

QUARTER ONE PROGRESS REPORT

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

1 JULY 2025 - 30 SEPTEMBER 2025



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



About this report

Welcome to the first quarterly progress report against our Year 2 Group Plan Work Programme. **This report provides an overview of work delivered from 01 July to 30 September 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



This quarter marks the start of delivery under the Year 2 Group Plan Work Programme, with strong progress made in establishing the foundations that will support successful outcomes throughout the year. The team has focused on positioning key projects, ensuring that resources, sequencing and dependencies are aligned to achieve the end-of-year success measures.

Early results show solid momentum across most workstreams. Much of the activity has centred on preparatory work, including developing frameworks, refining processes and coordinating with partners. These efforts are essential to achieving the long-term goals of the Group Plan.

Some milestones have shifted as schedules were refined and dependencies addressed, but this is expected at this stage and does not indicate risk to overall delivery. Our focus remains on maintaining progress toward the end-of-year goals and strengthening Auckland's readiness, resilience and ability to respond effectively to emergencies.



Sincerely

Adam Maggs

General Manager
Auckland Emergency Management
Auckland Council

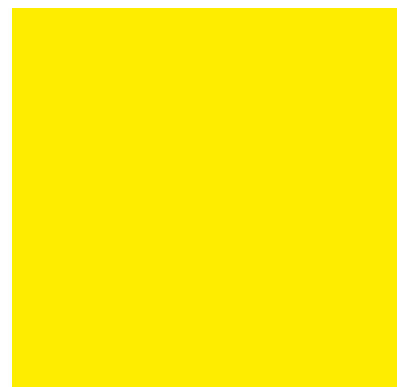


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QUARTER 1 IN NUMBERS



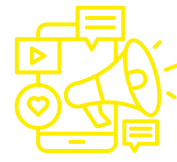
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meaningful engagements with disproportionately impacted and diverse communities



18.6k

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



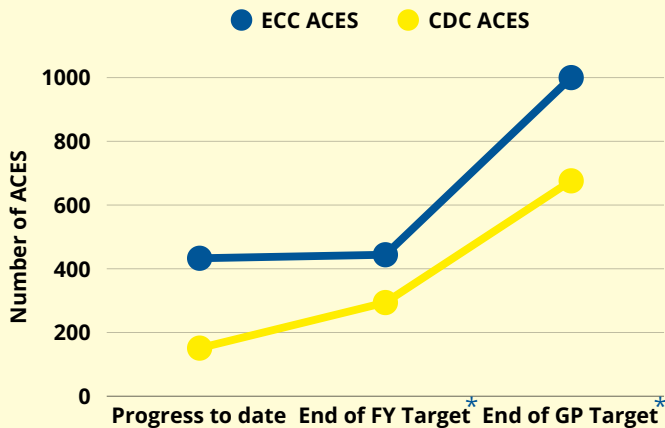
85k

people following the Auckland Emergency Management Facebook page

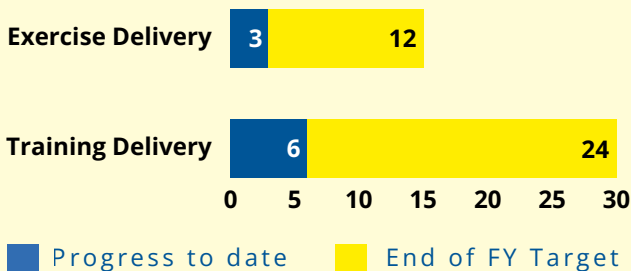
Building a skilled emergency management workforce



