Auckland Emergency Management

2024/2025 Work Programme

Quarter Three

Progress Report

1 January 2025 - 31 March 2025

Auckland Emergency Management
Tokonga Mate Ohotata o Tāmaki Makaurau

About this report

Welcome to Auckland Emergency Management's 2024/2025 Work Programme Quarter Three Progress Report. This report should be read alongside the *Progress Report Reference Document*, which provides important context about our strategic direction, role and how our work aligns with the Group Plan.

This report documents our progress towards achieving the five-year objectives of the *Tāmaki Makaurau Auckland Civil Defence and Emergency Management Group Plan 2024-2029 (Group Plan)*.

It is intended to be used by both governance bodies and the public, as a way of keeping stakeholders informed about key activities, developments and work that have taken place between 1 January 2025 and 31 March 2025 under Auckland Emergency Management's annual work programme.

The report covers progress across major workstreams and key change initiatives, highlights challenges and achievements, and provides a forecast for the rest of the financial year on Group Plan actions and review recommendations.

Progress reports are produced quarterly and contribute to the achievement of annual outcomes, which collectively advance the 16 strategic objectives of the Group Plan.

General Manager's summary

"

Welcome to the third edition of our quarterly progress report. This quarter, we've made some key changes to better support clarity, consistency and alignment with our long-term goals.

Background and contextual information are now housed in a new companion document, the *Progress Report Reference* document. This reduces repetition across editions while ensuring the strategic context that underpins our work remains readily accessible to readers.

We've also refined how we show alignment with our 16 strategic objectives through a new Strategic Progress Snapshot section. This replaces the previous Holistic Overview section and offers a clearer view of how quarterly activities support each objective. We're also exploring new ways to share the narrative insight that was valued in the former format.

To keep the focus on delivery against planned milestones, milestone reporting remains central in the status section. Charts tracking progress on the 33 Group Plan actions have moved to the appendix to avoid overshadowing quarterly delivery. They'll be covered in more depth in the annual report but remain available as a reference.

As always, this report captures just a slice of the hard work driving long-term progress. I continue to be proud of the team's dedication and the meaningful improvements being made across Auckland's emergency management system.

"

I hope you find this update valuable.

Sincerely

Adam Maggs

General Manager
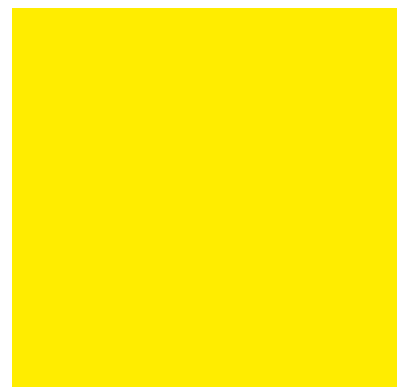Auckland Emergency Management
Auckland Council

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MILESTONES AT A GLANCE

There were 28 milestones in our 2024/2025 financial year work programme planned for completion between 1 January - 31 March 2025. This includes two milestones originally scheduled for earlier quarters that were rescheduled for completion in Quarter 3.

Status of Quarter 3 key milestones

This quarter we successfully achieved 23 of the 28 key milestones scheduled for completion. The remaining five were initiated and are in progress, with final completion deferred to future quarters. The graph below displays the status of the 28 key milestones by workstream.
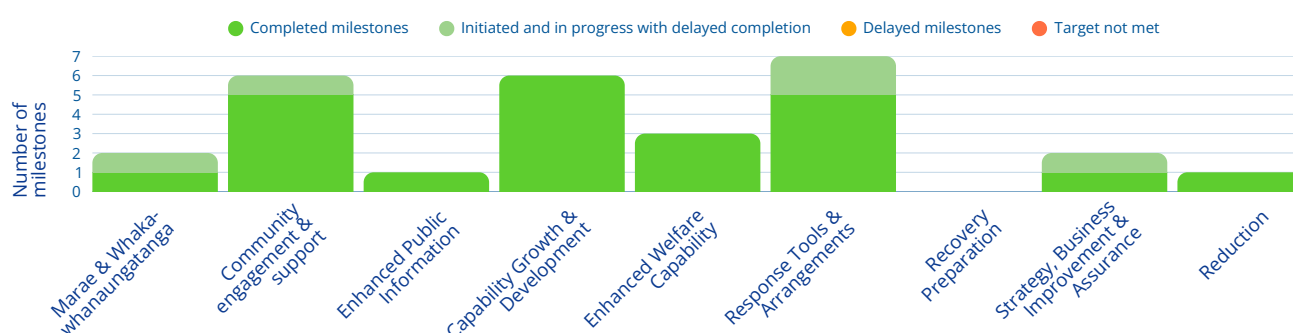
Quarter Three milestones with delayed completion

The table below provides further details on the five milestones that have been initiated, with completion delayed to future quarters.

