

QUARTER THREE PROGRESS REPORT

YEAR TWO

GROUP PLAN WORK PROGRAMME,
FINANCIAL YEAR 2025/26

1 JANUARY 2026 - 31 MARCH 2026



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



About this report

Welcome to the third quarterly progress report against our Year 2 Group Plan Work Programme. **This report provides an overview of work delivered from 01 January to 31 March 2026**, 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 3 focused on maintaining delivery momentum while consolidating work completed earlier in the year. Although the summer and holiday period, along with response activity, constrained capacity for business-as-usual delivery, the foundations established across preceding quarters continued to support steady progress across the Group Plan work programme. Key initiatives remained active, with training development, system and digital improvements, and readiness activity collectively contributing to strengthened emergency management capability.

Effort during the quarter centred on embedding operational structures, continuing to grow and support the ACES workforce, improving the robustness and usability of public information channels, and sustaining engagement with Auckland's diverse communities. Advancements were also made in recovery planning, partner interoperability, and initiatives designed to reinforce clearer accountabilities and decision-making across the system.

While some milestones shifted due to sequencing and operational demands, overall delivery remains on track. With much of the preparatory and enabling work now complete, the programme is well positioned heading into Quarter 4, which marks the final delivery phase for most workstreams and a strong push toward achieving the Year Two outcomes of the Group Plan.

”

Sincerely, Ngā mihi nui

Adam Maggs

General Manager
Auckland Emergency Management
Auckland Council

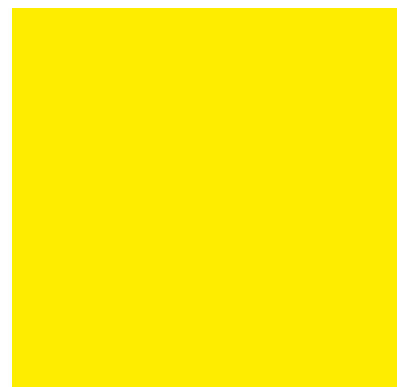
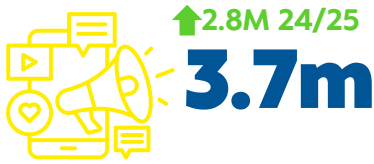


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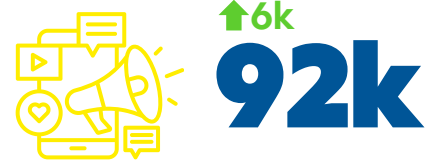
QUARTER 3 IN NUMBERS



views of the Auckland Emergency Management Facebook page



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

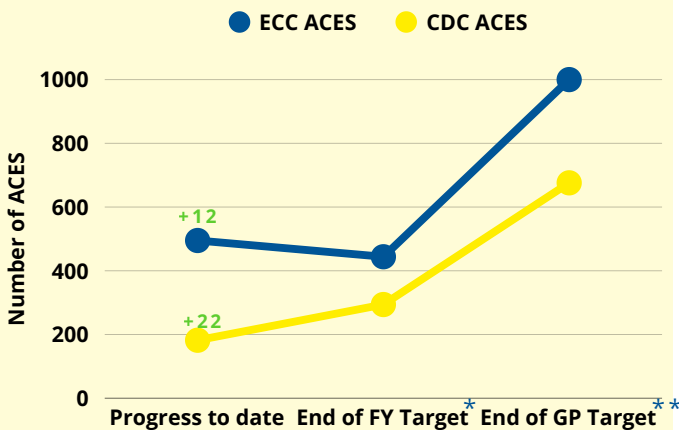


people following the Auckland Emergency Management Facebook page

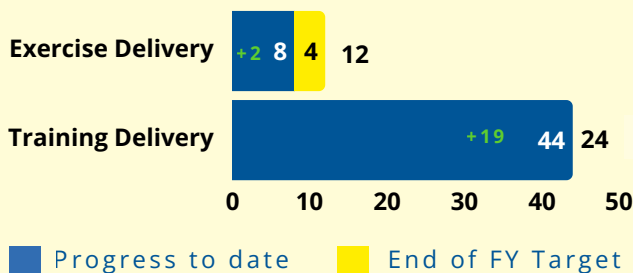
Building a skilled emergency management workforce



