Head of Capability and Strategy, has completed advanced emergency management training. Sarah was previously a senior staff member of Waste Solutions and recently joined AEM. Sarah made a significant contribution to the planning of the response to the 2023 severe weather events and COVID-19 pandemic.

16. **Fleur Aldridge**, previously Principal Legal Counsel, has stepped down from her role as an alternate Group controller since she ceased to be an Auckland Council staff member in late 2024.
17. A decision of the Civil Defence and Emergency Management Committee is required to formally remove persons from the statutory roles Group Recovery Manager.
18. If approved, these changes would mean there are eight suitably qualified and experienced persons to perform the functions and duties and exercise the powers of the Group Controller. These are:
 - Rachel Kelleher, Director Community
 - Parul Sood, Deputy Director Resilience and Infrastructure
 - Adam Maggs, General Manager Auckland Emergency Management
 - Mace Ward, Group Recovery Manager
 - Jennifer Rose, Head of Business Performance
 - Andrew Clark, Head of Finance Business Partnering
 - Anna Bray, General Manager Group Strategy, Transformation and Partnerships
 - Robert Irvine, General Manager, Licensing and Compliance
 - Sarah Le Claire, Head of Capability and Strategy
19. Several Auckland Council staff are undertaking training as part of their development towards joining the cohort of Controllers. Reports recommending their appointment will be submitted to the Civil Defence and Emergency Management Committee at an appropriate time.

Recovery Managers recommended for appointment

20. Recovery after an emergency can vary in scale, complexity and duration. The recovery from the 2023 severe weather events is ongoing.
21. In September 2024, the Civil Defence and Emergency Management Committee noted the desirability of growing a cohort of suitably qualified and experienced persons who may be appointed under section 29(2) of the Act (Resolution number [CDEMC/2024/21](#)).
22. The current Group Recovery Manager, Mace Ward, conferred with colleagues and discussed the role and its responsibilities with the candidates recommended for appointment as alternate group Recovery Managers. All candidates are informed of the responsibilities of the position and have agreed to being recommended for appointment. The following candidates, are considered suitably qualified and experienced persons to perform the role of alternate to the Group Recovery Manager:

Parul Sood, Deputy Director Resilience and Infrastructure, previously served as the General Manager of Waste Solutions. Parul Sood is an experienced Group Controller having been appointed in 2017. In addition, Parul Sood has been appointed Deputy Chair of the Coordinating Executive Group for the Auckland CDEM Group.

Nick Turoa, Tumuaki Huanga Māori, leads Ngā Mātārae which provides strategic direction, quality advice and support for strategic relationships to enhance effective Māori participation in decision-making at council. Nick Turoa previously led Te Waka Tai-ranga-whenua, Parks and Community Facilities where he was involved with the 2023 severe weather events response. Nick has experience and capability in Coordinated Incident Management System.

Jenny Larking, Head of City Centre Programmes, is a tier three people leader at Auckland Council. Jenny made a significant contribution to the recovery response to the 2023 severe weather events and continues to be active in AEM activities. Jenny is currently undertaking advanced emergency management training.

23. **Craig Hobbs**, previously a Recovery Office senior leader, has stepped down from his role as an alternate Group Recovery Manager since he ceased to be an Auckland Council staff member in January 2025.
24. A decision of the Civil Defence and Emergency Management Committee is required to formally remove persons from the statutory roles Group Recovery Manager.
25. If approved, these changes would mean that there are seven suitably qualified and experienced persons to perform the functions and duties and exercise the powers of the Group Recovery Manager. These are:
 - Mace Ward, Group Recovery Manager
 - Parul Sood, Deputy Director Resilience and Infrastructure
 - Nick Turoa, Tumuaki Huanga Māori,
 - Jenny Larking, Head of City Centre Programmes
 - Jennifer Rose, Head of Business Performance, Parks and Community Facilities (current appointee)
 - John Cranfield, Head of Operations, AEM (current appointee)
 - Wayne Brown, Principal Advisor Recovery, Recovery Office (current appointee)

Tauākī whakaaweawe āhuarangi **Climate impact statement**

26. The role of Group Controller and Group Recovery Manager is to respond emergencies including severe weather or other natural disasters. The successful performance of these roles aims to mitigate the impacts of such events and may play a part in strengthening community resilience to the impacts of climate change-related emergencies.

Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera **Council group impacts and views**

27. Appointment of the recommended candidates as Group Controllers and Group Recovery Managers will ensure that there are suitably qualified and experienced persons available to perform the statutory role of Group Controller Group Recovery Manager during emergency events of varying scale.
28. There are no staff members from council-controlled organisations appointed or recommended to be appointed to Group Controller and Group Recovery Manager roles.
29. Appointment of council-controlled organisation staff to alternate Group Controller and Group Recovery Manager roles is possible. At present Auckland Emergency Management are not aware of any council-controlled organisation staff members who are suitably qualified and experienced and available to perform either of the statutory roles.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe **Local impacts and local board views**

30. Local boards are engaged through the course of both the response and recovery stages of emergency management.

Tauākī whakaaweawe Māori **Māori impact statement**

31. Auckland Council has pursued a path of increasing cultural awareness, knowledge of Te ao Māori and Te Tiriti o Waitangi amongst people leaders and staff.
32. Generally, as senior council managers, appointees as alternates to the Group Controller and Group Recovery Manager are expected to bring this knowledge to the role.

33. This contribution to emergency management is further increased with the recommended appointment of council's Tumuaki Huanga Māori as an alternate to the Group Recovery Manager.

Ngā ritenga ā-pūtea Financial implications

34. The proposed appointments are from Auckland Council existing senior management staff. There are no financial implications arising from this report.

Ngā raru tūpono me ngā whakamaurutanga Risks and mitigations

35. Approval of the recommended appointments will ensure that there is extra capacity in Auckland Council to perform the duties required by Civil Defence Emergency Management Act 2002.
36. Expanding the cohort of alternate Group Controllers by three and the cohort of alternate Group Recovery Managers by two provides more capacity and capability during an emergency.

Ngā koringa ā-muri Next steps

37. The Committee will receive further reports relating to the positions of Group Controller and Group Recovery Manager and their alternates, as continue to develop our capability and maintain a cohort of Controllers and Recovery Managers.

Ngā tāpirihanga Attachments

There are no attachments for this report.

Ngā kaihaina Signatories

Author	Wayne Brown - Principal Recovery Advisor
Authorisers	Parul Sood - Deputy Director Resilience and Infrastructure Adam Maggs - General Manager Auckland Emergency Management

Update from the National Emergency Management Agency (NEMA)

File No.: CP2025/02985

Item 11

Te take mō te pūrongo Purpose of the report

1. To provide the Civil Defence and Emergency Management Committee with an update from the National Emergency Management Agency.

Whakarāpopototanga matua Executive summary

Response to the recommendations from the Government Inquiry

2. On 10 October 2024, the Government released its long-term vision to strengthen New Zealand's emergency management system in response to the recommendations in the Government Inquiry into the response to the North Island Severe Weather Events (NISWE).
3. The National Emergency Management Agency (NEMA) has set up the Emergency Management System Improvement Programme (EMSIP) to implement the 15 high-level recommendations from the Government Inquiry.
4. Phase one of EMSIP is complete. The government response accepted all the high-level recommendations, identifying five focus areas with 15 high level actions. The government response was informed by the NISWE and by other events, reviews and inquiries.
5. Phase two is underway, with the preparation of an investment and implementation roadmap for cabinet's consideration. NEMA intends to deliver this high-level roadmap to cabinet in early 2025

Emergency Management Bill

6. In November 2024, cabinet agreed to progress development of the new Emergency Management Bill to be introduced during this term of government.
7. In October 2024, the government released their Strengthening Disaster Resilience and Emergency Management plan which sets out the government's vision for emergency management over the next five years. NEMA is analysing the issues raised in the plan and is developing options to address them and working towards publicly consulting on options between July and September 2025.

Catastrophic Event Handbook

8. The Catastrophic Event Handbook, V1.0 was signed off by NEMA's Chief Executive and the Director Emergency Management. It provides a blueprint to respond to the most severe disasters.
9. The handbook outlines roles and responsibilities by agency, across 11 workstreams to manage an All-of-Government response to a catastrophic level event.
10. The handbook takes a hazard-agnostic approach to the response and recovery aspects of a catastrophe. It is scalable and allows for hazard-specific plans to be developed under this framework.