Quarter 3 milestone	Reason for delayed completion	Revised expected completion
Undertake emergency training and support to core 13 marae	Delivery of training was delayed to accommodate increased interest from marae staff, requiring a larger venue and additional facilitators. This ensures all kaimahi can participate.	Training is now scheduled for Quarter 4.
Review and refresh of messaging and resources for older people	Work is underway, with focus groups launched in March to explore how to improve older people's engagement with emergency readiness messages. The project was delayed to align with the launch of the Emergency Readiness and Response Plans but is now progressing, with each group reviewing current resources to identify strengths and gaps.	Completion has been pushed into the next financial year, and relevant milestones will be communicated through the development of the 2025/2026 work programme.
Current arrangements for local response delivery identified and mapped	Completion of mapping current local response arrangements has been delayed to allow for more in-depth consultation with key internal and external partners. Stakeholder interviews are scheduled to begin in Quarter 4 and continue into Quarter 1 of the 2025/2026 financial year.	Completion has been pushed into the next financial year, and relevant milestones will be communicated through the development of the 2025/2026 work programme. Q4 milestone for this project has been revised (see pg. 11).

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MILESTONES AT A GLANCE

Quarter 3 milestones with delayed completion (continued)

Q3 key milestone	Reason for delayed completion	Revised expected completion
Delivery of improvements to the NZRT South and West facilities has begun	Preparatory work for improvements to the NZRT South and West facilities is underway. The current state building assessment has been completed in coordination with other council departments. Going forward, these departments will lead and drive the work to ensure strategic property alignment. AEM will continue to liaise with them to ensure emergency management needs are considered.	Timelines are outside of AEM's control. As this work will now be led by other council departments, it will be removed from AEM's core work programme, though AEM will continue to maintain liaison and input where relevant.
First draft of the Assurance and Continuous Improvement framework is complete	Work was initiated on a continuous improvement and assurance framework to integrate risk management, after-action reviews, and the work programme. However, progress was limited due to key vacancies and competing workload demands. The vacant position was successfully filled at the end of Quarter 3.	The project will be re-scoped for delivery next financial year to ensure it is fit-for-purpose and aligns with best practice.

STATUS OF Q3 KEY MILESTONES

WORKSTREAM	MILESTONE	STATUS	GP* ALIGNMENT
Marae and Whakawhanau-ngatanga	**Undertake emergency training and support to core 13 marae**	Initiated and in progress, Q4 milestone revised (see page 11)	Objective (1) Action 1
	Ten Kia Rite, Kia Mau / school programmes delivered to five schools	Complete	**Objective (1) Action 1**
Community Engagement and Support	**Provision of facilitated training, support and resources to Community Emergency Hubs**	Complete	**Objective (8) Action 17**
	Review and refresh of messaging and resources for older people	Initiated and in progress, completion pushed to next FY	Objective (8) Action 19
	Host a Chinese business event with readiness messaging	Complete	**Objective (8) Action 19**

STATUS OF Q3 KEY MILESTONES

WORKSTREAM	MILESTONE	STATUS	GP* ALIGNMENT
Community Engagement and Support	Participation in events focused on older people	Complete	Objective (8) Action 19
	Participate in Big Gay Out 2025 to share readiness messages with Rainbow communities	Complete	Objective (8) Action 19
	Participate in two+ community events to promote emergency readiness among people with disabilities	Complete	Objective (8) Action 19
Enhanced Public Information and Support	Refreshed / re-branded suite of public preparedness information collateral	Complete	Objective (8) Action 18
Capability, Growth and Development Programme	Creation of a tiered recruitment plan *(rescheduled from Q2)*	Complete	Objective (12) Action 23
	140 staff upskilled	Complete	Objective (12) Action 23
	14 trainings delivered	Complete	Objective (6) Action 10
	Eight engagements across all Coordinated Incident Management System (CIMS) functions	Complete	Objective (12) Action 23
	Redesign of AEM Intermediate Course	Complete	Objective (9) Action 20
	Five tiered exercises completed	Complete	Objective (6) Action 9

STATUS OF Q3 KEY MILESTONES

WORKSTREAM	MILESTONE	STATUS	GP* ALIGNMENT
Enhanced Welfare Capability	Specialised training provided to all staff who will run a CDC	Complete	Objective (7) Action 13
	Priority staff are trained on the needs assessment tool, including relevant external partners	Complete	Objective (7) Action 13
	Mass evacuation centres have been identified and procurement of supplies for these has begun	Complete	Objective (11) Action 22
Strategy, Business Improvement and Assurance	A suite of project management tools and templates to support AEM staff is created and staff are trained	Complete	Objective (16) Action 32
	First draft of the Assurance and Continuous Improvement framework is complete	Initiated and in progress, completion pushed to next FY	Objective (16) Action 33
Response Tools and Arrangements	Current arrangements for local response delivery identified and mapped	Initiated and in progress, completion pushed to next FY	Objective (10) Action 21
	Review of the existing arrangements in place addressing wellbeing is complete and opportunities for improvement are identified	Complete	Objective (12) Action 25
	Delivery of improvements to the NZRT South and West facilities has begun	Now led by other departments; removed from AEM core work programme, with ongoing liaison.	Objective (7) Action 11

