

# QUARTER TWO PROGRESS REPORT

YEAR TWO  
GROUP PLAN WORK PROGRAMME,  
FINANCIAL YEAR 2025/26

1 OCTOBER 2025 - 31 DECEMBER 2025



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



# About this report

Welcome to the second quarterly progress report against our Year 2 Group Plan Work Programme. **This report provides an overview of work delivered from 01 October to 31 December 2025**, documenting progress towards the Year 2 measures of the Tāmaki Makaurau Auckland Civil Defence and Emergency Management Group Plan 2024–2029. The report is intended for both governance bodies and the public, keeping stakeholders informed of key activities, achievements and challenges across major workstreams set out in the Group Plan, and **explaining how current work supports long-term goals**.

**At the beginning of the financial year, we established 142 success measures, grouped under 55 initiatives, in the Year Two Group Plan Work Programme** (linked [here](#)). To support planning and make progress easier to track, each success measure was broken down into quarterly milestones. **The milestone that represents the final delivery of a success measure is treated as a key quarterly milestone for reporting**. In some cases, a single success measure involves significant stages of work across multiple quarters, with progress reported more than once to reflect major developments.

For reduction actions led by other Council departments, progress is still tracked through our work programme but reported only annually, unless those actions are completed earlier. This avoids double-reporting, as those departments already provide progress updates through other Council channels.

This financial year, **several updates have been made to the report format to lift our focus and strengthen the connection between quarterly progress and long-term goals**. The Strategic Progress Snapshot continues to show alignment with the 16 Group Plan objectives, while other reporting **elements have been refined to draw attention to end-of-year success measure achievement**. This helps ensure each quarter reflects not just what has been completed, but how that work contributes to the wider five-year outcomes. It also emphasises whether any delays in quarterly milestones are likely to affect end-of-year goals, keeping the focus on overall impact rather than interim timing.



# General Manager's summary

“

Quarter Two has been a period of strong delivery and continued consolidation across the Group Plan work programme. The foundations established earlier in the year have enabled teams to progress key initiatives at pace, while also supporting one of the largest operational readiness activities undertaken this cycle. The completion of Exercise Te Tai Āniwhaniwha, major advancements in training design, and improvements to core systems and digital tools have collectively strengthened Auckland's readiness to respond to emergencies of all scales.

Effort this quarter has focused on maturing our operational structures, supporting and expanding our ACES workforce, enhancing the accessibility and reliability of public information channels, and deepening engagement with Auckland's diverse communities. These activities continue to reinforce our commitment to equitable, community-centred resilience. Progress has also been made in the areas of recovery planning, interoperability with partners, and improvements that support clearer roles, responsibilities and decision-making across the emergency management system.

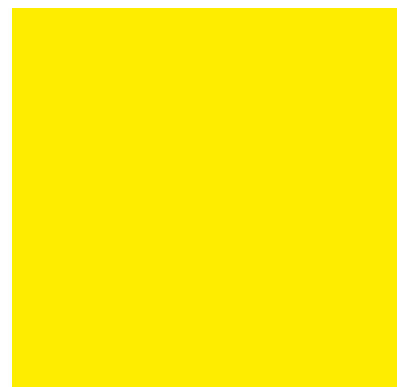
While some work is continuing into future quarters to allow for sequencing and cross-agency alignment, delivery remains firmly on track. The programme is well-positioned for the remainder of the year, with a strong trajectory toward meeting the Year Two outcomes of the Group Plan and strengthening Auckland's ability to prepare for, respond to and recover from emergencies.

”

Sincerely, Ngā mihi nui

**Adam Maggs**

General Manager  
Auckland Emergency Management  
Auckland Council



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# QUARTER 2 IN NUMBERS



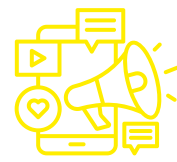
**13**

meaningful engagements with disproportionately impacted and diverse communities



**9.2k**

engaged website sessions (users visited >10 seconds or viewed 2+ pages)



↑1k

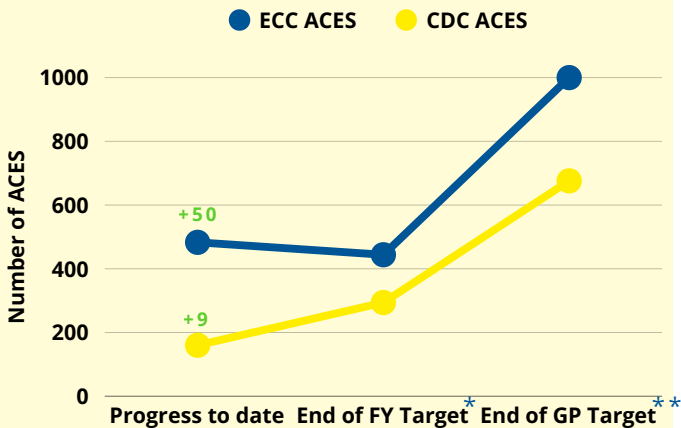
**86k**

people following the Auckland Emergency Management Facebook page

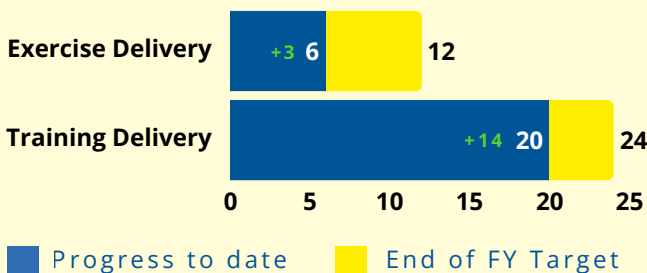
## Building a skilled emergency management workforce