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

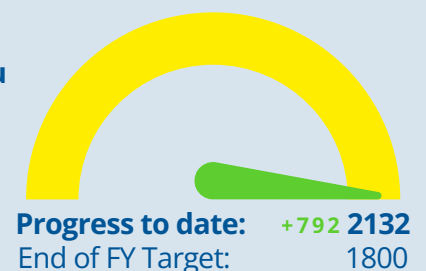


Whakawhanaungatanga with Māori organisations



Empowering tamariki and rangatahi to be emergency ready

Kia Rite Kia Mau Delivery - Student Reach



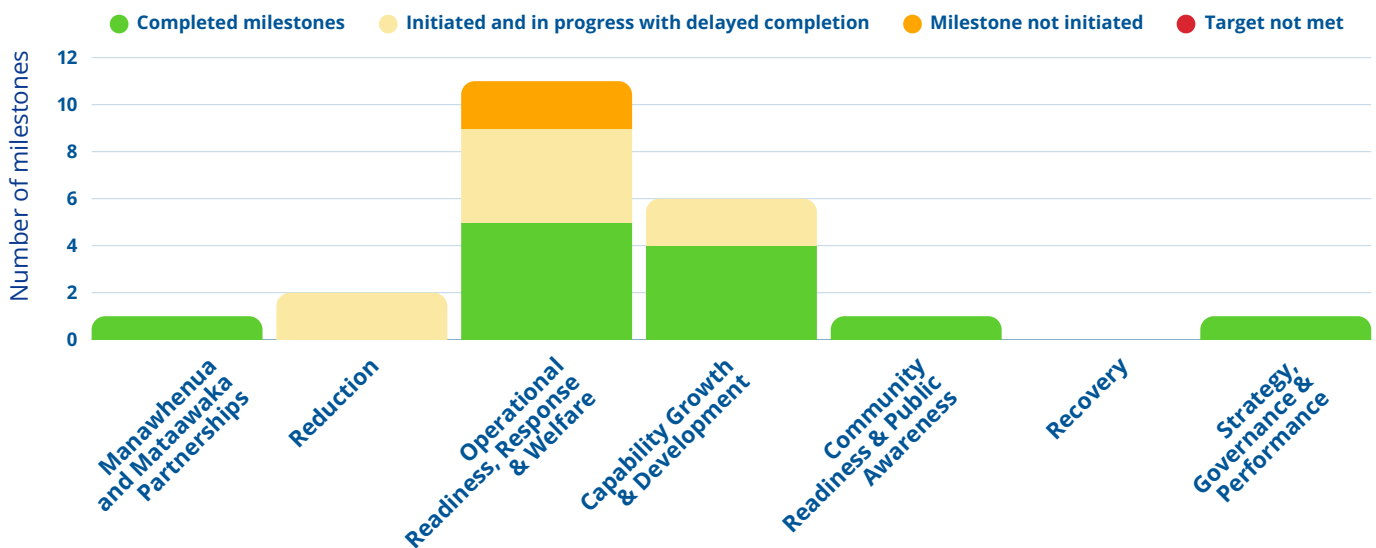
*Financial Year

**The Auckland CDEM Group Plan 2024-2029

MILESTONES AT A GLANCE

Status of Quarter 3 key milestones

This quarter, **16 of the 23 key milestones** scheduled for completion were **successfully achieved**. 5 of the remaining 7 planned milestones were initiated and are in progress, with final completion deferred to future quarters. **The final 2 milestones did not initiate due to the End of Year Success Measures being deferred to Financial Year 2026/2027**. The graph below shows the status of the 23 milestones by workstream.



Quarter 3 milestones with delayed completion

This table provides further details on the 7 milestones that were not completed on time in Quarter 3. Work was initiated for all below milestones, however, final completion is delayed.

