



*A safe, strong Bay of Plenty, together
Te Moana a Toi kia kaha mā tātou katoa*

Bay of Plenty Civil Defence Emergency Management Group Office

Annual Report 2024-2025



Bay of Plenty Civil Defence Emergency Management Group Office Annual Report 2024-2025

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Mihi

Whakataka te hau ki te uru,
Whakataka te hau ki te tonga,
Kia mākinakina ki uta,
Kia mātaratara ki tai
E hī ake ana te ataakura,
He tio, he huka, he hauhu,
Tihei Mauriora!

.....

Cease the winds from the west
Cease the winds from the south,
Let the breeze blow over the land
Let the red tipped dawn come
With a sharpened air,
A touch of frost, a promise of a
Glorious day.

Directors Message

The Bay of Plenty Emergency Management Group Office is pleased to present the Annual Report for the year 2024-2025 Financial Year. This report highlights our achievements and ongoing commitment to enhancing the resilience and safety of our communities through effective emergency management practices.

The 2024-2025 period was another significant year for the Bay of Plenty Civil Defence Emergency Management Group and the Group Office, Emergency Management Bay of Plenty (EMBOP).

This initially focused on effective integration of the new Bay of Plenty CDEM Group Plan 2024-2029, which was adopted late in the previous year. This also included successfully completing of the first annual plan born from this long-term strategic document. The outputs from the initial annual plan form the basis of this report.

Our sector has over the past year faced numerous challenges, including ongoing legislative reform considerations, natural disasters, recovery workstreams and a changing economic environment for our operations, those of our partners and communities. Despite these challenges, our dedicated team, in collaboration with local authorities, emergency services, and community organisations, has worked tirelessly to contribute to ongoing risk reduction, resilience and readiness activities whilst ensuring the safety and well-being of our residents during response preparedness and operations.

The team has also had a significant focus on supporting the preparation for the Coronial Inquiry process following the tragic events of December 9th, 2019, Whakaari/White Island explosion. It is imperative we support this process to identify any opportunity across the All of Government system to ensure this tragic loss of life cannot re-occur in the future from a similar event. This inquiry is scheduled to commence in October 2025.

We extend our gratitude to all our staff, agency partners, volunteers, and community members who have a significant contribution to our efforts. Your support and collaboration are invaluable in building a safer and more resilient Bay of Plenty.

As we look ahead, we remain committed to continuous improvement and innovation in our emergency management practices and to remaining agile across shifting economic, climatic and legislative environments.

Thank you for your ongoing support.

Mark Crowe

Director, Emergency Management Bay of Plenty
Bay of Plenty CDEM Group Controller

Abstract

This Annual Report outlines the Bay of Plenty Civil Defence Emergency Management (CDEM) Group's activities and achievements across the 2024–2025 financial year, structured around the 4Rs of emergency management and assurance: Reduction, Readiness, Response, Recovery and Monitoring & Evaluation.

The Group advanced several disaster risk reduction initiatives, including finalising tsunami inundation modelling, developing the Bay of Plenty HazardScape Report, and conducting risk assessment workshops to enhance regional resilience.

Readiness efforts focused on empowering communities through improved public education, scoping a Public Information Geographical Information System (GIS) Hub, progressing catastrophic emergency planning, and reviewing welfare arrangements to ensure preparedness for large-scale emergencies. Further, significant investment has been made in establishing our Operations and Logistics hub along with supporting our New Zealand Response Team (NZRT16) capability and developing volunteer engagement opportunities.

Response activities included reviewing operational guidance tools and developing targeted Civil Defence Centre training programmes to strengthen operational capability.

In Recovery, the Group developed the Whakaari Recovery Action Plan, updated the Recovery Toolkit with lessons learned from Cyclone Gabrielle, facilitated Response to Recovery transition training, and finalised the Group Recovery Framework to guide coordinated regeneration efforts post-emergency.

Monitoring and Evaluation activities ensured continuous improvement, including progress on the Group Assurance Framework, submissions on upcoming legislative reforms, and reviewing administrative service agreements.

Next to the 4Rs, this report highlights a range of achievements, including increased public engagement, organisational recognition, successful training programme delivery, capability development, and major exercises. Collectively, these initiatives reflect the Group's commitment to building safer, more resilient communities.

Civil Defence Emergency Management in the Bay of Plenty

The Civil Defence Emergency Management (CDEM) Act sets out how Civil Defence should be managed around New Zealand. The Bay of Plenty Civil Defence Emergency Management Group (the Group) is responsible for Emergency Management activities within the region. All councils in the Bay of Plenty are members of the Group.