### Expanding the Auckland Council Emergency Support Staff Programme...



### ...and supporting their capability through training and exercising



## Embedding and expanding the Whakaoranga marae whakaoranga whānau programme

Expansion of WMWW to new Marae



Supporting Marae in preparedness planning



## Enhancing Māori representation across the system

Whakawhanaungatanga with mana whenua iwi



Whakawhanaungatanga with Māori organisations



## Empowering tamariki and rangatahi to be emergency ready

Kia Rite Kia Mau Delivery - Student Reach



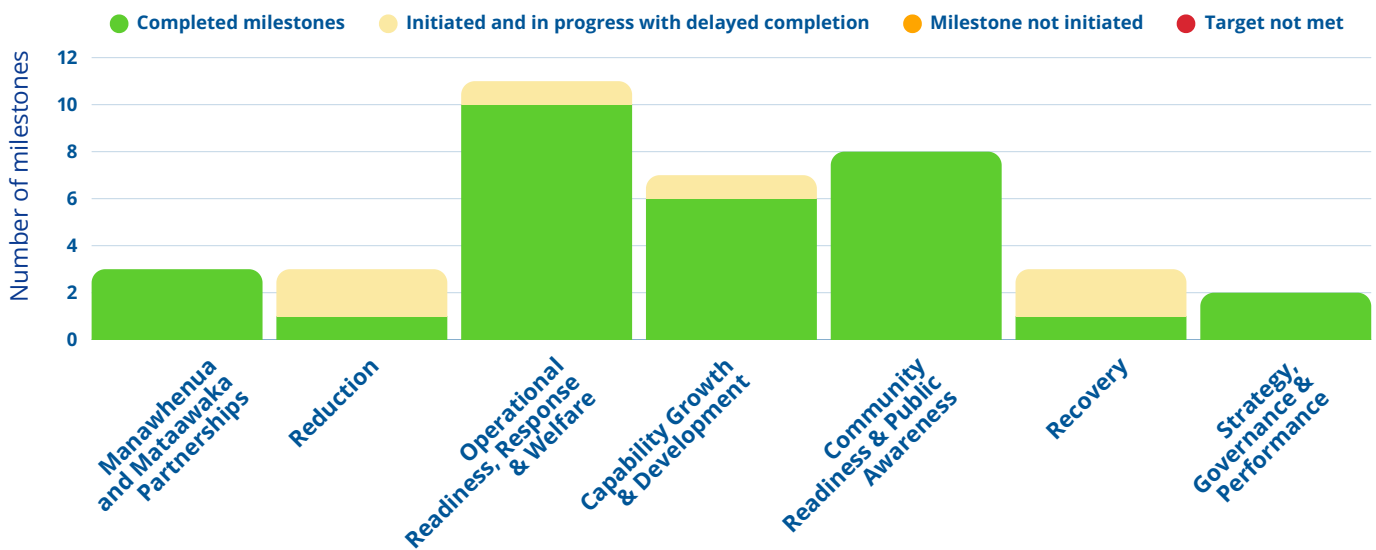
\*Financial Year

\*\*The Auckland CDEM Group Plan 2024-2029

# MILESTONES AT A GLANCE

## Status of Quarter 2 key milestones

This quarter, **31 of the 37 key milestones** scheduled for completion were **successfully achieved**. The remaining 6 planned milestones are all initiated and in progress, with final completion deferred to future quarters. **Importantly, there were no planned milestones that failed to initiate and no targets not met.** The graph below shows the status of the 37 key milestones by workstream, a full list describing each of these is provided in Appendix 1.



## Quarter 2 milestones with delayed completion

This table provides further details on the six milestones that were not completed on time in Quarter 2. Work was initiated for all below milestones, however, final completion is delayed.

Delayed Quarter 2 milestone	Reason for delayed completion / other commentary	Expected completion	Linked end of year success measure and its status	
Major update to technical report for natural hazardscape report completed.	The update has been largely complete with final approvals now taking place in Quarter 3.	Quarter 3	Update of Auckland's natural hazardscape report (NHRMAP part 1)	On track
Natural hazard communication strategy mapped out and strategy execution plan defined	The LIM changed communication plan has been developed but the associated strategy is delayed due to availability of key staff.	Quarter 3	Development and operational execution of natural hazard data and communication strategy (part of LIMs Hazard Improvements Programme)	On track

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# MILESTONES AT A GLANCE

## Quarter 2 milestones with delayed completion (continued)

This table continues from the previous page and provides further details on the six milestones that were not completed on time in Quarter 2.

Delayed Quarter 2 milestone	Reason for delayed completion / other commentary	Expected completion	Linked end of year success measure and its status	
Recommendations on the most suitable Incident Management System (or suite of tools), to meet AEMs needs is provided for approval.	Thorough requirements-gathering has been completed and documented; however, the original end of year success measure of identifying a suitable system will no longer be delivered this FY. Funding from a related project has been redirected to this initiative, and the scope has been updated accordingly. This includes outsourcing the system analysis and appointing a new project manager, requiring adjusted timelines to reflect current workload. End of year success measure has been revised.	Quarter 4	Comprehensive requirements for an incident management system are completed and documented to support the development of a proposal for external consultants	The revised success measure is on track
Each Function has developed and set up structures for their engagement plans	Several Functions have been supported by the Senior Emergency Support Staff Advisor, however, due to conflicting schedules finalising the remaining few have been delayed until Quarter 3.	Quarter 3	An ACES Engagement Plan is Finalised, approved and implemented	On track
Recovery Engagement Plan developed	As above	Quarter 3	A Recovery Function engagement plan is developed	On track
Final Recovery communications products delivered	Work to develop the recovery communications products is well underway with final delivery deferred to Quarter 3 due to dependency on another team.	Quarter 3	Recovery Communications products are developed for various audiences including Aucklanders, Council and national stakeholders	On track

# STRATEGIC PROGRESS SNAPSHOT

## Quarter 2 progress against Group Plan Objectives

Rather than focusing on individual milestones, **the following charts summarise how completed work contributes to each Group Plan objective.** Each chart includes the objective number, a brief description, and a summary of relevant Quarter 2 activity.