Delayed Quarter 3 milestone	Reason for delayed completion / other commentary	Expected completion	Linked end of year success measure and its status	
AEM iLoad fitout / livery complete	The work is delayed due to reliance on Corporate Fleet to organise replacements. This has been followed up.	Quarter 4	The iLoad vehicle renewal is complete.	On track
A base for the Waiheke Response Team is confirmed and works completed to make fit for purpose	A base has been identified, however required system upgrades have delayed the commencement of refit works.	Quarter 4	Auckland's New Zealand Response Teams have fit for purpose facilities	On track

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MILESTONES AT A GLANCE

Quarter 3 milestones with delayed completion (continued)

This table continues from the previous page and provides further details on the 7 milestones that were not completed on time in Quarter 3.

Delayed Quarter 3 milestone	Reason for delayed completion / other commentary	Expected completion	Linked end of year success measure and its status	
Training and process of Civil Defence Centre and Community Emergency Hub data update is delivered to Welfare and Planning Team.	The user guide has been completed but training has not yet been delivered.	Quarter 4	The Civil Defence Centre Locator tool is updated to include identification of developed Community Emergency Hubs (CEHs)	On track
Volunteer Framework is approved by the CDEM Committee	A report is being presented to CEG and the CDEM Committee in Quarter 4.	Quarter 4	The draft Volunteer Framework is socialised, feedback on volunteer categories is incorporated, and the final framework is approved	On track
A refreshed response mode for the website is delivered	While requirements and resources have been mapped, actual delivery has been moved to Quarter 4.	Quarter 4	The AEM website is aligned with CDEM response guidelines	On track
GIS strategy is approved by Head of Ops	The focus has been on delivering GIS capability through the delivery of GIS tools to support emergency readiness.	Quarter 2	The GIS strategy is developed and approved.	Off track
Exercise preparations commence [for the Space Weather Response Plan exercise]	The scheduled exercise was cancelled due to disruption to planning timelines as a result of response activity. This exercise will now take place in Quarter 2 of FY 26/27.	Quarter 2	Space Weather Response Plan is exercised.	Rescheduled

STRATEGIC PROGRESS SNAPSHOT

Quarter 3 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 3 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 3 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>1</p> <p>Māori partnerships and resilience</p>	<p>This quarter, AEM continued to build strong relationships with mana whenua, mataawaka and Māori communities, supporting greater recognition and integration of Māori perspectives and tikanga across emergency management activity.</p> <p>Delivery of the Kia Rite Kia Mau programme remained a key focus, reaching 792 students across seven schools and strengthening whānau-level awareness and preparedness.</p> <p>Engagement with marae and iwi partners also progressed. AEM maintained active relationships with the four marae already participating in the Whakaoranga Marae, Whakaoranga Whānau (WMWW) programme, while deepening whanaungatanga through additional engagement with Ngāti Whātua Ōrākei, Hoani Waititi Marae, Te Āhiwaru Iwi and Ngāti Te Ata Waiohua Iwi representatives.</p> <p>Capability building at a marae level was further strengthened through the delivery of First Aid and Psychological First Aid training at Mataatua Marae. This training supports marae and whānau to respond effectively to emergencies and enhance wellbeing during recovery, aligning with the objective of ensuring Māori communities are resilient, capable, and adequately supported to lead responses for their people.</p>
<p>2</p> <p>Māori representation in system</p>	<p>This quarter, AEM supported improved representation of mana whenua and mataawaka through targeted engagement and planning. Meetings with Ngāti Te Ata Waiohua and Te Āhiwaru Iwi explored opportunities to share support and strengthen emergency preparedness. Planning was also completed for engagement with Tūruki Healthcare scheduled for 1 April, with further engagements planned in Quarter 4 to continue building Māori participation across the emergency management system.</p>