Emergency Management Bay of Plenty (EMBOP) is the Group Emergency Management Office which is responsible for delivering a range of services on behalf of the Group that enables the Group to fulfil its role. Services include coordination and support, development of plans, policy and procedures, Group representation, Group work programme delivery, Group response capability planning, and hazard and risk analysis functions.

The Bay of Plenty CDEM Group Plan 2024-2029 sets the strategic direction and objectives for the Group. The aim of which is to enable resilient communities and whānau throughout the region in delivering comprehensive emergency management before, during and after an emergency.

This strategic plan represents a collaborative reflection of the needs, and wishes of our partners, and communities. It's development and inception are a result of meaningful and constructive engagement from CDEM partners, emergency services, key agencies, community organisations and individuals who have helped to identify the key outcomes for our rohe.

The strategic plan had been developed in accordance with the requirements under section 49(2) of the CDEM Act 2002. It is aligned with the National Disaster Resilience Strategy 2019, Rautaki ā-Motu Manawaroa Aitua, and takes account of the CDEM Group Planning Director's Guidelines [DGL 09/18] as required under section 53 of the CDEM Act 2002.

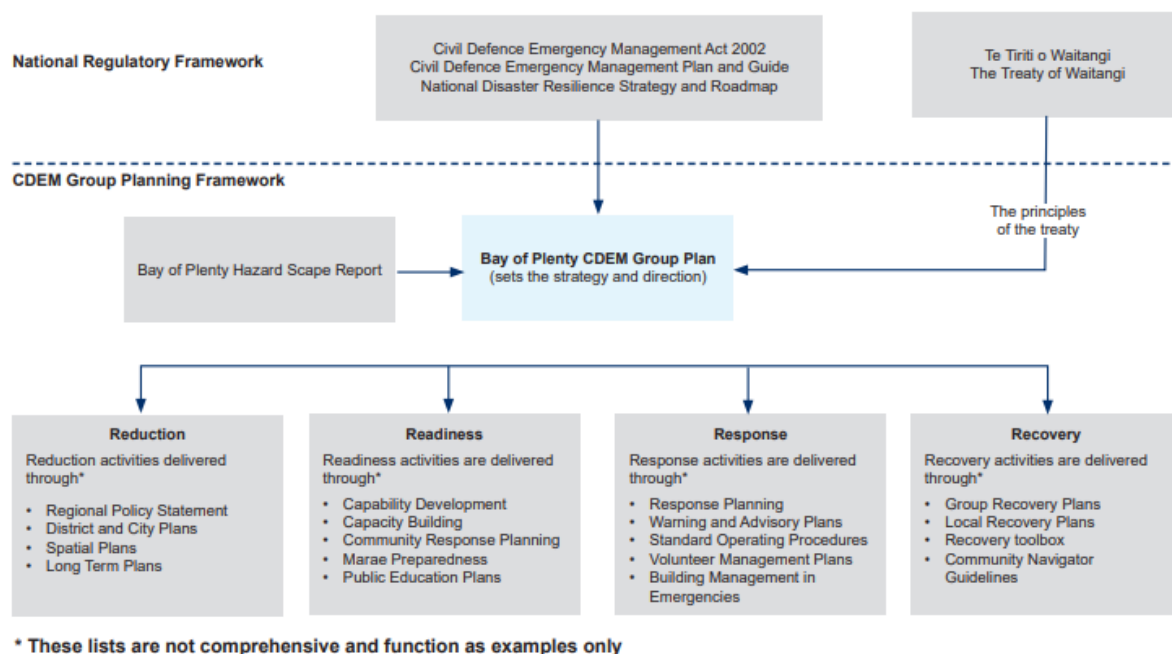


Figure 1. Demonstrates the Bay of Plenty CDEM Group Plan Alignment. The Bay of Plenty Group Plan 2024-2029 operates as a framework and a road map for navigating the Group in their efforts to achieve its established objectives and goals over the course of the next five years. Therefore, all Annual Plan activities are aligned with these objectives and goals.



Figure 2. Describes the relationship between the Annual Plan Activities as planks in the proverbial bridge to achieving the overall Group Plan (described above), prompted and guided by the Strategic Objectives.

Bay Of Plenty CDEM Group Plan Strategic Objectives

A Strategic objective is a mid-term goal set to guide collective action across the four 4 Rs over the five-year plan period. These objectives translate the Group's vision and principles into focused outcomes. Each objective outlines a desired future state and provides the strategic direction that informs annual work programmes and council-level activities.