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



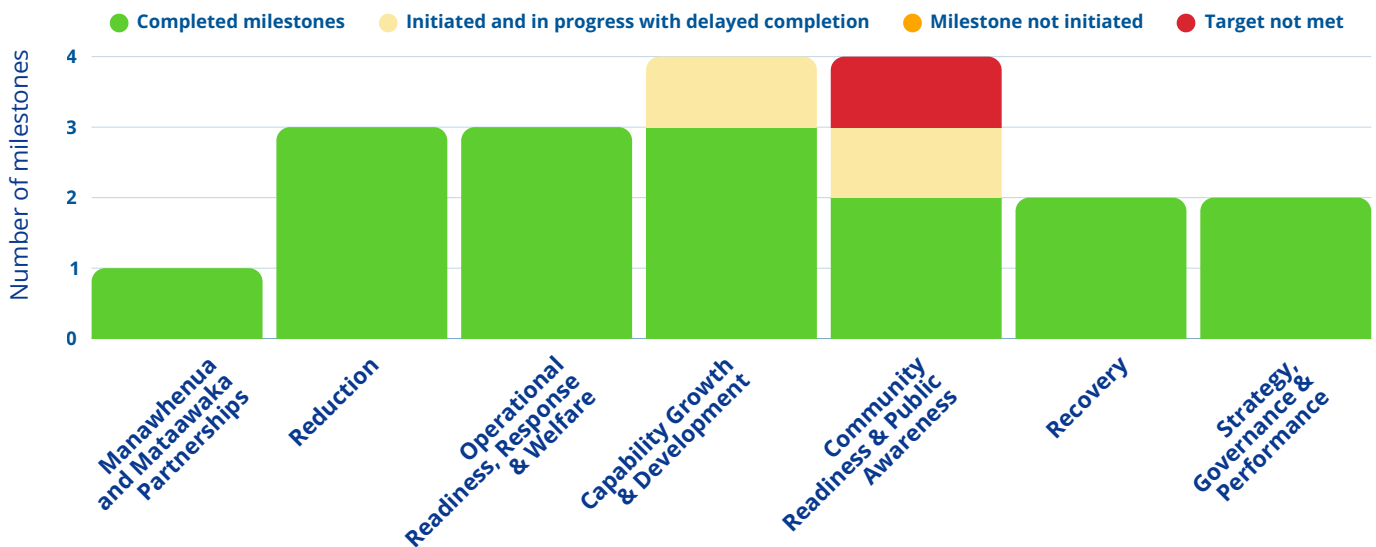
*Financial Year

*The Auckland CDEM Group Plan 2024-2029

MILESTONES AT A GLANCE

Status of Quarter 1 key milestones

This quarter, **16 of the 19 key milestones scheduled for completion were successfully achieved**. Of the remaining three, two were initiated and are currently in progress, with final completion deferred to future quarters, and one target was not met but will be addressed through ongoing work in the coming quarters. The graph below shows the status of the 19 key milestones by workstream. A full list of Quarter 1 key milestones by status is provided in Appendix 1.



Quarter 1 milestones with delayed completion

This table provides further details on the three milestones that were not completed on time in Quarter 1.

Delayed Quarter 1 milestone	Reason for delayed completion / other commentary	Expected completion	Linked end of year success measure and its status	
Exercise programme review and update to be completed and endorsed	The review of the exercise programme has taken place with the updated programme in draft version, approval of this has been delayed due to high staff workload.	Quarter 2	The AEM exercise work programme is revised and updated based on year one performance and learnings	On track
Launch of the refreshed CEH Guide.	The text for the CEH guide has been finalised. The first designed draft has been received. Completion of the designed version of the CEH guide is anticipated by end of October 2025.	Quarter 2	Refreshed Community Emergency Hub resources delivered, including updated guidance, facilitator tools, and community testing scenarios.	On track
Delivery of 3 story time sessions to early childhood-aged children, schools and youth	Two sessions were held with Early Childhood and schools. This quarter priority was given to staff time delivering KRKM while the contracted facilitators were preparing for starting delivery in Q2.	Numbers will be made up through Quarters 2-4	12 story time sessions delivered	On track