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STRATEGIC PROGRESS SNAPSHOT

Updates on Quarter 3 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>3</p> <p>Hazard risks understood and managed</p>	<p>This quarter, progress toward improving understanding and management of hazard risks continued despite no major delivery milestones. The Summer Storm campaign was successfully delivered, achieving strong public reach and engagement, and reinforcing awareness of seasonal weather-related hazards. The campaign supported communities, businesses, and organisations to better understand risks and take practical steps to prepare for and manage potential impacts during summer storm events.</p>
	<p>4</p> <p>Hazard-informed planning instruments</p>	<p>This quarter marked an important step in strengthening alignment between land-use planning and hazard-informed risk reduction. Plan Change 120 (PC120) has now been notified, and analysis of submissions is underway to prepare for the further submissions stage.</p>
Operational Readiness	<p>5</p> <p>Hazard-ready emergency plans</p>	<p>This quarter, AEM strengthened planning for significant hazard readiness by identifying lessons learned and corrective actions from recent tsunami preparedness work. The Exercise Te Tai Āniwhaniwha (tsunami) report, which captured key findings, opportunities for improvement, and recommended actions to enhance regional readiness, was presented to the Coordinating Executive Group and to the CDEM Committee. These presentations supported shared awareness of tsunami risks and provided a clear basis for refining response arrangements and future planning.</p> <p>Progress also resumed on the implementation of the tsunami alerting and warning system, bringing delivery back on track towards the end-of-year success measure. In addition, a Mass Evacuation Workshop was held on 4 February, where key agencies discussed potential workstreams and prioritised areas of focus to guide future evacuation planning mahi.</p>
	<p>6</p> <p>Skilled emergency management workforce</p>	<p>This quarter, AEM continued to build capability across Auckland's emergency management system through training, exercises, and readiness assurance activity. Planning for the North Island New Zealand Response Team (NZRT) exercise was progressed, with the exercise plan drafted and agreed and delivery scheduled for October. This exercise will bring together response teams from across the country and partner agencies to test operational skills, coordination, and capability at scale.</p> <p>Capability was further strengthened through the delivery of two additional exercises and 19 training courses across the system, supporting ongoing skills development.</p>

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STRATEGIC PROGRESS SNAPSHOT

Updates on Quarter 3 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	<p>Skilled emergency management workforce</p> <p>All remedial actions arising from the New Zealand Response Team 23 accreditation have now been completed, confirming that identified gaps have been addressed and that response teams are well positioned to support effective emergency response and recovery.</p>
	7	<p>Prepared systems and partnerships</p> <p>AEM strengthened readiness for response and recovery by improving partnerships, systems, and access to critical information and tools. A review of existing partner relationships and their AEM relationship holders was completed, alongside a review of current council stakeholder management tools, to ensure partnerships are clearly understood, well managed, and fit for purpose during emergencies.</p> <p>Operational systems and data were actively enhanced and tested during response activity. AEM GeoHub and the ECC Emergency Relief Reporting Dashboard were both operationalised and used during recent response activity, supporting situational awareness and decision-making. Population data and analysis were updated, and a Watercare dam inundation layer was created and incorporated into the Situational Awareness Viewer (SAV). To embed these capabilities, SAV training was incorporated into the weekly Duty training schedule, helping ensure staff are confident in using key systems during response and recovery operations.</p>
Community Readiness	8	<p>Resilient, connected communities</p> <p>During the quarter, activity under this objective focused on enabling future community-led resilience work while continuing to support communities already taking action. Preparation began on a project brief to refresh Local Board Emergency Readiness and Response (ERR) plans in the next financial year, establishing a clear foundation for updated local planning and engagement.</p> <p>The team also continued to provide advice and practical support to community groups developing their own resilience plans, with guidance adapted to suit each group's capacity, priorities, and stage of readiness. The Te Ara Urutau fund reached a key milestone, with the expression of interest process closing and the Assessment Panel convening across four meetings. A report is now in development for the 21 May Community Committee, seeking approval to confirm funding agreements with successful applicants. Across these activities</p>

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STRATEGIC PROGRESS SNAPSHOT

Updates on Quarter 3 milestones in relation to the 16 Group Plan objectives, demonstrating their alignment with our strategic goals.