The full wording of each objective is available in the Group Plan (linked [here](#)), while Appendix 2 identifies which Group Plan Actions and Objectives each key Quarter 2 milestone directly contributed to. The quarterly **summaries below provide a general indication of progress, with detailed reporting to be presented in the annual progress report.**

Objective/ Focus area	Progress this quarter against Group Plan Objectives
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Mana whenua and mataawaka partnership</p> <p><b>1</b></p> <p><b>Māori partnerships and resilience</b></p>	<p>This quarter, AEM continued to strengthen marae-led preparedness and response capability across Tāmaki Makaurau through ongoing support of marae in the Whakaoranga Marae, Whakaoranga Whānau (WMWW) programme. <b>Makaurau Marae staff were supported to attend Psychological First Aid training, and Piritahi Marae completed its Marae Preparedness Plan</b>, outlining roles, communication processes, and resources to support whānau and the wider Waiheke community during an emergency.</p> <p><b>For the first time, marae actively participated in a regional exercise, with Makaurau and Ruapōtaka Marae taking part in Exercise Te Tai Āniwhaniwha (tsunami).</b> Participation enabled both marae to test their connection to the ECC and use their E-pod resources, including generators, gazebos, handheld radios and Starlink units. <b>This involvement represents a significant milestone in their progression through the WMWW programme.</b> Additionally, although the annual target to extend the WMWW programme to four new marae was met last quarter, engagement continued with the introduction of the programme to Omaha Marae ahead of a planned 2026 hui to discuss their preparedness aspirations.</p> <p>Delivery of the <b>Kia Rite Kia Mau (KRKM) programme remained strong, with contractors delivering to 860 students this quarter</b>, well above the target of 450. Delivery will be scaled back in later quarters to align with the end of year target.</p>
<p><b>2</b></p> <p><b>Māori representation in system</b></p>	<p>No key milestones were scheduled this quarter. However, progress continued in strengthening mana whenua representation across the emergency management system. <b>Hui have been organised with two iwi, with meetings scheduled to take place in Quarter 3 to explore opportunities for partnership and collaboration.</b> Engagement has also been extended to a new Māori organisation, which will also meet with AEM in Quarter 3 to discuss future involvement in the emergency management space.</p>

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# STRATEGIC PROGRESS SNAPSHOT

Updates on Quarter 2 milestones in relation to the 16 Group Plan objectives, demonstrating their alignment with our strategic goals.

	Objective/ Focus area	Progress this quarter against Group Plan Objectives
Risk Reduction	<p><b>3</b></p> <p>Hazard risks understood and managed</p>	<p>This quarter, <b>the major update to the Natural Hazardscape technical report was largely completed</b> and the draft has already been used to support elected member briefings and community adaptation planning. Final sign-off is pending iwi review and will be completed in Quarter 3. Under the LIM Hazard Improvement Programme, <b>the LIM change communication plan was developed</b> and a baseline survey on customer understanding of natural hazard information was completed. The Natural Hazard Communication Strategy will be finalised next quarter.</p>
	<p><b>4</b></p> <p>Hazard-informed planning instruments</p>	<p><b>Plan Change 120 was publicly notified on 3 November 2025.</b> Notifications for further submissions are scheduled for late Quarter 3. <b>Work also progressed on developing the draft regional community adaptation framework.</b></p>
Operational Readiness	<p><b>5</b></p> <p>Hazard-ready emergency plans</p>	<p><b>Exercise Te Tai Āniwhaniwha was delivered on 19-20 November, successfully meeting the planned milestone to test Auckland's tsunami response arrangements</b> across both the pre-impact and post-impact phases. <b>The exercise involved 327 participants across five locations</b>, including the Emergency Coordination Centre at Auckland House, the Community Distribution Centre in North Harbour, two Community Emergency Hubs in Whangaparāoa, and partner marae in Glen Innes and Māngere. <b>Sixteen partner agencies participated.</b> The exercise also incorporated Duty processes to strengthen readiness across key operational roles. An after-action assessment will inform future improvements.</p> <p>Additional work this quarter included <b>progressing the Severe Weather Response Plan</b> and reviewing the methodology used to assess hazard risk for the Group Plan. <b>Engagement with mana whenua began in December 2025 to support their involvement in future hazard risk assessments</b>, with further meetings scheduled for Quarter 3.</p>
	<p><b>6</b></p> <p>Skilled emergency management workforce</p>	<p>Capability development continued at pace, with <b>fourteen training courses delivered during the quarter.</b> Although the original plan was to deliver an additional six courses, <b>refinements to several programmes were completed ahead of schedule. This enabled the early rollout of the first deliveries of the revised Intermediate course, the updated CDC Foundation course, and the inaugural Field Staff Foundation course</b>, each a significant milestone for the programme. The Field ACES course was not included when setting the annual target of 24 trainings, meaning that <b>overall delivery is now tracking above target</b> and demonstrating strong progress toward building a skilled and well-prepared response workforce.</p> <p><i>Commentary for Objective 6 continues on the next page.</i></p>

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# STRATEGIC PROGRESS SNAPSHOT

Updates on Quarter 2 milestones in relation to the 16 Group Plan objectives, demonstrating their alignment with our strategic goals.

	Objective/ Focus area	Progress this quarter against Group Plan Objectives
Operational Readiness	6  Skilled emergency management workforce	<p>NZRT South achieved a major milestone this quarter, successfully completing its three-day NEMA accreditation and being formally recognised as NZRT23. The team demonstrated capability across the Foundation, CDC Welfare, Flood and Out-of-Region strands, with two minor administrative remedials resolved promptly. <b>This accreditation represents a significant step forward for Auckland’s response capability</b>, strengthening both local readiness and national support capacity. With NZRT23 now fully accredited, Auckland not only enhances its ability to respond to emergencies within the region, but <b>also contributes meaningfully to the nationwide network of deployable response teams able to assist wherever they are needed across Aotearoa.</b></p>
	7  Prepared systems and partnerships	<p><b>FloodEx was held at Wero Waterpark on 29–30 November, bringing together 78 participants and observers</b> from various NZRT teams nationally, alongside Police, FENZ, NSW SES, Surf Life Saving and Coastguard. <b>The exercise focused on strengthening flood and swift-water rescue capability through realistic, scenario-based activities</b> across boat operations, river environments and challenging riverbank access. The exercise demonstrated strong inter-agency integration and a shared commitment to enhancing readiness for flood response.</p> <p><b>AEM also advanced a set of core GIS and technology upgrades this quarter, delivering several key milestones ahead of schedule.</b> Situational awareness viewer (SAV) v2.0 was successfully tested during Exercise Te Tai Āniwhaniwha and now <b>significantly improves situational awareness for Duty and Intelligence functions.</b> In parallel, AEM adopted the FENZ wide area assessment (WAA) data schema and deployed the new WAA Quick Capture tool in AEM’s ArcGIS environment. Field ACES have begun training on the tool, and <b>joint testing with FENZ during Te Tai Āniwhaniwha confirmed strong interoperability and the ability to establish a shared operating picture during regional or national responses.</b></p> <p><b>Progress was made on gathering and documenting requirements for a future incident management system</b>, which will underpin improvements in information flow, tasking, and operational coordination across response structures. <b>Together with the SAV and WAA upgrades, these advancements represent a significant uplift in AEM’s technological readiness and operational intelligence capability.</b></p> <p><i>Commentary for Objective 7 continues on the next page.</i></p>

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# STRATEGIC PROGRESS SNAPSHOT

Updates on Quarter 2 milestones in relation to the 16 Group Plan objectives, demonstrating their alignment with our strategic goals.