STATUS OF Q3 KEY MILESTONES

WORKSTREAM	MILESTONE	STATUS	GP* ALIGNMENT
Response Tools and Arrangements	**Mana whenua engagement on Tsunami Work Programme is complete**	Complete	Objective (5) Action 7
	Finalise version 2 Recovery in Response guide	Complete	Objective (14) Action 28
	Lifelines: The Vulnerability Study, Electricity Outage Plan, Generator Plan and Fuel Plan have been updated *(rescheduled from Q2)*	Complete	Objective (7) Action 14
	Auckland Volcanic Field Response Plan Completion *(rescheduled from Q1)*	Complete	Objective (5) Action 7
Reduction	**Complete first draft of the Plan Change content and supporting documentation**	Complete	Objective (4) Action 5
Recovery Preparation	**No planned key milestone this quarter**	n/a	n/a

STRATEGIC PROGRESS SNAPSHOT

Quarter 3 progress against Group Plan Objectives

Earlier in this report, we outlined how our work programme delivers the 33 actions and 16 objectives of the Group Plan. To support strategic tracking, the charts on the following pages provide a high-level summary of Quarter 3 activity in relation to the 16 Group Plan objectives.

Rather than focusing on individual milestones, these charts **summarise how completed work contributes to each objective**. Each includes the objective number, a short description, and a summary of relevant Quarter 3 activity.

The full wording of each objective is available in the Progress Report Reference Document. A table showing work aligned to the 33 Group Plan actions is also included in Appendix 1. The quarterly summaries offer a general indication of progress. Detailed reporting will be provided in our end-of-financial-year update.

Objective/ Focus area			Quarter 3 Progress against Group Plan Objectives
Mana whenua and mataawaka partnership	1	**Māori partnerships and resilience**	Requests for participation in training from additional marae were secured this quarter, requiring a larger venue and suitable facilitators so training can now take place in Quarter 4. **Kia Rite Kia Mau was delivered to 898 students** from six schools across 33 class sessions this quarter, **bringing the year-to-date total to 1,623 students**; delivery was led by new contracted facilitators as part of a pilot to upscale the programme, with a review planned in Quarter 4.
	2	**Māori representation in system**	While there were no scheduled milestones for this quarter, there was **planning for a hui with council's Resilience & Infrastructure Mana Whenua Forum** including a tour of the ECC and lunch, allowing for whakawhanaungatanga. This will also be an opportunity to explain the Iwi Liaison structure and the importance of strengthening our relationship and communication before and during an event.

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STRATEGIC PROGRESS SNAPSHOT

Charts on the following pages provide 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	**3**	**Hazard risks understood and managed**	While no planned milestones were scheduled this quarter, work contributing to this objective included continued marketing of the Emergency Summer Readiness campaign, **raising awareness about summer hazards**, such as heavy rain, strong winds, and cyclones, and **encouraging Aucklanders to take proactive steps to prepare**.
	4	**Hazard-informed planning instruments**	The Planning and Consents team led the **development of a draft plan change package outlining proposed amendments to the Auckland Unitary Plan** (AUP), which was presented at an open Policy and Planning Committee workshop on 12 March, 2025.
Operational Readiness	**5**	**Hazard-ready emergency plans**	To inform tsunami preparedness efforts, we consulted experts, other CDEM Groups and NEMA to **better understand effective alerting networks and regional approaches to tsunami resilience**. We also engaged with mana whenua and iwi in tsunami risk areas and **received over 1,000 public survey responses on coastal activity, alerting channels, and confidence in responding to tsunami emergencies**. In Quarter 3, this information informed a feedback summary included in the draft options analysis report 'Enhancing Tsunami Resilience in Tāmaki Makaurau Auckland', which outlines the recommended approach and warnings for communities across the Auckland region.
	6	**Skilled emergency management workforce**	Fourteen training sessions were delivered this quarter, including Foundation, Intermediate, Psychological First Aid, and Function-specific courses, alongside **increased scenario-based exercises integrated into weekly, monthly and Function Engagement training.** A new cohort of Duty Officers completed a 1.5-week block course with scenario-based exercises, and the team welcomed a new Senior Exercise and Scenario Training Advisor in March to further strengthen exercising capability.
	7	**Prepared systems and partnerships**	Quarter 3 focused on **enhancing welfare capability, strengthening planning for lifeline utilities, and improving response facilities**. Civil Defence Centre (CDC) training included hands-on sessions at council-owned sites pre-identified as suitable CDC locations. These covered needs assessment training, allowing staff to practice real-time data collection. To address gaps in critical lifelines planning, we completed and adopted the Energy Emergency Plan, consolidating electricity outage communications, generator deployment and fuel supply plans into one comprehensive document. Additionally, we scoped renovations for the new South Auckland NZ Response Team (NZRT) base at Ardmore and began exploring leasing options for a future NZRT base in the West.