Tsunami template NWS and EMA consultation

11. NEMA is seeking feedback on the content of draft land and marine tsunami warning National Warning System (NWS) and Emergency Mobile Alert (EMA) templates.
12. The current single National Warning: Tsunami Threat to land and Marine Areas template is being replaced with two separate templates:
 - National Warning: Tsunami Threat to Land and Marine Areas – prepare to evacuate
 - National Warning: Tsunami Threat to Land and Marine Areas – immediate evacuation required
13. The new templates have been drafted in line with best practice for writing warning messages and lessons from past events and exercises. They have also been written to be consistent with the existing CDEM Group EMAs for a land and marine tsunami threat and reinforce the message that local evacuation instructions will come from Civil Defence Emergency Management Groups.

Starlink

14. NEMA is still seeking internal approvals for the Starlink agreement to go-live. NEMA are not able to provide a definite date of when the service will be available.

Ngā tūtohunga Recommendation/s

That the Civil Defence and Emergency Management Committee:

- a) whiwhi / receive the update report from the National Emergency Management Agency.

Ngā tāpirihanga Attachments

There are no attachments for this report.

Ngā kaihaina Signatories

Author	Mike Gillooly – National Emergency Management Agency
Authorisers	Parul Sood - Deputy Director Resilience and Infrastructure Adam Maggs - General Manager Auckland Emergency Management

Plans for Exercise Manaaki

File No.: CP2025/03058

Te take mō te pūrongo Purpose of the report

1. To inform the Civil Defence and Emergency Management Committee of the plan for a large-scale welfare emergency relief focused exercise titled Exercise Manaaki.

Whakarāpopototanga matua Executive summary

2. Auckland Emergency Management (AEM) is the lead of the Auckland Welfare Coordination Group (AWCG).
3. AEM has developed a Welfare User Guide that includes an expanded welfare function within the Emergency Coordination Centre (ECC). This is to support managing welfare / emergency relief arrangements at a large-scale given the size and population density of the Auckland Region.
4. Although there is ongoing support and training for welfare function roles within the ECC and within a Civil Defence Centre setting, enhanced welfare arrangements are new and currently untested for a large-scale emergency response that spans across the Auckland region.
5. Auckland Welfare Coordination Group agreed that a large multi-agency welfare-focused exercise take place under AWCG's work programme in 2025.
6. Exercise Manaaki will test the enhanced emergency relief / welfare arrangements in a simulated large-scale emergency event across Auckland. The exercise will include:
 - activation of seven Civil Defence Centres (CDCs)
 - activation of the Emergency Coordination Centre (ECC) with a specific focus on the ECC welfare function
 - activation of the Auckland Welfare Coordination Group (AWCG) and the provision of welfare cluster arrangements.
7. Exercise Manaaki will be based on a severe weather event impacting the Auckland region. The scenario enables the testing of welfare arrangements in a multi-agency setting with the activation of seven Civil Defence Centres across multiple locations in the Auckland region (North, Central, West, and South).
8. The Auckland Welfare Coordination Group will practice providing welfare and emergency relief in response to an emergency severe weather event in accordance with Auckland CDEM Group's welfare processes detailed in the recently updated Welfare User Guide.
9. The exercise will test AWCG's coordination of welfare response through the cluster arrangements of welfare support that includes accommodation, household goods and services, financial assistance, psychosocial support and animal welfare.

10. Exercise Manaaki will take place between 30 April and 2 May 2025. There will be four phases to the exercise over the three days, each with a different focus as identified in the table below.

Table 1. phases of Exercise Manaaki

Phase 1 Lead-in 30 April 2025	Phase 2 Activation 1 May 2025	Phase 3 Response 2 May 2025	Phase 2 Close/Deactivation 3 May 2025
<ul style="list-style-type: none"> Situational awareness established to inform a shared multi-agency common operating picture 	<ul style="list-style-type: none"> Activation and initial response arrangements in a multi-agency setting Agency interoperability 	<ul style="list-style-type: none"> Welfare/emergency relief response arrangements in a multi-agency setting Agency interoperability Situational awareness 	<ul style="list-style-type: none"> Activation and initial response arrangements in a multi-agency setting Agency interoperability

11. Exercise Manaaki will be evaluated through:
- observation and reporting from appointed Exercise Evaluators
 - observations from all exercise participants who will be asked to complete an individual exercise participant feedback form.
12. The evaluation criteria will be based on the exercise objectives and key performance indicators.

Ngā tūtohunga Recommendation

That the Civil Defence and Emergency Management Committee:

- a) whiwhi/receive the report outlining the plans for Exercise Manaaki.

Ngā tāpirihanga Attachments

There are no attachments for this report.