Objective/ Focus area			Progress this quarter against Group Plan Objectives
Operational Readiness	7	Prepared systems and partnerships	<p>In the welfare workstream, <b>the pilot Emergency Relief Dashboard was completed and tested</b> during Exercise Te Tai Āniwhaniwha. <b>The tool provides real-time analytics on welfare requests to support SitRep production and decision-making for Logistics and Welfare functions.</b> Further refinement will occur next quarter to ensure the dashboard is fully response-ready. <b>Corrective actions from Exercise Manaaki were also tested and validated, with learnings incorporated into relevant work programmes,</b> including the updated and approved Auckland Welfare Coordination Group workplan.</p> <p>Fleet and asset readiness continued to progress, with the replacement of the previous RAV4 fleet with upgraded Mitsubishi Outlanders and associated response kits. <b>The new Logistics Box Truck is now fully operational, enhancing AEM's capacity to rapidly deploy CDC caches and support large-scale logistics operations during emergencies.</b></p>
Community Readiness	8	Resilient, connected communities	<p>AEM strengthened community resilience this quarter through a broad programme of planning, engagement and targeted support across a diverse range of communities. <b>All Local Board Emergency Response Plans were revised and formally endorsed by their chairs,</b> with refreshed plans now published on the AEM website. This included the launch of the updated Aotea/Great Barrier Island plan, supported through distribution, presentations, and participation at community events on the island. <b>AEM also continued to assist communities through the delivery of five Community Emergency Hub workshops</b> and by supporting interested communities to develop their own resilience plans.</p> <p>Engagement with disproportionately impacted communities continued this quarter. <b>AEM supported youth resilience</b> through four additional Story Time sessions and <b>by co-hosting the national ShakeOut event with NEMA at Ōrewa Beach Primary School, where students participated in 'Drop, Cover, Hold' and a tsunami hīkoi.</b> Work with CALD communities included a workshop with Siaola at the Tongan Methodist Church on 3 October, a morning tea with Islamic leaders on 25 November, and a meeting with a Sikh community leader on 2 December at Radio Spice.</p> <p><b>Engagement with the disability sector remained active</b> through monthly working-group meetings and <b>outreach to organisations including Whaikaha, CCS Disability Action, Muscular Dystrophy NZ and others.</b> AEM also ran an internal workshop using the Australian Disability Inclusive Emergency Management maturity model, shared outputs with stakeholders, progressed accessible information updates (including NZSL and .brf resources), and continued early co-design work on civil defence centre information.</p> <p><i>Commentary for Objective 8 continues on the next page.</i></p>

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# STRATEGIC PROGRESS SNAPSHOT

Updates on Quarter 2 milestones in relation to the 16 Group Plan objectives, demonstrating their alignment with our strategic goals.

Objective/ Focus area			Progress this quarter against Group Plan Objectives
Community Readiness	8	Resilient, connected communities	<p><b>Discussions also advanced on identifying disability-sector facilities that may support emergency relief in future responses.</b> Work with older people included International Day of Older Persons events and several additional readiness sessions with seniors' networks and retirement villages.</p> <p>AEM also delivered targeted engagement with other priority groups. In the business sector, activity was strong, with <b>the annual Business Improvement Districts Emergency Readiness Forum attracting more than 30 participants for a half-day programme featuring AEM operational updates, an ECC tour, hazard briefings, and a case study on establishing an emergency business hub.</b> Feedback was highly positive and reinforced demand for ongoing business-readiness support. A practical readiness workshop was also delivered for Chinese business operators on Dominion Road, supported by AEM's cultural advisors. <b>Engagement with the community-led Resilient Apartments initiative also continued,</b> including participation in the Body Corporate Chairs Group AGM.</p> <p>These activities expanded AEM's reach and supported stronger, more connected and better-prepared communities across Tāmaki Makaurau.</p>
Response	9	Clear, aligned response processes	<p>Progress continued this quarter on strengthening the clarity, consistency and CIMS-alignment of AEM's operational processes through improvements to training design and supporting materials. <b>The Intermediate Course was fully redesigned and brought in-house for delivery,</b> streamlined from two days to one and refocused on Auckland-specific operations. <b>The revised course strengthens participants' understanding of large-scale response</b> thinking, planning and intelligence, <b>and builds their confidence to operate more autonomously within the coordination structure.</b></p> <p><b>The Civil Defence Centre (CDC) Foundation Course was also redesigned and delivered in-house.</b> The updated course is now aligned to Auckland's CDC operating model and <b>aims to build frontline awareness, clarify how staff may be tasked or redirected during an event, and provide a strong foundation in core CDC functions</b> alongside practical tools for response.</p> <p>To support ongoing quality and consistency across AEM's training programme, <b>an Inclusive Learning Checklist and Guide was also developed.</b> This resource will be used throughout the training development process <b>to ensure accessibility standards are embedded from the outset, supporting inclusive learning environments</b> and clearer, more user-centred training materials</p>

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# STRATEGIC PROGRESS SNAPSHOT

Updates on Quarter 2 milestones in relation to the 16 Group Plan objectives, demonstrating their alignment with our strategic goals.