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

Over 1,000 people reached through 20+ community engagements

Community Readiness

8

Resilient, connected communities

In Quarter 3, Auckland Emergency Management (AEM) **hosted the inaugural Community Civil Defence Emergency Management (CDEM) Forum** at Te Manawa Community Hub in Westgate, bringing together iwi, marae, community groups and emergency service partners. Political figures including Minister Mark Mitchell and CDEM Committee Chair Councillor Sharon Stewart also attended.

The Forum **focused on enhancing Auckland's emergency readiness**, with sessions on hazard awareness, local emergency planning and community resilience. Dr. Angela Doherty, AEM's Principal Science Advisor, led a discussion on **understanding hazards from a community perspective.** The event **fostered valuable connections** and enabled community representatives to share emergency management experiences.

A **draft guide** to help communities establish and manage **Community Emergency Hubs** was developed, and in parallel, groups listed in the Local Board Emergency Readiness and Response Plans were **invited to apply for essential resources through the Local Preparedness Fund**, with distribution also planned for Quarter 4.

We also **advanced targeted engagement** with Rainbow communities, disabled Aucklanders, older adults, and Culturally and Linguistically Diverse (CALD) communities to ensure readiness messages are inclusive and effective.

Highlights include:
- The Big Gay Out, where **over 230 meaningful conversations** were had at AEM's vibrant stall, with Miss Carmen Composed amplifying messages via social media
- A hazard awareness workshop with Blind Citizens Auckland, **exploring lived experience in emergencies**
- Participation in the Disability Advisory Panel's March meeting, reaffirming AEM's commitment to its recommendations
- Expanded planning for Exercise Manaaki with Yes Disability, which will test civil defence processes from varied perspectives
- **Engagement with CALD communities** at events including Albany Lunar New Year, Ōtara-Papatoetoe Diversity Festival, Pasifika Festival, African Health Expo, Police Social Cohesion Workshop, Whau Cultural Festival, and CultureFest

We also **maintained a strong presence at place-based community events across Auckland**, building local relationships and visibility. These included Puketāpapa Welcoming Day, Ōtara Safety Network Meeting, I Am Māngere, Papakura Park Fest, Movies in the Park, AUT Expo, Mt Albert Community Pop-Up Day, Sacred Heart College Fair, Pt Chev Neighbours Day, Henderson Heroes and Glenfield Library Drop-in.

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	**9** — Clear, aligned response processes	To ensure our emergency response processes remain fit for purpose and consistently applied, Quarter 3 focused on **identifying improvements to training pathways** that support clarity of roles and responsibilities under the Coordinated Incident Management System (CIMS). Following the successful redesign of the AEM Foundation Course, the Intermediate Course has been identified for a full refresh. This work began in Quarter 3 and will continue into Quarter 4. The aim is to ensure the Intermediate Course builds on the foundational CIMS knowledge, **clearly reinforces response roles and structures**, and strengthens the operational readiness of staff across different scenarios.
	10 — Scalable response structure	Work to **review and strengthen the response structure that supports regional and local responses** has commenced. The timeline has been revised due to the need for interviews with internal and external stakeholders. With this extended engagement, completion is now expected late next financial year.
	11 — Safe, supplied refuge spaces	For Objective 11, no planned milestones were scheduled this quarter, as work was prioritised in previous quarters. This included the **analysis of fit-out requirements for Civil Defence Centres** (CDC) and the establishment of a centralised warehousing stock, which can be used as a base for our rapidly deployed CDC caches.
	12 — Well-supported response personnel	In Quarter 3, building on our efforts to grow Auckland's emergency response capacity, **a five-year development strategy was drafted**, establishing long-term goals and annual targets **to ensure sustainable growth in the ACES workforce**. During this period, **296 total attendances were recorded across emergency management courses and engagements**, with some staff participating in multiple activities. Work has also continued on implementing Group Plan Action 25, focusing on the wellbeing of response staff. Rather than creating a standalone plan, **wellbeing will be integrated into existing activities, actions, processes and frameworks**, such as ACES development pathways and CIMS functions. This will ensure wellbeing is incorporated across AEM's operations for all response staff, including those from Auckland Council, surge staff, and external partners. A stocktake of references to wellbeing across CIMS functions existing procedures, documentation and practices was also completed this quarter.