Ngā kaihaina Signatories

Author	John Cavanagh – Head of Business and Welfare, Auckland Emergency Management
Authorisers	Parul Sood - Deputy Director Resilience and Infrastructure Adam Maggs - General Manager Auckland Emergency Management

2024/2025 Work Programme Quarter Two Progress Report

File No.: CP2025/02033

Te take mō te pūrongo Purpose of the report

1. To provide the Auckland Emergency Management 2024/2025 Work Programme Quarter Two Progress Report.

Whakarāpopototanga matua Executive summary

2. Auckland Emergency Management (AEM) has developed a quarterly report to update elected members, the Council Group, our emergency management partners, key stakeholders and the public on progress against its annual work programme that implements the five-year Tāmaki Makaurau Auckland Civil Defence Emergency Management Group Plan 2024-2029 (Group Plan).
3. The 2024/2025 Work Programme Quarter Two Progress Report is provided as Attachment A covering the period from 1 October 2024 to 31 December 2024.
4. AEM continues to implement the recommendations from three independent reviews; the Auckland Flood Response Review (Bush Review, March 2023), Auckland Severe Weather Events 2023 (Toa Review, August 2023) and the Auckland Council: Preparedness for Responding to an Emergency (Office of the Auditor-General Review, June 2023).
5. AEM has completed 43 of the total 51 recommended actions from those three reviews and is on track to complete the remainder by the end of the 2025/2026 financial year.
6. Significant progress has been made across the nine workstreams of AEM's work programme by completing 22 of the 28 quarter two key milestones, including:
 - six marae developing their Marae Preparedness Plan
 - host or contributed to four or more events engaging religious communities in community readiness
 - development of 20 Local Board Emergency Readiness and Response Plans
 - new / improved emergency management website
 - 240 staff upskilled, 14 trainings delivered and eight engagements across all Coordinated Incident Management Systems (CIMS) functions
 - five tiered exercises completed including a large-scale, multi-agency annual exercise
 - analysis of fit-out requirements for all civil defence centres was complete
 - a training framework for the Needs Assessment Tool was developed
 - participation in the North Island New Zealand Response Team (NZRT) exercise run by Wellington Civil Defence Emergency Management Group.
7. Six of the quarter two key milestones are delayed primarily due to capacity constraints (being addressed through recruitment) and internal or external dependencies on subject matter experts but are scheduled to be finalised by the end of this financial year.
8. AEM is well-positioned to build on its quarter two progress, with 25 key milestones planned to be completed in quarter three and is on track to achieve all milestones of the 2024/2025 work programme by 30 June 2025.

Ngā tūtohunga Recommendation/s

That the Civil Defence and Emergency Management Committee:

- a) whiwhi / receive the Auckland Emergency Management 2024/2025 Work Programme Quarter Two Progress Report.

Horopaki Context

9. To improve our transparency and accountability, Auckland Emergency Management (AEM) has developed a quarterly report to update elected members, the Council Group, our emergency management partners, key stakeholders and the public on progress against its annual work programme.
10. The annual work programme implements the five-year Tāmaki Makaurau Auckland Civil Defence Emergency Management Group Plan 2024-2029 (Group Plan).
11. A framework to report the progress of actions under the Group Plan and AEM's 2024/2025 Work Programme on a quarterly basis was received by this committee in September 2024 ([CDEM/2024/12139](#)).
12. AEM presented the first quarterly progress report to this committee at the November 2024 meeting which covered work programme activity during the quarter one period from 1 July 2024 to 30 September 2024.
13. The Auckland Emergency Management's 2024/2025 Work Programme Quarter Two Progress Report is provided as Attachment A, covering the period from 1 October 2024 to 31 December 2024.

Tātaritanga me ngā tohutohu Analysis and advice

14. Significant achievements have been made over the second quarter of the Auckland Emergency Management 2024/2025 Work Programme (and implementing the five-year Group Plan) by completing recommendations from external reviews on the 2023 severe weather events and milestones in the work programme.

We are on track to implement all but two recommendations from external reviews by July 2025

15. In September 2024, the Office of the Auditor General audit report, Improving Auckland Council's Emergency Preparedness: A follow-up report, acknowledged that Auckland Emergency Management (AEM) had completed 38 of the 51 recommendations from the external reviews following the 2023 severe weather events and that work was ongoing to address the remaining 13 recommendations.
16. Over this quarter two period (from 1 October 2024 to 31 December 2024) AEM has completed five of the remaining 13 recommendations. Six remaining recommendations are planned to be completed before July 2025, leaving two recommendations to be completed in the 2025/2026 financial year.