	Objective/ Focus area	Progress this quarter against Group Plan Objectives
Response	10 Scalable response structure	<p>No key milestones were scheduled for this quarter, however, <b>work progressed on ensuring Auckland’s response structure is fit for purpose</b> and able to scale effectively for both localised events and large regional emergencies. <b>A report summarising findings and recommendations from interviews with council and partner-agency subject matter experts was completed.</b> The report examines the current response structure and identifies options for strengthening Auckland’s ability to coordinate and deliver response activities at different scales. Further analysis and formal reporting will take place in Q3.</p>
	11 Safe, supplied refuge spaces	<p>While no formal milestones were scheduled for this quarter, steady progress was made toward strengthening Auckland’s network of safe refuge spaces. <b>Development continued on a dashboard consolidating all public emergency facility datasets</b> (including Civil Defence Centres, community-led centres, marae and accident and emergency care locations) <b>into a single, accessible source.</b> Final confirmations are currently underway, with <b>publication to the AEM website planned as the next step</b> to ensure this information becomes publicly available.</p> <p><b>Relationship-building with key suppliers was also prioritised</b> throughout the quarter <b>to establish the foundations needed for future supplier agreements, memoranda of understanding and a community of practice.</b></p>
	12 Well-supported response personnel	<p><b>Fourteen engagements across response functions</b> were delivered this quarter, with most functions now having clear annual engagement plans in place. <b>AEM also launched the new Function Presentation Series, designed to complement function-specific ACES engagement by providing wider learning opportunities.</b> The series opened with the Response Manager Function presenting a “day in the life” session, followed by presentations from the Iwi Māori Liaison Function and the Logistics Function. <b>The Iwi Function highlighted their liaison role between iwi communities and the ECC,</b> the importance of relationship management, and the capability-building work occurring with marae. <b>The Logistics session provided insight into New Zealand Food Network who focus on redirecting excess bulk food from the commercial sector to the rescue and relief sector.</b></p> <p><b>Work also progressed on increasing response capacity across the ACES programme. Two Field ACES Foundation Courses were delivered</b> to the Auckland Council Rangers team, resulting in <b>40 staff being upskilled to support on-the-ground operational activity</b> within the wider response structure. For the ECC, <b>capacity increased to 483 ECC ACES, an uplift of 42 this quarter.</b></p> <p><i>Commentary for Objective 12 continues on the next page.</i></p>

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# STRATEGIC PROGRESS SNAPSHOT

Updates on Quarter 2 milestones in relation to the 16 Group Plan objectives, demonstrating their alignment with our strategic goals.

Objective/ Focus area		Progress this quarter against Group Plan Objectives
Response	12	Well-supported response personnel
	13	Effective response communications
Recovery	14	Supported community recovery

Work is underway **to strengthen the CDC ACES programme through the development of departmental response plans** for teams that would naturally support CDC operations. **Once these plans are finalised, staff will enter the newly designed 'Working in a CDC' course.** In parallel, development is underway for a CDC Intermediate and CDC Supervisor course to build more advanced capability. **While CDC ACES numbers are unlikely to increase this financial year, the foundations for future capacity growth are being prioritised and established.**

A key milestone was achieved this quarter with **the successful deployment of offline functionality on the live AEM website.** This functionality **ensures public information can continue to be accessed during outages or high-demand periods,** significantly strengthening the reliability of emergency communications.

Further progress was made with **the translation tool, which has been deployed to the test website** and is scheduled for release on the AEM website in Quarter 3. In addition, **development continued on a pilot public information dashboard,** designed to improve the visibility, clarity and speed of information made available to the public during emergency events.

**The Recovery Managers Hui was delivered over two days on 22–23 October,** bringing together Deputy Mayor Desley Simpson, national recovery representatives, regional councils, local government partners and voluntary sector organisations. **The forum focused on lessons and shared learnings from the 2023 weather events, supporting a stronger and more connected national recovery network.**

**Development of Recovery Communications products for Aucklanders, Council stakeholders and national partners also progressed significantly.** Most content is now drafted, **with final products scheduled for completion in March/April.** Work also continued on the Recovery Engagement Plan which is awaiting input from the upcoming Function Manager workshop to inform the plan.

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# STRATEGIC PROGRESS SNAPSHOT

Updates on Quarter 2 milestones in relation to the 16 Group Plan objectives, demonstrating their alignment with our strategic goals.

Objective/ Focus area		Progress this quarter against Group Plan Objectives
Management & Governance	15	Clear roles and direction
Monitoring & Evaluation	16	Aligned, best-practice delivery

AEM continued to strengthen understanding of emergency management roles and responsibilities across elected members this quarter. **An Introduction to Auckland Emergency Management session and tour of the ECC was delivered as part of the Kura Kawana onboarding programme for councillors**, providing an overview of Auckland's emergency management arrangements and coordination functions. **AEM staff also participated in local board cluster onboarding sessions**, sharing key information and answering questions on emergency management to support new members in their roles.

**To further enhance clarity and accessibility of information, AEM developed the AEM Kotahi Emergency Management page for elected members** and produced an Emergency Management Guide for Elected Members, along with a supporting key-contacts reference sheet. **These resources are designed to give elected members a clear understanding of their responsibilities, expectations and escalation pathways during emergencies.**

AEM's core onboarding outputs for newly appointed elected members are now complete, with participation planned in the final onboarding stage taking place in February.

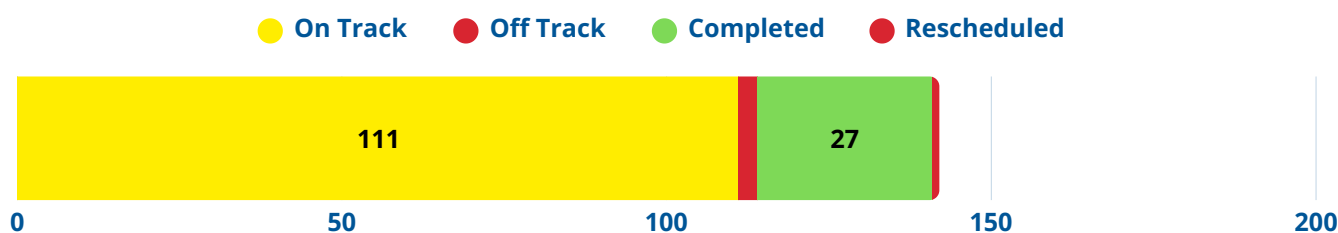
There were no scheduled milestones for this objective in Quarter 2; however, **progress continued on establishing a centralised system to support effective oversight of Group Plan work programme activities, corrective actions and review recommendations.** A business case for procuring the preferred system was tentatively approved by AEM's leadership team, **subject to final approval from Auckland Council's ICT department.**

# STATUS OF YEAR 2 SUCCESS MEASURES

## Status of the end of year (EOY) success measures

Of the 142 success measures, 111 are currently on track, 27 have been completed (9 ahead of schedule), 3 are off track and 1 has been rescheduled to next FY. This distribution reflects success measures phased across the year, with most final milestones scheduled for the second half of the financial year. It also demonstrates how **even though some Quarter Two milestones were not achieved as planned, the end of year success measure still remain on track**.