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	No planned milestones scheduled this quarter. However, work continued with progressing the procurement of translation software to better support communications with Auckland's multicultural population.
Recovery	14	Supported community recovery	Following the testing of the Recovery in Response guide during last year's exercise, version two has now become the Recovery desk file. The **first iteration of this desk file was developed** during Quarter 3 and has been tested with Recovery Function ACES (Auckland Council Emergency Support Staff).
Management & Governance	15	Clear roles and direction	No planned milestone scheduled this quarter. However, work continues to progress reviewing and updating the Elected Members Handbook in readiness for post-local body election inductions later in the year.
Monitoring and Evaluation	16	Aligned, best-practice delivery	A project scoping template was developed this financial year and is already in use across several initiatives. The template **supports consistent project planning** by clearly defining scope, timelines, risks and mitigations, stakeholders, and roles and responsibilities. It also ensures strategic alignment with the Group Plan. This marks a key step in delivering a suite of project management tools for staff. Further templates and supporting resources will be developed and refined as part of business-as-usual improvements in the next financial year.

Quarter 4 forecast

QUARTER 4 MILESTONE FORECAST AND RISK

Overview of planned milestones

At the start of the financial year, 30 milestones were planned for Quarter 4, with a further four deferred from earlier quarters, totaling **34 milestones scheduled for Quarter 4**. The following pages provide a forward view of Quarter 4 delivery.

Milestones with known changes

The table below outlines the **twelve Quarter 4 milestones that have changed since the beginning of the financial year**. Reasons for changes include early completion, confirmed delays, scope adjustments, or revised completion expectations, leaving 28 milestones scheduled to be completed in Quarter 4.

Quarter 4 milestone	Reason for delayed / revised completion	Action	Revised expected completion
Planning and delivery of training to 13 marae including readiness testing completed	Training approach revised to reflect varying needs, interest and capacity of marae.	**Removed**	Shifted to an ongoing support model; training offered as requested, not fixed to a target number. Removed as a Q4 milestone.
Three CEHs per local board area are trained and supplied for a response	Original milestone lacked scoping; CEH formation is community-led and outside AEM control.	**Revised / Replaced**	Milestone replaced with "Award of resources to successful community groups and CEHs via Local Preparedness Fund EOI process", still focussing on our support to CEH's.
Review and refresh business-focused readiness messages and resources for businesses	Delayed to align with Emergency Readiness and Response Plans, as discussed on page 1.	**Removed**	Progressing with reviews of current resources to identify gaps and improvements. Completion pushed to next financial year, with relevant milestones communicated through the 2025/2026 work programme. Removed as a Q4 milestone.
Volunteer Framework complete - presented to CEG and Committee for approval	Draft frameowrk complete as well as review by H&S and Risk with changes made. Next phase requires volunteer group workshops to gather feedback, delaying finalisation.	**Revised**	Full completion pushed to next financial year; Q4 milestone revised to focus on completing next phase "Engagement with volunteer groups to gather feedback is complete".
Improvement opportunities for local response delivery are identified and an implementation plan is created	Completion of mapping current local response arrangements has been delayed to allow for more in-depth consultation with key internal and external partners.	**Revised**	Q4 milestone revised to "Interviews with internal and external stakeholders begin".

Table continues on next page.

Quarter 4 forecast

Milestones with known changes (continued)

Quarter 4 milestone	Reason for delayed / revised completion	Action	Revised expected completion
Participation in events focused on older people	Event engagement occurred in Q3, with workshops delivered by the Principal Business and Partnerships to support older people in learning about Auckland's hazards and emergency planning.	**Removed**	Achieved in Q3, milestone removed from Q4 work programme.
Multi-level media channels in place for public awareness messaging	Work to expand digital and social media platforms (Phase Two) is underway. Due to resourcing constraints, full implementation will not be achieved by end of Q4.	**Revised**	Completion has been pushed into the next financial year, Q4 milestone revised to "Identify preferred platforms to support the future expansion of multi-level media channels for public awareness messaging, to inform the development of a digital channel road-map".
A best-practice needs assessment tool is in place	Completion is delayed due to information-sharing issues and system complexity. Q4 will focus on testing the current needs assessment tool alongside other welfare arrangements.	**Revised / Replaced**	Q4 milestone revised to "A multi-agency exercise testing welfare arrangements takes place." Implementation of the tool is pushed to next financial year. Relevant milestones will be communicated through the 2025/2026 work programme.
First draft of GIS Strategy is complete	Immediate priority shifted to reconfiguring and enhancing critical GIS tools and applications (SAV, GRIP, WAA, RBA tools, CDC Locator, Welfare tools) to ensure operational readiness.	**Removed**	Removed as a Q4 milestone with completion pushed into the next financial year. Relevant milestones will be communicated through the development of the 2025/2026 work programme.
Improvements of the NZRT West and South facilities is complete	As discussed on page 1, timelines are beyond AEM's control and led by other Council departments.	**Removed**	Removed from AEM's core work programme. AEM will continue to maintain liaison and input where relevant.
Options analysis on tsunami alerting and warnings for the Auckland region is complete and recommendations are drafted	Completed in Q3.	**Revised/ Replaced**	Q4 milestone replaced with "Consultation undertaken on local tsunami resilience recommendations via AK Have Your Say."
Assurance and Continuous Improvement Framework is finalised and presented to CEG and CDEM Committee	As discussed on page 1, progress was delayed due to key vacancies and workload demands. Vacant position was filled at end of Q3.	**Removed**	Removed as a Q4 milestone, project will be re-scoped and delivered next financial year; relevant milestones to be reflected in the 2025/2026 work programme.