17. Table 1 below identifies the five recommendations that were complete in quarter two by the green tick and an explanation. The table also shows the remaining recommendations with timeframe of when each would be implemented and complete.

Table 1. Remaining review recommendations completion timeframes

When the remaining review recommendations will be complete								
	Review recommendation	2024/2025			2025/2026			
		Q2	Q3	Q4	Q1	Q2	Q3	Q4
Bush Review	15. Communicate the CDC database	✓			Completed with the production of the Civil Defence Centre Locator Tool available via an app and on Auckland Emergency Management's refreshed website			
OAG Review	6. Keep the public well informed	✓			Completed with the refreshed and updated website and social media platforms as well as integrating with council's marketing and public relations team			
Toa Review	4. Governance training	✓			AEM regularly updates key documents that guide council's governance (such as the Mayoral Guide and Standard Operating Procedures) AEM are developing induction collateral and are incorporating governance participation in response exercises			
	18. Develop a plan for the use of volunteers	✓			A draft Volunteer Framework has been developed categorising distinct volunteer groups and outlining strategic approaches for engaging and managing each group with key actions identified			
	22. Pre-identify CDCs based on requirements	✓			We currently have 115 Civil Defence Centres (CDCs) identified across the Auckland region			
	10. Identify personnel to support the Emergency Coordination Centre							
	6. Determine local response arrangements							
	7. 'Just-in-Time' trainings							
	15. Clear procedures for use of ESRI / ArcGIS (geographical information systems)							
	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								

Most of the quarter two milestones in AEM's 2024/2025 Work Programme have been achieved

18. AEM made significant progress during quarter two, completing key milestones and achieving strategic advancements across its key change initiatives and nine workstreams.

19. Of the 28 key milestones for this quarter from the nine workstreams, 22 have been achieved, including:
- six marae developing their Marae Preparedness Plan
 - host or contributed to four or more events engaging religious communities in community readiness
 - development of 20 Local Board Emergency Readiness and Response Plans
 - new / improved emergency management website
 - 240 staff upskilled, 14 trainings delivered and eight engagements across all Coordinated Incident Management Systems (CIMS) functions
 - five tiered exercises completed including a large-scale, multi-agency annual exercise
 - analysis of fit-out requirements for all civil defence centres was complete
 - a training framework for the Needs Assessment Tool was developed
 - participation in the North Island New Zealand Response Team (NZRT) exercise run by Wellington Civil Defence Emergency Management Group.
20. Six of the quarter two key milestones have been delayed but are scheduled to be complete by the end of this financial year as shown in Table 2.

Table 2. Estimated completion of delayed milestones

Delayed milestone	Estimated completion
Community Emergency Hub guide is finalised and launched	Q4
Hazard story books delivered in braille and sign language	Q4
Creation of a tiered recruitment plan	Q4
Elected member handbook is updated	Q4
AEM business risk register finalised	Q4
Lifelines: The Vulnerability Study, Electricity Outage Plan, Generator Plan and Fuel Plan have been updated	Q3

21. Graph 1 below shows the number of milestones completed or delayed per workstream.



Graph 1. AEM 2024/2025 work programme milestones per workstream completed or delayed

22. Delays of milestone achievement within predicted timeframes are primarily due to capacity constraints (being addressed through recruitment) and internal or external dependencies on subject matter experts. More information on the delayed milestones is provided in section 04 of Attachment A.

23. The three milestones that were delayed in quarter one are now complete. These are:
- milestones identified on actions in the Group Plan for years 2024 – 2029
 - digital channels are optimised for accessible and cultural needs
 - volcanic response plan completion.

We are on track to achieve our end of year milestones by 30 June 2025

24. Despite the delays in achieving some key milestones within the anticipated timeframe, we remain on track to achieve our annual goals and end of year milestones of AEM's 2024/2025 work programme.
25. AEM is well-positioned to build on its quarter two progress, with 25 key milestones planned to be completed in quarter three that will be reported on at the next committee meeting in June 2025.

Steady progress is being made on achieving the five-year objectives of the Group Plan

26. Each of the 16 objectives and 33 actions in the five-year Group Plan have several associated milestones in AEM's 2024/2025 Work Programme.
27. In the second quarter of the Work Programme 2024/2025, AEM made steady progress on most of the five-year objectives and actions in the Group Plan, see section 05 of Attachment A.