**Substantial work continues in the background**, with significant effort dedicated to planning, coordination and establishing foundations **that will enable delivery of other success measures later in the year**. Several of the success measures also represent targets being achieved through a phased approach, such as the number of ACES recruited or the number of trainings delivered progressively across quarters.



## Off track and rescheduled EOY success measures

This table provides further details on the three off track and the one rescheduled end of year success measures.

Off track/rescheduled success measure	Status	Reason for being off track / other commentary	Responsive action
Planning is complete for the capital delivery of the endorsed tsunami alerting and warning strategy begins	Off track	There have been multiple changes to the assigned Parks & Community Facilities project manager (PM) for this item. This has resulted in delays in getting traction for the capital works planning.	Meeting set with Parks and Community Facilities (where PM is) to reaffirm roles and responsibilities.
The GIS Strategy is developed and approved	Off track	The immediate enhancement of existing GIS and other intelligence based platforms was prioritised to ensure key improvements were operationally ready. As a result, other items in this workstream, including the GIS strategy, were deprioritised.	While drafting this document will continue this FY, development of the final version and its approval will take place next FY.

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# STATUS OF YEAR 2 SUCCESS MEASURES

## Off track and rescheduled EOY success measures (continued)

This table continues from the previous page and provides further details on the three off track and the one rescheduled end of year success measures.

Off track/rescheduled success measure	Status	Reason for being off track / other commentary	Responsive action
A centralised system is fully operational and actively used by AEM teams to manage all Group Plan Work Programme activities, corrective actions, and review recommendations.	Off track	A business case to procure the preferred system was tentatively signed off by AEM's leadership, conditional to Auckland Council's IT team approval. This approval process has taken longer than anticipated and continues to be worked through.	Ongoing discussions with IT team to satisfy their requirements. Due to these delays the system is unlikely to be fully operational by end of FY. The project plan and timeline will be reassessed following IT approval.
Review and Update (if required) CEG and Committee Terms of Reference (ToR) and Delegations	Rescheduled	The proposed Emergency Management (EM) Bill (No 2) will require membership changes for CEG and name change for CDEM Committee. This is due to come into force by July 2026.	Terms of reference will be reviewed and updated next FY, following release of the updated EM Bill.

# QUARTER 3 FORECAST

## Upcoming priorities by workstream

There are over 20 key milestones scheduled for Quarter 3, reflecting a combination of final delivery points for some success measures as well as phased milestones for larger, multi-stage initiatives.

The table below provides an overview of the priorities for each workstream for Quarter 3 and examples of other planned mahi for the quarter, noting that not all workstreams have key deliverables scheduled for Quarter 3.

Work Stream	Quarter 3 key priorities	Other planned mahi
<b>Manawhenua and Mataawaka Partnerships</b>	<ul style="list-style-type: none"> <li>Whakawhanaungatanga with mana whenua iwi and Māori organisations</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening relationships with the new marae and iwi with whom contact was established in Quarter 1</li> <li>Continued support to marae already participating in the Whakaoranga marae whakaoranga whānau programme</li> <li>Continued phased delivery of the Kia Rite Kia Mau programme</li> </ul>
<b>Reduction</b>	<ul style="list-style-type: none"> <li>Delivery of the draft regional community adaptation framework</li> <li>Update of Auckland's natural hazardscape report</li> </ul>	<ul style="list-style-type: none"> <li>Further submissions for Plan Change 120: Housing Intensification and Resilience</li> <li>Continued work on the LIMs hazard improvement programme</li> <li>Implementation of the Natural Hazard Research Programme</li> </ul>
<b>Operational Readiness, Response and Welfare</b>	<ul style="list-style-type: none"> <li>Phase one of the needs assessment tool redesign is operational</li> <li>Draft CDC Supervisor emergency relief dashboard is complete</li> </ul>	<ul style="list-style-type: none"> <li>Consultation on draft hazard response plans with Council and partner agency SMEs</li> <li>Relocation of AEM Communications Centre from East Coast Bays to Elcoat Avenue</li> </ul>

Table continues on next page.

# QUARTER 3 FORECAST

## Upcoming priorities by workstream

Work Stream	Quarter 2 key priorities	Other planned mahi
<b>Capability Growth and Development</b>	<ul style="list-style-type: none"> <li>• Identification of corrective actions from Exercise Te Tai Āniwhaniwha</li> <li>• Delivery of our scheduled emergency management trainings, exercises and function engagements</li> </ul>	<ul style="list-style-type: none"> <li>• Continued development of an EM 101 training</li> <li>• Scoping for the development of two new courses for the CDC ACES pathway</li> </ul>
<b>Community Readiness and Public Awareness</b>	<ul style="list-style-type: none"> <li>• Host regional Community CDEM Forum</li> <li>• Engagement with disproportionately impacted communities</li> </ul>	<ul style="list-style-type: none"> <li>• Development of a training programme to support the establishment of an ambassador (community champion) programme representative of Auckland's diverse communities</li> </ul>
<b>Recovery</b>	<ul style="list-style-type: none"> <li>• Development of advocacy papers regarding future events and risk, impacted people and their ability to recover, and cost burden of recovery</li> <li>• Recovery Communications products are developed for various audiences including Aucklanders, Council and national stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Soft launch of the Recovery Toolkit</li> </ul>
<b>Strategy, Governance and Performance</b>	<ul style="list-style-type: none"> <li>• Participation in the February elected members onboarding sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Continued work to finalise the draft AEM Continuous Improvement and Assurance Framework</li> <li>• Begin process of developing the FY2026/2027 Work Programme</li> </ul>

# APPENDICES

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# QUARTER 2 STATUS AND END OF YEAR TRACKING

Status of the Quarter 2 milestones by workstream and an indication of how this quarter’s performance has impacted subsequent end of financial year success measures.