STRATEGIC PROGRESS SNAPSHOT

Quarter 1 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 1 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 1 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
Mana whenua and mataawaka partnership	1	<p>Māori partnerships and resilience</p> <p>This quarter, AEM strengthened marae-led preparedness and response capability across Tāmaki Makaurau. Through the Local Preparedness Fund, marae received resources such as survival kits, Starlink satellite units and portable generators to enhance their readiness and ability to support their wider communities during an emergency.</p> <p>Four new marae joined the Whakaoranga Marae, Whakaoranga Whānau programme, meeting the annual expansion target in the first quarter, with future efforts focused on building enduring partnerships. Training in Psychological First Aid and First Aid was provided to kaimahi from three marae, further strengthening local response capability. One marae was also supported in developing a tailored preparedness and response plan.</p> <p>Kia Rite Kia Mau was delivered to 480 students across three schools, also exceeding the quarterly target, and work progressed to develop a full immersion version of the programme.</p>
	2	<p>Māori representation in system</p> <p>No key milestones were scheduled this quarter; however, meaningful progress has been made in enhancing the representation of mana whenua across the emergency management system. Initial contact has been established with two Iwi, with meeting dates to be confirmed to explore opportunities for collaboration. Engagement has also been developed with Hono, a South Island-based organisation that supports Māori leadership in emergency management and fosters culturally grounded, regionally focused disaster resilience. In addition, Māori Wardens were hosted for a tour of the ECC and introduced to AEM staff, fostering stronger relationships and building capacity for future collaboration.</p>

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STRATEGIC PROGRESS SNAPSHOT

Updates on Quarter 1 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	3	Hazard risks understood and managed AEM's 'Get Ready' campaign ran from 15 September to 3 October, encouraging Aucklanders to use daylight savings to 'make a plan' for emergencies. The campaign highlighted hazard awareness, emergency kits and grab bag preparedness, and was delivered via digital billboards, radio, TV, online and social media, helping communities take practical steps to prepare for emergencies.
	4	Hazard-informed planning instruments Plan Change 120: Housing Intensification and Resilience was endorsed for notification at the Policy and Planning Committee on 24 September. Feedback on the National Policy Statement for Natural Hazards (NPS-NH) was provided as part of Auckland Council's submission on Package 1, ensuring planning instruments are consistent with national policy and informed by current and projected hazard risks.
Operational Readiness	5	Hazard-ready emergency plans The Tāmaki Makaurau Auckland Tsunami Resilience Action Plan was approved by the Civil Defence Emergency Management Committee. The plan brings together a decade of research, policy development and national guidance into a single framework to improve understanding of tsunami risk and strengthen regional resilience. It focuses on community planning, public information and targeted support for high-risk coastal areas. A risk assessment workshop was held on 28 August to inform the hazard landscape section of the next Group Plan, identifying Auckland's top hazards, including water supply and dam failure. This was the first of four workshops scheduled for the year and involved a broad range of agencies, ensuring multi-sector input into future hazard and risk planning.
	6	Skilled emergency management workforce AEM strengthened response capability through training, exercises and readiness initiatives. Eleven training sessions were delivered, including Foundation, Advanced (Control and Function Leadership), Psychological First Aid and function-specific courses. Three exercises tested coordination across response functions and planning is underway for a large-scale regional exercise in November. The NZRT South accreditation portfolio neared completion for submission to the national NZRT Secretariat in Quarter 2, marking progress toward full accreditation. Early recruitment also began for a Waiheke-based NZRT squad, with a second campaign planned next quarter to expand candidate numbers.