Tauākī whakaaweawe āhuarangi Climate impact statement

28. The Group Plan and associated work programme contain actions to increase understanding of current and future hazard risks and required mitigation. This includes hazards that are expected to become more likely due to severe weather related to climate change.
29. Many of the milestones in AEM's work programme and actions in the Group Plan support the implementation of Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan Action area C1: Work together to strengthen the resilience of our communities, people and places.
30. The Group Plan and annual work programme contain actions that involve collaboration with central government agencies to adapt to the impacts of climate change.

Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera Council group impacts and views

31. AEM is working collaboratively with departments who have a role in Auckland's emergency management to build our overall capacity and capability including Planning and Resource Consents, Chief Sustainability Office, Group Recovery, Parks and Community Facilities and Community Wellbeing.
32. AEM works closely with subject matter experts across the Council Group in sharing scientific and technical information.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe Local impacts and local board views

33. Many of the actions and milestones in AEM's 2024/2025 Work Programme involve building the resilience and capability of local communities to effectively respond to an emergency. Two of the key change initiatives that work directly with communities are:
- Community Engagement and Support Programme
 - Marae and Whakawhanaungatanga Programme.
34. Other examples of AEM's direct local action are provided in section 04 of Attachment A.

- 35. Local boards have an important role to play in supporting disaster resilient communities through their knowledge of local communities and local government.
- 36. The AEM 2024/2025 Work Programme includes actions that support local boards with building resilient and adaptive communities, such as: development and implementation of 20 Local Board Emergency Readiness and Response Plans, identification of Community Emergency Hubs, and community emergency readiness events.

Tauākī whakaaweawe Māori Māori impact statement

- 37. The Group Plan, AEM’s annual work programme, and the key change initiatives include actions that aim to build strong relationships with mana whenua and mataawaka, to ensure greater recognition, understanding, and integration of tikanga and Te ao Māori in emergency management.
- 38. Many of these actions are grouped in the Marae and Whakawhanaungatanga Programme of AEM’s 2024/2025 Work Programme. This programme includes securing mana whenua and mataawaka representation in the Incident Management Team, emergency management training provided to marae, and delivery of the Kia Rite, Kia Mau programme to schools and kura throughout Tāmaki Makaurau.
- 39. These actions align with Kia Ora Tāmaki Makaurau mana outcomes.
- 40. Over the quarter two period, AEM has defined our commitment to improving outcomes for Māori and created the following objectives under the five mana headings of Kia Ora Tāmaki Makaurau.

Table 3. AEM commitments to Kia Ora Tāmaki Makaurau mana outcomes

Kia Ora te Hononga	Kia Ora te Marae	Kia Ora te Whānau	Kia Ora te Taiao	Kia Ora te Tangatahi
Mana whenua entities and Māori communities are active partners in the decision-making process to plan for, and activate, an emergency response in their local area	Tāmaki Makaurau Marae are centres of excellence in being prepared to support and provide services to whānau and their local area residents during an emergency event	Whānau, Hapu, Marae and Iwi are resilient and capable of responding to and providing support to recover from an emergency event	The approach to emergency management actively exercises kaitiakitanga principles and concepts in protecting and enhancing the environment	Through the delivery of the Kia Rite, Kia Mau programme to schools across Tāmaki, rangatahi feel empowered to participate meaningfully and effectively in building the resilience of their local community

- 41. These objectives for improving Māori outcomes are now included in AEM department’s delivery plan and business plan for the period of 1 July 2024 – 30 June 2025 under the Resilience and Infrastructure directorate reporting framework.

42. The delivery plan also includes AEM's key work programme deliverables to improve outcomes for Māori which are:
- supporting the development of Marae Preparedness Plans and Marae Response Plans
 - Kia Rite, Kia Mau school programme delivery
 - Senior Iwi-Māori Resilience Advisor positions providing bespoke support to Marae and Iwi in Tāmaki Makaurau
 - provision of hazard education, emergency training and resources to Marae and Iwi to support disaster / emergency preparedness
 - establish and implement Te Taunga within our department and connect across the directorate.

Ngā ritenga ā-pūtea **Financial implications**

43. Work programme actions are funded through Auckland Council's AEM departmental budget, the central government Storm Fund, National Emergency Management Agency (NEMA) funding and through NEMA's Tech Fund.
44. It is not anticipated that additional funding would be required to undertake any actions in AEM's 2024/2025 Work Programme.