WORKSTREAM	QUARTER 2 MILESTONE	STATUS	END OF YEAR SUCCESS MEASURE	STATUS	GP ALIGNMENT
Manawhenua and mataawaka partnerships	At least one marae participates in AEM's tsunami exercise	Complete	Atleast two marae participate in an AEM exercise, testing their role within a response.	On track	Action 1 Objective 1
	Marae are supported to receive Psychological and First Aid training	Complete	Marae are supported in capability and educational development	On track	Action 1 Objective 1
	At least one marae is supported to develop their Marae preparedness and response plan	Complete	Planning: Support 4 Marae to create and complete their preparedness plans [6 total]	On track	Action 1 Objective 1
Reduction	Major update to technical report for natural hazardscape report completed.	Milestone not initiated	Update of Auckland’s natural hazardscape report (NHRMAP part 1)	On track	Action 3 Objective 3
	Integrated Intensification Plan Change is notified	Complete	Integrated Intensification Plan Change is notified, with submissions and further submissions underway	On track	Action 5 Objective 4
	Natural hazard communication strategy mapped out and strategy execution plan defined	Milestone not initiated	Development and operational execution of natural hazard data and communication strategy	On track	Action 4 Objective 3

KEY:

Complete	Milestone not initiated	Target not met	Initiated & in progress with delayed completion	On track	Off track
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# QUARTER 2 STATUS AND END OF YEAR TRACKING

Status of the Quarter 2 milestones by workstream and an indication of how this quarter's performance has impacted subsequent end of financial year success measures.

WORKSTREAM	QUARTER 2 MILESTONE	STATUS	END OF YEAR SUCCESS MEASURE	STATUS	GP ALIGNMENT
Operational Readiness, Response and Welfare	Delivery of tier 3 tsunami exercise Te Tai Āniwhaniwha		Tsunami Response Plan is exercised		Action 7 Objective 5
	The South Response Team undergoes and receives accreditation		The South Auckland New Zealand Response Team receives accreditation		Action 10 Objective 6
	Delivery of the FloodEx Workshop		Same as Q2 milestone		Action 11 Objective 7
	The Situational Awareness Viewer (SAV) platform is enhanced with version 2.0 developed, tested and operational		Situational Awareness Viewer (SAV) is refined and enhanced		Action 12 Objective 7
	The Wide Area Assessment tool is enhanced with the refined version developed, tested and operational		Wide Area Assessment (WAA) Tool is refined and enhanced		Action 12 Objective 7
	Recommendations on the most suitable Incident Management System (or suite of tools), suitable to AEMs needs is provided for approval.		Requirements for an incident management system are completed and documented to support the development of a proposal for external consultants		Action 12 Objective 7

KEY:	Complete	Milestone not initiated	Target not met	Initiated & in progress with delayed completion	On track	Off track
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# QUARTER 2 STATUS AND END OF YEAR TRACKING

Status of the Quarter 2 milestones by workstream and an indication of how this quarter's performance has impacted subsequent end of financial year success measures.

WORKSTREAM	QUARTER 2 MILESTONE	STATUS	END OF YEAR SUCCESS MEASURE	STATUS	GP ALIGNMENT
Operational Readiness, Response and Welfare	Draft ECC emergency relief reporting dashboard is complete		Emergency relief reporting Dashboards are operational		Action 13 Objective 7
	Relevant corrective actions from Exercise Manaaki are incorporated into the Auckland Welfare Coordination Group Cluster work programme		Improvement opportunities from Exercise Manaaki are identified and incorporated into both the AEM and Auckland Welfare Coordination Group Cluster work programmes		Action 13 Objective 7
	Develop Auckland Welfare Coordination Group Work Programme		The Auckland Welfare Coordination Group Work Programme updated and approved		Action 13 Objective 7
	The Logistics truck fitout commences		A vehicle to support rapid deployment of CDC caches is procured and operational		Action 15 Objective 7
	AEM Toyota Rav 4 renewal commences		The RAV 4 operational fleet is fit for purpose		Action 15 Objective 7

KEY:	Complete	Milestone not initiated	Target not met	Initiated & in progress with delayed completion	On track	Off track
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# QUARTER 2 STATUS AND END OF YEAR TRACKING

Status of the Quarter 2 milestones by workstream and an indication of how this quarter's performance has impacted subsequent end of financial year success measures.

WORKSTREAM	QUARTER 2 MILESTONE	STATUS	END OF YEAR SUCCESS MEASURE	STATUS	GP ALIGNMENT
Capability, Growth and Development	Additional course collateral is developed and the pilot intermediate course is held	Complete	Redesign and in-house delivery of AEM Intermediate course	Complete	Action 20 Objective 9
	Redesign and in-house delivery of the working in a CDC course	Complete	Redesign and in-house delivery of the working in a CDC course	Complete	Action 20 Objective 9
	Each Function has developed and set up structures for their engagement plans	Target not met	An ACES Engagement Plan is Finalised, approved and implemented	On track	Action 23 Objective 12
	Launch the wider ACES presentation series and deliver two sessions	Complete	The ACES presentation series is launched, with 6 sessions delivered	On track	Action 23 Objective 12
	One department or team is embedded in the Field Staff ACES programme by end of Q2	Complete	Introduction of Field Staff ACES Pathway with 3 departments/teams embedded	On track	Action 23 Objective 12
	Implement recruitment strategy for CDC ACES	Complete	Recruit an additional 142 CDC ACES to ensure we have the capacity of 2 full shifts	On track	Action 23 Objective 12
	A Duty Liasion Officer SOP is developed	Complete	Same as Q2 milestone	Complete	Action 20 Objective 9

KEY: Complete Milestone not initiated Target not met Initiated & in progress with delayed completion On track Off track

# QUARTER 2 STATUS AND END OF YEAR TRACKING

Status of the Quarter 2 milestones by workstream and an indication of how this quarter’s performance has impacted subsequent end of financial year success measures.