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STRATEGIC PROGRESS SNAPSHOT

Updates on Quarter 1 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	The Lifelines MapViewer, the planned key milestone for the quarter, was completed and migrated to its new environment, with final data integration scheduled for next quarter. In addition, a Project Initiation Document was approved to identify an incident management system that that best meets AEM's operational requirements.
Community Readiness	8 Resilient, connected communities	<p>The Aotea / Great Barrier Emergency Readiness & Response (ERR) Plan was adopted by the local board on 19 August 2025, providing a clear framework for local emergency preparedness. This milestone means that all 21 local boards now have an ERR. Work on the Civil Emergency Handbook (CEH) guide continued, with the first designed draft received and supporting tools developed for workshops and scenario exercises.</p> <p>Engagement with communities disproportionately impacted by emergencies was a key focus this quarter. AEM participated in the Disability Connect You Transitions Expo, holding 116 conversations and establishing around five new stakeholder relationships. Two meetings of the Initial Working Group for the Disability Sector Inclusion programme identified priorities and actions, with strong stakeholder support for AEM's leadership.</p> <p>Workshops and presentations were delivered across a range of communities, including early childhood and school groups, people living alone and older adults through U3A Pukekohe, Deafblind participants in South Auckland, and attendees at DEBRA NZ's national conference. Connections were also developed with Rainbow Auckland and Seva Charitable Trust, strengthening engagement with LGBTQIA+ and South Asian communities.</p>
Response	9 Clear, aligned response processes	No key milestones were scheduled for this quarter. The Duty Training portfolio was re-scoped, with new learning pathways created. Updated guidance materials were launched with user-friendly online access, supplemented by hard copies as a contingency. These initiatives support consistent, effective and rapid application of processes across different response scenarios.
	10 Scalable response structure	No key milestones were scheduled for this quarter. The review of Auckland's response structure is largely complete, with most interviews and consultations finished. Early findings provide a clear overview of current capabilities , recent developments and insights from function managers and partner agencies, helping to shape a response model that reflects the scale and complexity of Auckland.

STRATEGIC PROGRESS SNAPSHOT

Updates on Quarter 1 milestones in relation to the 16 Group Plan objectives, demonstrating their alignment with our strategic goals.

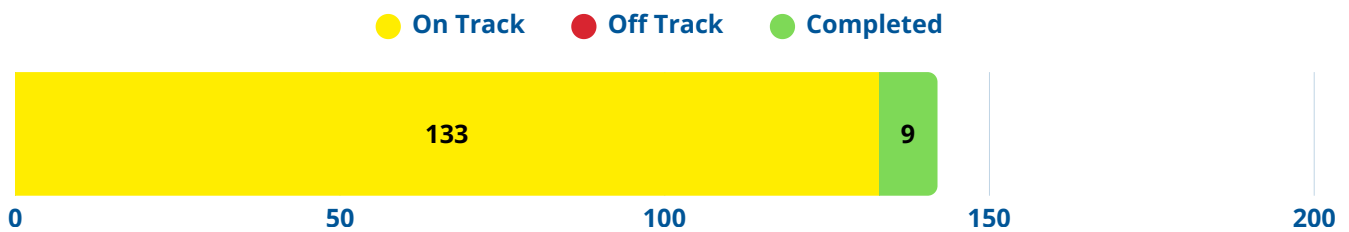
Objective/ Focus area			Progress this quarter against Group Plan Objectives
Response	11	Safe, supplied refuge spaces	No key milestones were scheduled for this quarter. Progress continues on ensuring Aucklanders have access to stocked refuge spaces during emergencies. Draft terms of reference have been prepared to guide the establishment of a Logistics Community of Practice for out of region (OOR) supplies.
	12	Well-supported response personnel	No key milestones were scheduled for this quarter. Twenty-one engagements were held across all functions, and a Field Staff ACES pathway has been scoped and developed. The CDC Recruitment Strategy has been determined, with recruitment to focus on departmental response plans, with appropriate departments being targeted for CDC staff.
	13	Effective response communications	No key milestones were scheduled this quarter. Work progressed on the public information website dashboard, with the concept developed to meet AEM's requirements and currently in pilot design mode.
Recovery	14	Supported community recovery	Key milestones this quarter included the completion of the Recovery in Response Guide (Recovery Deskfile) and AEM's contribution to Module 3, the Recovery Schedule Guide. Through the Tāmaki Makaurau Recovery Office (TMRO), the Recovery Toolkit setup is complete and content is being developed, alongside three recovery-focused advocacy papers with input from subject matter experts. Insights from 22 debriefs and 12 summary reports are being captured and themed to inform ongoing recovery planning, and engagement with Recovery Managers continues to strengthen community recovery capability.
Management & Governance	15	Clear roles and direction	A Local Board ERR Forum was hosted on 7 July, and preparatory work continued to review the Terms of Reference for the Local Board ERR Lead role and Forum. Induction preparations for new elected members following the election were also undertaken to ensure clarity of roles and responsibilities.
Monitoring & Evaluation	16	Aligned, best-practice delivery	Year 1 Group Plan progress was reported, and the Year 2 work programme was developed and approved, ensuring CDEM delivery in Auckland aligns with the Group Plan and reflects best practice.