Ngā raru tūpono me ngā whakamaurutanga **Risks and mitigations**

45. While some quarter two milestones were delayed due to capacity constraints (being addressed through recruitment) and internal or external dependencies on subject matter experts, AEM is on a clear path to ensure progress remains on track for achieving the objectives of the five-year Group Plan.

46. Potential risks that could impact AEM’s delivery of the 2024/2025 work programme, improving outcomes for Māori, completing review recommendations and progress towards achieving the five-year objectives of the Group Plan, are identified in Table 4 below.

Table 4. Potential risks for AEM’s planned achievements and progress

Risk	Risk level	Mitigation
AEM is activated to manage an emergency event: If staff are required to monitor and/or manage an emergency event, this will take resource away from the planned business-as-usual improvement actions / milestones towards achieving our long-term / Group Plan objectives.	High	Increase the number of Duty Managers and Duty Officers skilled in emergency monitoring as well as increasing the in-person duty presence in the Emergency Coordination Centre.
Internal capacity constraints: Staff shortages due to vacancies and promotions may affect key workstreams such as the Capability Growth and Development Programme, Community Engagement and Support, and Response Tools and Arrangements.	High	Staff recruitment to fill key vacancies and use of specialist contractors if required.
External dependencies: Some actions and milestones in AEM’s work programme are reliant on external parties to be achieved such as our emergency sector partners responsible for contributing to key actions or contractors that provide our workforce courses or training exercises.	Medium	AEM is broadening its focus on building sustainable capability systems and structures within council and having strong working relationships and shared goals with our emergency sector partners.
Design and scope changes: Projects like the Community Emergency Hub Guide and the Assurance and Continuous Improvement Framework, risk delays from scope changes or feedback during consultation.	Low	Clear project scope and project management to manage expectations and minimise disruptions. Early stakeholder engagement to allow more time for consultation and approvals.
Technology integration: Delays in launching digital tools, such as AEM’s new website, could arise from technical issues.	Medium	Phased technology rollouts to identify and address technical issues early.

Ngā koringa ā-muri

Next steps

47. Progress on the AEM 2024/2025 Work Programme quarter three milestones will be provided to this committee at the next meeting in June 2025 along with a quarter three progress report.

Ngā tāpirihanga Attachments

No.	Title	Page
A ↓	Auckland Emergency Management 2024/2025 Work Programme Quarter Two Progress Report	41

Ngā kaihaina Signatories

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Authorisers	Parul Sood - Deputy Director Resilience and Infrastructure Adam Maggs - General Manager Auckland Emergency Management

Summary of Civil Defence and Emergency Management Committee information memoranda, workshops and briefings - 18 March 2025

File No.: CP2025/00954

Item 14

Te take mō te pūrongo

Purpose of the report

1. To whiwhi / receive a summary and provide a public record of memoranda, workshop and briefing papers that may have been held or been distributed to committee members.

Whakarāpopototanga matua

Executive summary

2. This is a regular information-only report which aims to provide greater visibility of information circulated to committee members via memoranda/workshops and briefings or other means, where no decisions are required.
3. The following memoranda/information have been sent:

Date	Subject
18/12/2024	Notification for MetService Severe Weather Watches

4. The following workshops/briefings have taken place for the committee:

Date	Subject
9/12/2024	Briefing: Ready for Summer

5. These documents can be found on the Auckland Council website, at the following link: <http://infocouncil.aucklandcouncil.govt.nz/>
 - at the top left of the page, select meeting/te hui “Civil Defence and Emergency Management Committee” from the drop-down tab and click “View”;
 - under ‘Attachments’, select either the HTML or PDF version of the document entitled ‘Extra Attachments’.
6. Note that, unlike an agenda report, **staff will not be present to answer questions about the items referred to in this summary.** Governing Body members should direct any questions to the authors.

Ngā tūtohunga Recommendation/s

That the Civil Defence and Emergency Management Committee:

- a) whiwhi / receive the Summary of Civil Defence and Emergency Management Committee information memoranda, workshops and briefings – 18 March 2025.

Ngā tāpirihanga Attachments

No.	Title	Page
A⇒	Notification for MetService Severe Weather Watches (<i>Under Separate Cover</i>)	
B⇒	Ready for Summer (<i>Under Separate Cover</i>)	

Ngā kaihaina Signatories

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