Response	Objective/ Focus area	Objective/ Focus area	Progress this quarter against Group Plan Objectives
	9	Clear, aligned response processes	<p>AEM continued to strengthen operational readiness by aligning response processes to CIMS and ensuring roles, responsibilities, and procedures are clear and fit for purpose. The majority of Just-in-Time training modules were reviewed, approved by function leads, and tested through a pilot focus group, supporting consistent and rapid onboarding during response. All functions now have final drafts of desk files completed, reinforcing clarity around accountabilities, and the IMT SOP handbook has been updated to reflect current practice.</p> <p>Delivery of redesigned training products further embedded these improvements. The updated Working in a CDC course was completed and delivered to targeted council departments, while the redesigned Duty learning pathway and training courses were launched, with the first cohort of Duty Officers completing the block course in January. In addition, NZRT SOP documents were fully audited and reviewed, ensuring national response team processes remain robust, consistent, and ready to support effective emergency response operations.</p>
	10	Scalable response structure	<p>No key milestones were scheduled for this quarter, however, work progressed on ensuring Auckland's response structure is fit for purpose and able to scale effectively for both localised events and large regional emergencies. A report summarising findings and recommendations from interviews with council and partner-agency subject matter experts was reviewed and analysed. This will be reported through CEG in Quarter 4.</p>
	11	Safe, supplied refuge spaces	<p>No key milestones were scheduled for this quarter, however, potential sites for pre-positioned Civil Defence Centre (CDC) resources in isolated communities were scoped, and venues were assessed to support future expansion of the CDC network across Auckland. In addition, a CDC locator tool guide was drafted to support consistent use during responses, with accompanying training planned for delivery in Quarter 4 to help embed this capability operationally.</p>
	12	Well-supported response personnel	<p>Activity under this objective focused on strengthening workforce access, scalability, and connection across Auckland's emergency management system. Capacity within the Auckland Council Emergency Support (ACES) workforce continued to expand, with growth across ECC, CDC, and field-based roles, increasing the system's ability to mobilise people quickly during incidents. Understanding of how the system operates was also strengthened through a series of presentations delivered by function managers, helping build shared awareness of functional roles during response, while supporting staff confidence and wellbeing.</p>

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STRATEGIC PROGRESS SNAPSHOT

Updates on Quarter 3 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	13	Effective response communications
		<p>This quarter, AEM continued to strengthen clarity and readiness around communication arrangements during emergency responses. Media training was delivered to Controller function, supporting consistent, confident, and timely information flow to the public, decision-makers, partners, and elected members.</p> <p>Progress also continued on strengthening public information systems. Development of public information dashboards was maintained, with further testing completed on the translator tool and offline functionality. This work supports reliable information delivery across a range of scenarios, including situations where digital connectivity may be limited, and reinforces the overall effectiveness of the response communications model.</p>
Recovery	14	Supported community recovery
		<p>Development of Recovery Communications products for Aucklanders, Council stakeholders and national partners progressed significantly, with most content now finalised. The Tāmaki Makaurau Recovery Office action plan was also completed and is ready for review in Quarter 4, providing a clear basis for progressing coordinated, community-centred recovery activity.</p>
Management & Governance	15	Clear roles and direction
		<p>AEM strengthened clarity around strategic direction, roles, and responsibilities through targeted engagement with elected members and local boards. An in-person induction session was delivered for elected members, including specific guidance on elected member roles during emergency responses. An updated resource pack was also provided, containing key contacts and reference information to support understanding and readiness. AEM leadership further reinforced visibility and shared understanding of emergency management responsibilities by attending the Elected Member Expo at the Aotea Centre and showcasing AEM's mahi.</p> <p>A successful Local Board Emergency Readiness Forum was held on 9 March, with Local Board Emergency Readiness Leads and Local Board Chairs hosted at AEM offices. The forum supported shared understanding of roles, responsibilities, and expectations in emergency management, strengthening coordination at a local level. Planning is underway for the next forum, scheduled for 20 July 2026, to maintain momentum and ongoing engagement.</p>

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STRATEGIC PROGRESS SNAPSHOT

Updates on Quarter 3 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
Monitoring & Evaluation	16 Aligned, best-practice delivery	<p>Although no formal milestones were scheduled against this objective during Quarter 2, work continued on developing a centralised approach to support oversight of the Group Plan work programme, including tracking activities, corrective actions, and review recommendations. A business case to procure the preferred system was provisionally endorsed by the AEM leadership team and is now awaiting final sign-off from Auckland Council's ICT department.</p>