STATUS AND RISK AGAINST YEAR 2 SUCCESS MEASURES

Status of the End of Year (EOY) Success Measures

Of the 142 success measures, 133 are currently on track, nine have been completed and none are off track. 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 one milestones were not achieved as planned, the end of year success measure can 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.



Risk summary

At the start of the financial year, a **risk assessment was completed for all Year 2 success measures**. Reduction measures led by other Council departments were excluded to avoid duplication, as these are monitored and managed through other mechanisms.

The assessment first considered the inherent risk of not achieving each end of year success measure. Several measures began with high or critical inherent risk ratings. Mitigations were then applied to reduce likelihood or impact, including reprioritisation of effort, sequencing adjustments, targeted resourcing actions and development of stakeholder engagement plans.

The figure to the right shows the residual risk profile after those mitigations. **Overall, the residual profile is stable, with no high or critical risks remaining.**



Risk details continue on the next page

STATUS AND RISK AGAINST YEAR 2 SUCCESS MEASURES

Risk drivers

All risks were analysed and themed to identify common underlying drivers. As demonstrated below, **the top three risk drivers are resourcing and capacity constraints, stakeholder commitment and dependencies on other teams or external partners.**

These reflect the collaborative and resource-intensive nature of the work programme, where much of our success relies on coordinated effort across internal teams and external partners. This highlights the importance of maintaining strong cross-team coordination, realistic sequencing and active workload management to sustain progress toward end-of-year goals.

43 items

Resource and capacity constraints - Limited staff availability or competing priorities.

35 items

Stakeholder commitment - Delays or uncertainty due to low engagement or dependency on partner participation.

26 items

Dependencies - Reliance on timing and deliverables from other projects or external contributors.

11 items

Governance and approvals - Delays due to formal approval or sign-off requirements.

8 items

Scope and design - Risks arising from evolving project parameters or insufficiently defined objectives.

1 item

External environment - Policy, regulatory or contextual changes outside AEM's control.

Ongoing management

Risk assessments will continue to be reviewed and updated quarterly to capture emerging risks, track residual levels, and ensure visibility for governance and leadership oversight. Updates will inform decision-making by highlighting any areas where risk levels increase, ensuring early intervention and accountability are maintained throughout delivery.

QUARTER 2 FORECAST

Upcoming priorities by workstream

There are 19 key milestones scheduled for Quarter 2, 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 2 and examples of other planned mahi for the quarter, noting that not all workstreams have key deliverables scheduled for Quarter 2.

Work Stream	Quarter 2 key priorities	Other planned mahi
Manawhenua and Mataawaka Partnerships	<ul style="list-style-type: none"> Testing the plans and preparations of marae who have done preparation planning and have signed up to participate in the November exercise 	<ul style="list-style-type: none"> Strengthening relationships with the new marae and iwi with whom contact was established in quarter 1 Continued support to marae already participating in the Whakaoranga marae whakaoranga whānau programme Continued phased delivery of the Kia Rite Kia Mau programme Iwi representation on the Coordination Executive Group
Reduction	<ul style="list-style-type: none"> Notification of Plan Change 120: Housing Intensification and Resilience 	<ul style="list-style-type: none"> Continued work on the LIMs hazard improvement programme Implementation of the Natural Hazard Research Programme Continued development of the draft regional community adaptation framework
Operational Readiness, Response and Welfare	<ul style="list-style-type: none"> Delivery of the November Tsunami exercise Recommendations being provided to AEM leadership for the most suitable system (or combination of systems) for an incident management system 	<ul style="list-style-type: none"> Delivery of the FloodEx workshop Completion of a draft ECC emergency relief dashboard