WORKSTREAM	QUARTER 2 MILESTONE	STATUS	END OF YEAR SUCCESS MEASURE	STATUS	GP ALIGNMENT
Community Readiness and Public Awareness	Complete a refresh of the Local Board ERR Plans to capture changes to listed CEHs and CDCs	Complete	Same as Q2 milestone	Complete	Action 16 Objective 8
	Activities to launch and embed the Aotea/ Great Barrier Island ERR Plan.	Complete	Aotea Great Barrier Local Board Island Emergency Readiness & Response Plan is developed and launched	Complete	Action 16 Objective 8
	Host annual BIDs forum as a platform for increasing readiness capability among businesses	Complete	Increase reach of the SME local business programme and measure results	On track	Action 17 Objective 8
	Implement stakeholder communication plan for the small business portfolio	Complete		On track	
	Delivery of 6 story time sessions to early childhood-aged children, schools and youth delivered cumulatively by end of Q2	Complete	Delivery of 12 story time sessions to early childhood-aged children, schools and youth	On track	Action 19 Objective 8

KEY:

Complete	Milestone not initiated	Target not met	Initiated & in progress with delayed completion	On track	Off track
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# QUARTER 2 STATUS AND END OF YEAR TRACKING

Status of the Quarter 2 milestones by workstream and an indication of how this quarter’s performance has impacted subsequent end of financial year success measures.

WORKSTREAM	QUARTER 2 MILESTONE	STATUS	END OF YEAR SUCCESS MEASURE	STATUS	GP ALIGNMENT
Community Readiness and Public Awareness	Collaborate with community stakeholders to promote the community-led ‘Resilient Apartments initiative	Complete	Auckland Emergency Management provides guidance for the community led initiative 'Resilient Apartments'	Complete	Action 19 Objective 8
	Work with partners to scope facilities managed by disability organisations that could provide emergency relief	Complete	Disability sector input gathered to inform CDC accessibility improvements	On track	Action 19 Objective 8
	The offline AEM website capability is delivered	Complete	Same as Q2 milestone	Complete	Action 26 Objective 13
Recovery	Recovery Engagement Plan developed	Milestone not initiated	Same as Q2 milestone	Complete	Action 29 Objective 14
	Final Recovery communications products delivered	Milestone not initiated	Recovery Communications products are developed for various audiences including Aucklanders, Council and national stakeholders	Complete	Action 28 Objective 14
	Recovery Manager Hui delivered	Complete	Same as Q2 milestone	Complete	Action 28 Objective 14

KEY: Complete (Green), Milestone not initiated (Orange), Target not met (Red), Initiated & in progress with delayed completion (Yellow), On track (Light Green), Off track (Dark Orange)

# QUARTER 2 STATUS AND END OF YEAR TRACKING

Status of the Quarter 2 milestones by workstream and an indication of how this quarter's performance has impacted subsequent end of financial year success measures.

WORKSTREAM	QUARTER 2 MILESTONE	STATUS	END OF YEAR SUCCESS MEASURE	STATUS	GP ALIGNMENT
<b>Strategy, Governance and Performance</b>	Provision of an emergency management Kotahi webpage for elected members	Complete	Emergency management resources and training are provided as part of the onboarding programme for elected members	Complete	Action 31 Objective 15
	AEM Councillor Induction held	Complete		Complete	



KEY:

Complete	Milestone not initiated	Target not met	Initiated & in progress with delayed completion	On track	Off track
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# IMPLEMENTING THE REMAINING REVIEW RECOMMENDATIONS

In June 2023, the Office of the Auditor-General conducted a review of Auckland Council's emergency response performance; combined with two earlier reviews, this resulted in **51 recommendations**. In their follow-up review, they deemed all but 13 recommendations to be complete.

Following the completion of 5 further recommendations last financial year and two in Quarter 1 this financial year, there are currently 6 outstanding items. Planned completion dates were reviewed and revised as part of the Year 2 work programme development. Timings and current commentary provided below.

OUTSTANDING REVIEW RECOMMENDATIONS	WHEN THE RECOMMENDATION WILL BE COMPLETE						
	2025/26 FINANCIAL YEAR				2026/27 FINANCIAL YEAR		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3
15. Clear procedures for use of ESRI/ArcGIS (geographical information systems)	 Procedures were developed over FY2024/25 with final completion and approval taking place at the start of Q1 of FY2025/26.						
28. Work with communities and local boards to identify appropriate community response arrangements	 21 Local Board Emergency Readiness and Response plans have been developed and approved with the final plan (Aotea/Great Barrier Island) being approved in August 2025. These were developed collaboratively with local boards and cover relevant response arrangements.						
6. Determine local response arrangements	A report containing findings and recommendations has been received with analysis and reporting on this due in Q3						
21. Implement the needs assessment solution	Phase 1 of the needs assessment solution remains on track for completion in Quarter 3. Phase 2, however, requires a reset to develop an approach that partner agencies can support, following concerns raised around data-sharing requirements in the initial design. A revised delivery date cannot be confirmed until the new pathway is agreed.						
9. Develop a well-being response plan	Initial action plan of improvement opportunities to embed wellbeing into practice was completed in Q2 with final formatting taking place. Incorporating actions into the GP work programme is scheduled for Q4						
7. 'Just-in-Time' training	Phase 1 of the Just-in-Time e-learning modules was delivered last financial year. Phase 2, which will fulfil this recommendation, is scheduled for completion in Q4						
10. Identify personnel to support the Emergency Coordination Centre	Several components of this action will be delivered this financial year. However, mindful of achieving long term outcomes, full implementation will occur in FY2026/27 as it depends on a change management process led by another department (date to be confirmed).						
19. Work with NEMA to identify a solution for the deployment of resources *	[Empty cell]						

TOA REVIEW

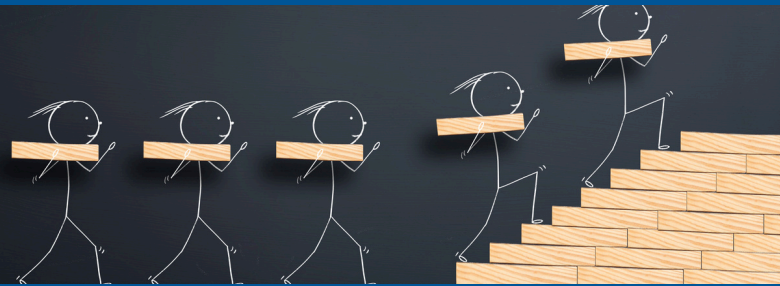
\* Refers to NEMA's deployment of out-of-region staff into our region in a response. This action is dependent on NEMA developing their processes for us to provide input, therefore, this action is to be completed within the life of the Group Plan (by end June 2029). NEMA has not outlined any planned activity in FY2025/26.




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



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