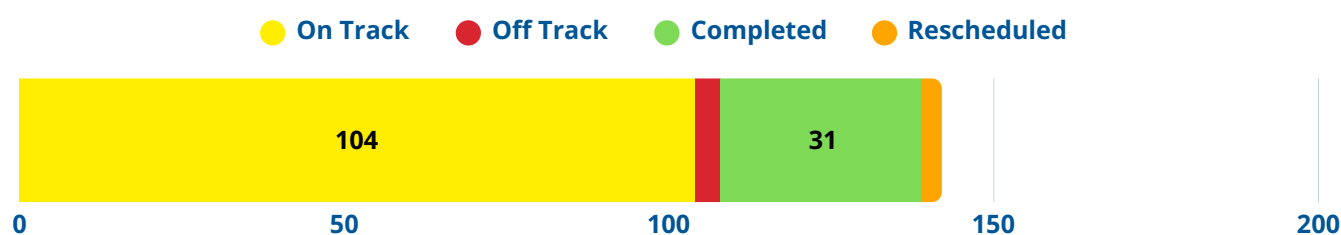
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STATUS OF YEAR 2 SUCCESS MEASURES

Status of the end of year (EOY) success measures

Of the 142 success measures, 31 have now been completed (including 11 ahead of schedule), 104 remain on track, four are off track, and three have been rescheduled to the next financial year. This distribution reflects success measures that are deliberately phased across the year, with the majority of final milestones planned for Quarter 4 of the financial year. While some Quarter 3 milestones were not achieved as originally scheduled, **this has not impacted overall end-of-year delivery, with most success measures remaining on track.**

Significant groundwork completed during Quarter 3 is expected to **enable increased delivery momentum.** Substantial effort continues behind the scenes on planning, coordination, and foundational activities that support later milestones. With increased activity planned for Quarter 4, **AEM is well-positioned to achieve remaining success measures by year end.**



Off track and rescheduled EOY success measures

This table provides further details on the four Off Track and the three Rescheduled end of year success measures.

Off track/rescheduled success measure	Status	Reason for being off track / other commentary	Responsive action
The Group Plan Annual Work Programme is developed and approved	Off track	Due to recurrent response activity and the existing Senior Operational Performance Specialist vacancy, development of the Year 3 Group Plan Work Programme has not yet started.	Recruitment of the Senior Operational Performance Specialist is underway.
A documented continuous improvement framework is developed	Off track	As above.	As above.

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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 four Off Track and the three 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.
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.
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.
Geospatial Response Intelligence Platform (GRIP) is refined and enhanced.	Rescheduled	Although enhancements have begun, progress is paused to accommodate major changes to the GRIP data schema.	The final completion has been rescheduled to Quarter 2 of FY 2026/2027.
The Auckland Space Weather Response Plan is exercised.	Rescheduled	Recurrent response activity and prioritisation of staff resources caused disruption to the planning phase for the exercise.	The planned exercise in Quarter 4 has been rescheduled to Quarter 2 of FY 2026/2027.

QUARTER 4 FORECAST

Upcoming priorities by workstream

Quarter 4 represents the final delivery phase for the majority of workstreams, with a strong focus on achieving end-of-year outcomes. Most of the 104 success measures currently on track are scheduled to reach completion during this quarter. Activity in Quarter 4 is therefore concentrated on delivery and consolidation ensuring intended outcomes are embedded.

The table below outlines the key priorities for each workstream in Quarter 4, highlighting critical final milestones and examples of planned mahi.