More about risk

Risk appetite and mitigations

Auckland Council / Te Kaunihera o Tāmaki Makaurau has a moderate risk appetite in relation to delivering projects, programmes and day-to-day operations. This means the council accepts a medium level of risk for milestone achievement.

Quarter 4 milestone risk

While the table below primarily outlines project-level risks to delivering Quarter 4 milestones, it's important to note an **overarching risk that applies to all milestones: the potential need to pause BAU activities during emergency responses**. Following a review of the remaining 28 Quarter 4 milestones, **the overall risk to delivery is assessed as low.**

Sixteen milestones have either low inherent risk or effective controls that reduce residual risk to low. Eleven retain a residual medium risk, mainly due to external dependencies (e.g., facilitator availability, stakeholder engagement, approval processes) and internal workload pressures. These are being managed through built-in timeline contingencies, work reprioritisation and regular project monitoring. **One milestone (Auckland Unitary Plan Change enabled) carries a critical risk due to reliance on legislative change** to enable public notification. This is outside the control of the Planning and Resource Consents team and cannot be mitigated.

The table below summarises Quarter 4 milestone risk levels, outlining key risk themes and existing mitigations where applicable.

Risk Level	Number of Milestones	Risk Themes	Mitigation Summary
LOW (inherent or residual)	16	Staff workload and resourcing, approvals, user testing, external factors	Inclusion of timeline contingencies, reprioritisation of work, leveraging multiple engagement channels, leveraging existing relationships, use of contractors
MEDIUM (after controls)	11	Staff resourcing, approvals, budget and external factors	Regular project and budget check-ins, utilising staff from wider council, comprehensive stakeholder management.
HIGH (after controls)	0	n/a	n/a
CRITICAL (unmitigable)	1	Legislative dependency	Unable to mitigate

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, eight remain outstanding.** Seven were originally due in Quarter Four but six of these have been rescheduled (see orange icons in the table below). Further details are in the Progress reference document.

OUTSTANDING REVIEW RECOMMENDATIONS		WHEN THE RECOMMENDATION WILL BE COMPLETE						
		2024/2025 FINANCIAL YEAR			2025/2026 FINANCIAL YEAR			
		Q2	Q3	Q4	Q1	Q2	Q3	Q4
BUSH	15. Communicate the CDC database	✔ Completed with the production of the Civil Defence Centre Locator Tool available via an app and on Auckland Emergency Management's refreshed website						
OAG	6. Keep the public well informed	✔ Completed with the refreshed and updated website and social media platforms as well as integrating with council's marketing and public relations team						
TOA REVIEW	4. Governance training	✔ Have reissued and continually updating key documents that guide council's governance (such as the Mayoral Guide and Standard Operating Procedures). Induction collateral being developed for new elected members. Encouraging members' participation in response exercises for specific training.						
	18. Develop a plan for the use of volunteers	✔ A draft Volunteer Framework has been developed, categorising distinct volunteer groups, and outlining strategic approaches for engaging and managing each group throughout both the Readiness and Response phases with key actions identified for implementation.						
	22. Pre-identify CDCs based on requirements	✔ Currently, we have 115 Civil Defence Centres (CDCs) identified that are located across Auckland.						
	10. Identify personnel to support the Emergency Coordination Centre			🕓 Progress includes confirmation of 'redirection' procedures, senior leaders buy-in, Learning Pathways development, targeted ACES recruitment, onboarding. Work on an 'opt-out' model is ongoing, time frame is dependent on external deliverables.				
	6. Determine local response arrangements			🕓 Expected completion has been rescheduled to Q4 of the 2025/2026 FY. As mentioned on page 1, the delay is to allow for more comprehensive consultation with key internal and external partners.				
	7. 'Just-in-Time' training			🕓 This work began with core CIMS e-learning modules but has since expanded to cover all AEM CIMS functions. Phase 1 was completed in Q3 ahead of schedule (Q4) and the new Phase 2 is now scheduled for completion Q4 2025/2026 FY.				
	15. Clear procedures for use of ESRI/ArcGIS (geographical information systems)			🕓 Completion rescheduled to Q2 2025/2026 FY, with priority given to reconfiguring and enhancing critical GIS tools and applications.				
	21. Implement the needs assessment solution			🕓 Good progress has been made, but completion is delayed due to information-sharing issues and system complexity. More time is needed to ensure it functions as intended.				
	28. Work with communities and local boards to identify appropriate community response arrangements							
	9. Develop a well-being response plan			🕓 Completion of the Implementation Plan remains on track for Q2 next FY, with overall completion extended to Q3 to allow time for embedding.				
	19. Work with NEMA to identify a solution for the deployment of resources *							