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QUARTER 2 FORECAST



Upcoming priorities by workstream

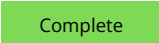
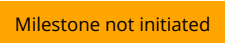
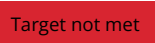
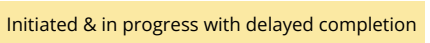
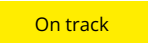
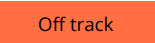
Work Stream	Quarter 2 key priorities	Other planned mahi
Capability Growth and Development	<ul style="list-style-type: none"> • Delivery of our scheduled emergency management trainings, exercises and function engagements 	<ul style="list-style-type: none"> • Roll out of the new duty training structure • Continued development of new training courses and learning modules due for completion in quarters 3 and 4. • Continued development and refinement of supporting operational documents scheduled for completion by end of FY
Community Readiness and Public Awareness	<ul style="list-style-type: none"> • Launch of the recently approved Aotea / Great Barrier Island Local Board Emergency Readiness and Response Plan • Progressing the disability sector inclusion programme through testing of approaches for timely and accessible dissemination of information before, during and after emergencies • Engagement with geographical communities and the public throughout Tāmaki Makaurau as peak event times begin. 	<ul style="list-style-type: none"> • Engagement with disproportionately impacted communities • Piloting and testing several enhancements to the Auckland Emergency Management Website • Establishing the foundations of a project aimed at producing emergency readiness resources for Pasifika youth
Recovery	<ul style="list-style-type: none"> • Hosting the Recovery Forum event in Auckland • Completion of Our Story content • Development of Recovery Function engagement plan for ACES 	<ul style="list-style-type: none"> • Development of a prototype of the Recovery Toolkit • Identification of key lessons to inform the Tāmaki Makaurau Recovery Office Lessons learnt recommendations
Strategy, Governance and Performance	<ul style="list-style-type: none"> • Initial councillor induction from AEM 	<ul style="list-style-type: none"> • Business case approval and subsequent planning initiated for onboarding Asana as AEM's programme management and project management system • Continued work to finalise the draft AEM Continuous Improvement and Assurance Framework

APPENDICES

QUARTER 1 STATUS AND END OF YEAR TRACKING

Status of the Quarter 1 milestones by workstream and an indication of how this quarter’s performance has impacted subsequent end of financial year success measures.

WORKSTREAM	QUARTER 1 MILESTONE	STATUS	END OF YEAR SUCCESS MEASURE	STATUS	GP ALIGNMENT
Manawhenua and mataawaka partnerships	Agreed approach in place for using the Local Preparedness Fund to best support Marae and Iwi.		Same as Q1 milestone		Action 1 Objective 1
Reduction	The Get Ready Emergency Preparedness campaign is delivered		The annual marketing plan is developed and implemented		Action 4 Objective 3
	Draft Integrated Intensification Plan Change completed and endorsement received from elected members to notify the Plan Change		Integrated Intensification Plan Change is notified, with submissions and further submissions underway		Action 5 Objective 4
	A submission on the National Policy Statement on Natural Hazards is endorsed by elected members and submitted to Central Government.		Provide feedback to Central Government on their National Policy Statement on natural hazards		Action 6 Objective 4
Operational Readiness, Response and Welfare	A report is provided to the CDEM Committee to endorse the Tsunami Resilience Action Plan		The Tsunami Resilience Action Plan is approved and incorporated into the Group Plan Work Programme		Action 7 Objective 5

KEY:	 Complete	 Milestone not initiated	 Target not met	 Initiated & in progress with delayed completion	 On track	 Off track
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QUARTER 1 STATUS AND END OF YEAR TRACKING

Status of the Quarter 1 milestones by workstream and an indication of how this quarter's performance has impacted subsequent end of financial year success measures.