Work Stream	Quarter 4 key priorities	Other planned mahi
Manawhenua and Mataawaka Partnerships	<ul style="list-style-type: none"> Whakawhanaungatanga with mana whenua iwi and Māori organisations 	<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
Reduction	<ul style="list-style-type: none"> Submissions are completed for the Integration Intensification Plan Change Get Ready Emergency Preparedness campaign part 2 is delivered 	<ul style="list-style-type: none"> Annual updates to NHRMAP are completed LIMs change improvements continue to progress
Operational Readiness, Response and Welfare	<ul style="list-style-type: none"> Planning is complete for tsunami alerting system capital delivery Final drafts of the Severe Weather Response Plan and Earthquake Response Plan are developed 	<ul style="list-style-type: none"> Partner relationships and engagements are mapped CDC and welfare provisions are refined and reviewed

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QUARTER 4 FORECAST

Upcoming priorities by workstream

Work Stream	Quarter 4 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 • Delivery of Just in Time training modules for all functions 	<ul style="list-style-type: none"> • Continued focus on exercise delivery and planning • Continued growth of the ACES programme
Community Readiness and Public Awareness	<ul style="list-style-type: none"> • Host regional Community CDEM Forum • Engagement with disproportionately impacted communities 	<ul style="list-style-type: none"> • Development of a training programme to support the establishment of an ambassador (community champion) programme representative of Auckland's diverse communities • Finalisation of CEH workshop resources
Recovery	<ul style="list-style-type: none"> • Finalisation of Tāmaki Makaurau Recovery Office (TMRO) action plan ahead of 30 June closure • Finalisation of Recovery Communications products 	<ul style="list-style-type: none"> • Soft launch of the Recovery Toolkit • Development of advocacy papers regarding future events and risk, impacted people and their ability to recover, and cost burden of recovery

APPENDICES

QUARTER 3 STATUS AND END OF YEAR TRACKING

Status of the Quarter 3 milestones by workstream and an indication of how this quarter’s performance has impacted subsequent end of financial year success measures.

WORKSTREAM	QUARTER 3 MILESTONE	STATUS	END OF YEAR SUCCESS MEASURE	STATUS	GP ALIGNMENT
Manawhenua and mataawaka partnerships	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.	Initiated & in progress with delayed completion	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	Initiated & in progress with delayed completion	Development and operational execution of natural hazard data and communication strategy	On track	Action 4 Objective 3
Operational Readiness, Response and Welfare	Space weather exercise preparations commence	Milestone not initiated	Space Weather Response Plan is exercised	Off track	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 3 STATUS AND END OF YEAR TRACKING

Status of the Quarter 3 milestones by workstream and an indication of how this quarter's performance has impacted subsequent end of financial year success measures.

WORKSTREAM	QUARTER 3 MILESTONE	STATUS	END OF YEAR SUCCESS MEASURE	STATUS	GP ALIGNMENT
Operational Readiness, Response and Welfare	Feedback received on Earthquake Response Plan	Initiated & in progress with delayed completion	An Earthquake Response Plan is developed	On track	Action 7 Objective 5
	Planning begins for tsunami alerting system capital works	Complete	Planning is complete for the tsunami alerting system capital delivery and work begun	On track	Action 7 Objective 5
	Updated Situational Awareness Viewer (SAV) training conducted for Duty team	Complete	Relevant Parties are trained on refined SAV and WAA tools	Complete	Action 12 Objective 7
	Draft ECC emergency relief dashboard is complete	Complete	Emergency relief reporting dashboards are operational	Complete	Action 13 Objective 7
	Relocation of AEM Communications Centre is complete	Complete	Relocate AEM Communications Centre from East Coast Bays to Elcoat Ave	Complete	Action 15 Objective 7
	Phase One of the needs assessment tool redesign is operational	Complete	Needs Assessment Tool redevelopment progresses with Phase 1 implemented and operational, and Phase 2 designed and approved.	On track	Action 13 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 3 STATUS AND END OF YEAR TRACKING

Status of the Quarter 3 milestones by workstream and an indication of how this quarter’s performance has impacted subsequent end of financial year success measures.