* Refers to NEMA's deployment of out-of-region staff into our region in a response. This 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)

🕓 Completion has been rescheduled from original planned date

APPENDICES

PROGRESS ON GROUP PLAN ACTIONS

Charts on the following pages provide an overview of progress this financial year against the 33 Actions of the Group Plan, as well as the anticipated progress for Quarter 4.

	Group Plan action #	Group Plan action description	Q1	Q2	Q3 Forecasted outcome	Q4 Forecasted outcome
Mana whenua and mataawaka	1	Coordinate with our partners to expand delivery of Whakaoranga Marae, Whakaoranga Whānau and Kia Rite, Kia Mau to support mana whenua and mataawaka disaster resilience, and support investigation into funding arrangements for iwi and marae	Significant	Significant	Significant	Expect some
	2	Secure representation of mana whenua and mataawaka in the Incident Management Team and Coordinating Executive Group	No progress	Some	Some	Expect some
Reduction	3	Identify information gaps that affect our ability to manage natural hazard risks, and conduct a cross-council programme of hazard research to address the gaps and embed hazard considerations across council activity	No progress	Significant	Some	Expect some
	4	Work with partners to promote region-wide hazard information across multiple platforms to improve knowledge and understanding of hazards, warning and alerting tools. Platforms include social media, Geographic Information Systems (GIS), Land Information Memorandums (LIMS) and through Local Board Readiness and Response Plans and community resilience plans.	No progress	Some	Some	Expect some
	5	Undertake a review of the current regulatory and non-regulatory frameworks in relation to their effectiveness in risk reduction and implement required changes	Significant	Significant	Significant	Expect significant
	6	Collaborate with central government to design a clearer process for: - implementing adaptation options including managed retreat as a method to reduce risk, and - avoiding the establishment of development in areas where the extent of hazard risk warrants such an approach	No progress	Some	Some	Expect some
Readiness - Operational	7	Undertake risk reduction activities such as contingency plans, focused on high priority hazards and complex events/impacts. Ensure plans are readily accessible, clearly communicated, exercised and well understood by staff and operational partners	Some	Significant	Significant	Expect significant
	8	Contribute to national level plans and exercises on catastrophic nationwide and cross-regional event planning and support regional partners with emergency management planning	No progress	No progress	Some	Expect some
	9	Deliver a multi-agency exercising calendar on an ongoing basis. Ensure exercises are overseen by independent observers and appropriate agencies participate	Some	Significant	Significant	Expect significant
	10	Provide emergency management training appropriate to roles and levels*	Significant	Significant	Significant	Expect significant
	11	Develop and maintain a relationship management framework that outlines the purpose, method and frequency of engagement with key stakeholders	No progress	Some	Some	Expect some
	12	Develop and implement a technology strategy to enhance response GIS and operational capabilities and strengthen situational awareness*	No progress	No progress	No progress	Expect some
	13	Enhance Welfare function capability by developing and implementing: - a needs assessment tool in partnership with NEMA - an ongoing work programme for the Auckland Welfare Coordination Group addressing recommendations from previous reviews	No progress	Significant	Some	Expect some
	14	Identify and mitigate gaps in Lifelines planning and systems, ensuring alignment with national policy	No progress	Some	Significant	Expect some
	15	Monitor and maintain operational plant and equipment including communication tools, alerting and warning systems, fleet and buildings and related facilities. Incorporate new technologies as appropriate	Some	Significant	Significant	Expect significant

* action description has been summarised (the full description is provided in the Group Plan)

Legend:
- (green arrow) Significant progress has been achieved on this action in the quarter
- (orange clock) Some progress has been made towards achieving this action during the quarter
- (grey) No progress on this action over this quarter
- (light green) Expect significant progress
- (light orange) Expect some progress