WORKSTREAM	QUARTER 1 MILESTONE	STATUS	END OF YEAR SUCCESS MEASURE	STATUS	GP ALIGNMENT
Operational Readiness, Response and Welfare	Quarterly Risk Assessment Workshop is held	Complete	4 multi-agency and Council wide Risk Assessment Workshops held	On track	Action 7 Objective 5
	The Lifelines Mapviewer is complete.	Complete	Same as Q1 milestone	Complete	Action 14 Objective 7
Capability, Growth and Development	Exercise programme to be completed and endorsed by Heads of Units	Initiated & in progress with delayed completion	The AEM exercise work programme is revised and updated based on Y1 performance and learnings	On track	Action 9 Objective 6
	Duty Training portfolio is re-scoped and learning pathways are created	Complete	Duty Training portfolio is reviewed and updated	On track	Action 20 Objective 9
	An updated Duty Manual, a new ECC and Activation Manual and a new Duty Reference Guide and directory are launched	Complete	A new fit-for-purpose document management system is in place	Complete	Action 20 Objective 9
	A Field Staff ACES pathway is scoped and developed	Complete	Introduction of Field Staff ACES Pathway with 3 departments/teams embedded	On track	Action 23 Objective 12

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

QUARTER 1 STATUS AND END OF YEAR TRACKING

Status of the Quarter 1 milestones by workstream and an indication of how this quarter’s performance has impacted subsequent end of financial year success measures.









WORKSTREAM	QUARTER 1 MILESTONE	STATUS	END OF YEAR SUCCESS MEASURE	STATUS	GP ALIGNMENT
Community Readiness and Public Awareness	Adoption of the Aotea/ Great Barrier Emergency Readiness & Response (ERR) Plan at August business meeting.	Complete	Aotea Great Barrier Local Board Emergency Readiness & Response Plan is developed and launched	On track	Action 16 Objective 8
	Launch of the refreshed CEH Guide.	Initiated & in progress with delayed completion	Refreshed CEH resources delivered, including updated guidance, facilitator tools and community testing scenarios	On track	Action 17 Objective 8
	Three story time sessions delivered to early childhood-aged children, schools and youth	Target not met	Delivery of 12 story time sessions to early childhood-aged children, schools and youth	On track	Action 19 Objective 8
	AEM Disability Sector Inclusion programme plan finalised, ready for sharing with stakeholders for further input	Complete	Disability Sector Inclusion Programme plan finalised, sector engagement initiated, and preparatory work commenced for a FY2026/27 co-designed project	On track	Action 19 Objective 8

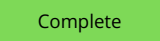
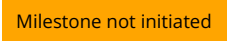
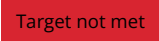
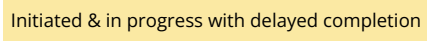
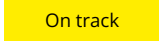
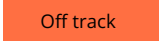
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Complete	Milestone not initiated	Target not met	Initiated & in progress with delayed completion	On track	Off track
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QUARTER 1 STATUS AND END OF YEAR TRACKING

Status of the Quarter 1 milestones by workstream and an indication of how this quarter's performance has impacted subsequent end of financial year success measures.



WORKSTREAM	QUARTER ONE MILESTONE	STATUS	END OF YEAR SUCCESS MEASURE	STATUS	GP ALIGNMENT
Recovery	The Recovery in Response Guide (Recovery Deskfile) is complete		The Recovery in Response Guide (Recovery Deskfile) is complete		Action 28 Objective 14
	AEM has contributed to the development of Module 3 'Recovery Schedule Guide'		Active participation in CDEM sector Pre-Disaster Recovery Planning (PDRP) in collaboration with the Recovery Specialists Network and NEMA Recovery Team		Action 30 Objective 14
Strategy, Governance and Performance	The Local Board Emergency Readiness and Response (ERR) Forum is held		Two Local Board ERR Forums are held		Action 31 Objective 15
	The Year 1 Group Plan Progress Report is developed and reported		The Group Plan Annual Progress Report is developed and delivered		Action 32 Objective 16

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

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	Delivery of this project is scheduled for Q2 with final approvals to take place in Q3.						
21. Implement the needs assessment solution	Phase 1 of the needs assessment solution is planned for Q3 completion. Final delivery of this project is through delivery of phase 2, planned for Q4 completion.						
9. Develop a well-being response plan	Initial action plan of improvement opportunities to embed wellbeing into AEM operations is due in Q2, incorporating long-term actions into the Group Plan 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 *	[Blank bar indicating completion status]						

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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