WORKSTREAM	QUARTER 3 MILESTONE	STATUS	END OF YEAR SUCCESS MEASURE	STATUS	GP ALIGNMENT
Capability Growth and Development	Wider rollout of the redesigned intermediate course has begun	Complete	Redesign and in-house delivery of AEM Intermediate Course	Complete	Action 20 Objective 9
	The ‘Working in a CDC’ course redesign is complete and rollout for in-house delivery has begun	Complete	Redesign and in-house delivery of the Working in a CDC course	Complete	Action 20 Objective 9
	All function guides and desk files have been finalised	Complete	Desk files for all CIMS Functions have been reviewed and made fit-for-purpose	Complete	Action 20 Objective 9
	Volunteer Framework is approved by Committee	On track	The draft Volunteer Framework is socialised, feedback on volunteer categories is incorporated, and the final framework is approved	On track	Action 24 Objective 12
	Long term actions from the Wellbeing in Response document are mapped into the 5-year Group Plan Work Programme	On track	Wellbeing review findings are analysed, opportunities for improvement are identified, and an implementation plan is developed to embed wellbeing across AEM operations.	On track	Action 25 Objective 12

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

QUARTER 3 STATUS AND END OF YEAR TRACKING

Status of the Quarter 3 milestones by workstream and an indication of how this quarter’s performance has impacted subsequent end of financial year success measures.

WORKSTREAM	QUARTER 3 MILESTONE	STATUS	END OF YEAR SUCCESS MEASURE	STATUS	GP ALIGNMENT
Community Readiness and Public Awareness	Prepare project scope/ brief for a review of the Local Board Emergency Readiness Plans in FY26/27.	Complete	Complete a refresh of the Local Board ERR Plans to capture changes to listed CEHs and CDCs	Complete	Action 16 Objective 8
	Expand the local business sector programme to another ethnic business group and/or priority community	Milestone not initiated	Increase reach of the SME local business programme and measure results	On track	Action 17 Objective 8
	Delivery of 9 story time sessions to early childhood-aged children, schools and youth delivered cumulatively by end of Q3	Complete	Delivery of 12 story time sessions to early childhood-aged children, schools and youth	On track	Action 19 Objective 8
	Launch the ambassador programme: Support and resource ambassadors to communicate emergency preparedness messages	Milestone not initiated	An ambassador (community champion) programme representative of Auckland's diverse communities is created	On track	Action 19 Objective 8

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

QUARTER 3 STATUS AND END OF YEAR TRACKING

Status of the Quarter 3 milestones by workstream and an indication of how this quarter’s performance has impacted subsequent end of financial year success measures.

WORKSTREAM	QUARTER 3 MILESTONE	STATUS	END OF YEAR SUCCESS MEASURE	STATUS	GP ALIGNMENT
<div style="background-color: #0056b3; color: white; padding: 10px; text-align: center;"> Strategy, Governance and Performance </div>	Emergency mangement collateral provided and participation in elected member onboarding training sessions		Emergency management resources and training are provided as part of the onboarding programme for elected members		Action 31 Objective 15









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, two in Quarter 1, and two in Quarter 3 this financial year, there are currently 4 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	 Further analysis of the report was conducted during Quarter 3, and a report has been drafted to be presented to CEG in Quarter 4.							
21. Implement the needs assessment solution	 Phase 1 of the solution was delivered and became fully operational during Quarter 3. Further potential developments are under review as part of business as usual operations.							
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								

TOA REVIEW

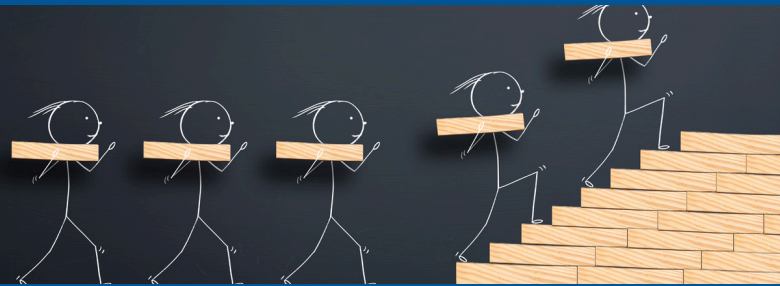
* Refers to NEMA's deployment of out-of-region staff into our region in a response. This action is dependent on NEMA developing their processes for us to provide input, therefore, this action is to be completed within the life of the Group Plan (by end June 2029). NEMA has not outlined any planned activity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



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



Committed to continuous improvement



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