PROGRESS ON GROUP PLAN ACTIONS

	Group Plan action #	Group Plan action description	Q1	Q2	Q3 Forecasted outcome	Q4 Forecasted outcome
Readiness - Community	16	Work with local boards to prepare, communicate and test Local Board Readiness and Response Plans that identify local hazards, how to prepare for emergencies, how to evacuate and where to go and useful contacts in an emergency	Significant progress	Significant progress	Significant progress	Expect some progress
	17	Encourage and support communities to develop their own community resilience plans, in particular those communities who have the capacity and capability to establish and run community emergency hubs	No progress	Significant progress	Significant progress	Expect significant progress
	18	Develop an evidence-based communications plan to support community awareness, engagement and preparedness that is tailored to Auckland's diverse communities	Some progress	Some progress	Some progress	Expect some progress
	19	Partner with community organisations supporting those communities that may be disproportionately impacted by disasters, to support their preparedness for emergencies	No progress	Significant progress	Significant progress	Expect significant progress
Response	20	Develop and maintain a robust set of training resources and operational documents ensuring that the functions, roles and responsibilities set out in this plan are embedded and understood by key parties*	Significant progress	Significant progress	Significant progress	Expect significant progress
	21	Work with partners to determine a response structure that more effectively supports regional and local responses	No progress	No progress	Some progress	Expect significant progress
	22	Maintain a schedule of accessible Civil Defence Centres and shelters for local and regional emergency events that can be activated in response as required to support Auckland's diverse communities*	Significant progress	Significant progress	Significant progress	Expect significant progress
	23	Grow the capacity of response personnel by leveraging the skills and resources of the council and CCOs to provide additional resourcing across all CIMS functions	Significant progress	Significant progress	Significant progress	Expect significant progress
	24	Develop a volunteer framework addressing recruitment and retention, training, health and safety and use of volunteers in response	No progress	Significant progress	Significant progress	Expect significant progress
	25	Create and implement a wellbeing response plan that captures staff deployment, staff capacity, working hours and support services. Ensure the plan covers all response staff, including those within the ECC and those deployed elsewhere	No progress	No progress	Significant progress	Expect significant progress
	26	Maintain a broad range of communication channels and languages that are accessible to Auckland's diverse population and ensure channels such as the website and social media are up to-date and functional*	Some progress	Significant progress	Some progress	Expect significant progress
	27	Enhance communications capacity by training a diverse group of council and CCO communications staff, implementing media training for key emergency leaders, and providing media awareness training for AEM staff to ensure effective, consistent messaging*	Some progress	Some progress	No progress	No progress
Recovery	28	Continue to develop and refine preparations for recovery, applying lessons learned from previous recoveries and striving for best practice*	Significant progress	Significant progress	Some progress	Expect some progress
	29	Recruit and maintain a pool of skilled recovery personnel across the council group	No progress	No progress	No progress	No progress
	30	Proactively collaborate with other CDEM Groups to develop, or contribute to the development of NEMA recovery specific training	No progress	No progress	Some progress	Expect some progress
Management and governance	31	Ensure the roles and responsibilities contained within this Group Plan are reviewed and updated as appropriate, communicated and understood by the parties involved, and reflected in appropriate documentation.	Significant progress	Significant progress	Some progress	Expect significant progress
Monitoring and evaluation	32	Reporting to CEG and Committee on the annual AEM work programme, Group Plan monitoring and evaluation, bi-annual CEG working group progress, recovery plan implementation, and compliance with CDEM Act emergency management powers*	Significant progress	Significant progress	Significant progress	Expect significant progress
	33	Post emergency response debriefs are carried out, with key findings and recommendations reported to CEG and the CDEM Committee and actions built into forward work plans	Significant progress	Some progress	Some progress	Significant progress

* action description has been summarised (the full description is provided in the Group Plan)

Significant progress has been achieved on this action in the quarter

Some progress has been made towards achieving this action during the quarter

No progress on this action over this quarter
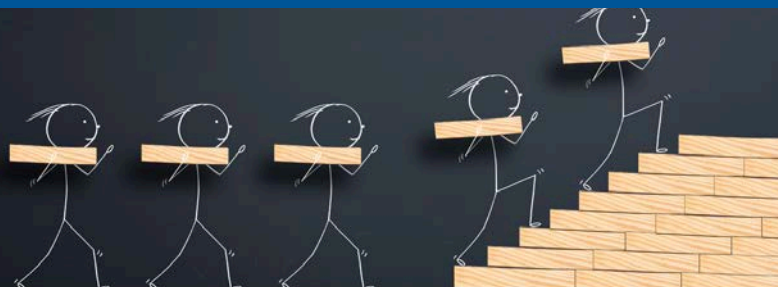
Expect significant progress

Expect some progress

Auckland Emergency Management
Tokonga Mate Ohotata o Tāmaki Makaurau

Committed to continuous improvement!