Reduction:

Strategic objectives

- 1 Build our community's knowledge and understanding of their hazards and risks, the economic and social impact of disaster and disruption, so they can make informed decisions to protect their taonga, lives and livelihoods.
- 2 Identify gaps in risk reduction policies at the regional and local levels and:
 - a. where responsible, make changes that decrease exposure to hazards
 - b. advocate with responsible agencies for change that decreases exposure to hazards.

Readiness:

Strategic objectives

- 3 Build and improve knowledge and skills within communities and businesses to prepare for, respond to and recover from emergencies.
- 4 The Bay of Plenty CDEM Group grows and maintains its capacity and capability to respond to emergencies in the Bay of Plenty.
- 5 Strengthen communications networks and information flow between and among the community and CDEM partners.
- 6 Enhance relationships and cooperation among the Bay of Plenty CDEM Group members, stakeholders, iwi, partners, community organisations and volunteers involved in the CDEM sector.

Response:

Strategic objectives

- 7 The Bay of Plenty CDEM Group collaborates effectively with elected officials, partners, stakeholders, iwi and volunteer groups during emergencies and delivers a coordinated response.
- 8 CDEM is a trusted and accessible source of information in an emergency event. Communities are provided with the information they need when they need it, to make decisions, and keep themselves and their whānau safe

Recovery:

Strategic objectives

- 9 The Bay of Plenty CDEM Group coordinates effectively with communities, partners, stakeholders, iwi and volunteer groups and supports them to undertake their recovery actions.
- 10 The Bay of Plenty CDEM Group has the capability and capacity required to enable effective recoveries.
- 11 Recovery planning is integrated across Reduction, Readiness and Response.
- 12 Ongoing relevant and timely recovery information and resources are provided to communities.

The Strategic Plan refers to the 4R's of emergency management as the foundation of our integrated approach to emergency management. It also described how this approach is consistent with a holistic Māori world view because it requires a systemic approach to caring for people and land before, during and after an emergency. The activities in the Annual Plan have therefore been aligned with the 4Rs of emergency management, and assurance:

- Reduction
- Readiness
- Recovery
- Response
- Monitoring & Evaluation.

The Annual Plan includes a greater focus on readiness activities because readiness forms the foundation for effective response and recovery. Many readiness activities directly support and enhance the Group's response and recovery capabilities by ensuring systems, staff, and communities are well prepared.



Figure 2. Demonstrates the relative distribution of all 18 of the 2024-2025 Annual Plan Activities across their respective categories (4 R's).

The Group aimed to deliver 18 Annual Plan activities alongside its business-as-usual work and other supplementary background activities. Of these, 16 activities (88.9%) were completed within the financial year. This completion rate includes multi-year activities for which all milestones scheduled for this year were achieved.

Table 1. All 18 of this year's 2024-2025 Governance Approved Annual Plan Activities across the 4R's.

Activity #	Activity Name	Activity Status
Reduction		
1.	Complete Tsunami Modelling for The Bay of Plenty	Multi-Year on Going [Part 1 Completed]
2.	Develop Bay of Plenty CDEM Group HazardScape Report	Multi-Year on Going
3.	Deliver Bay of Plenty CDEM Group Risk Assessment Workshops	Reprioritised 25/26
Readiness		
4.	Scope a Public Information GIS Hub For Public Awareness During an Event.	Completed
5.	Develop Bay Catastrophic Emergency Planning Off the Back of The NEMA Cat Planning Handbook - Alternative Facilities, Systems, Tools to Support Response (Scope First PL/OPS- Handbook NEMA).	Multi-Year on Going
6.	Generate A Development Programme for Elected Members.	Completed
7.	Review Bay of Plenty Group Welfare Plan 2019.	Completed
8.	Deliver on the Bay of Plenty CDEM Group Public Education Plan.	Completed
9.	Support the Whakaari Coronial Inquiry	Multi-Year on Going
Response		
10.	Conduct a Review of Emergency Operation Centre Checklist Compendium	Completed
11.	Develop A Civil Defence Centre Training Course and Guide	Completed
Recovery		
12.	Develop the Whakaari Recovery Action Plan	Completed
13.	Update 'Lessons Learnt' from Cyclone Gabrielle into The Recovery Toolkit	Completed
14.	Develop and Facilitate Response to Recovery Transition Training	Completed
15.	Develop the Group Recovery Framework	Completed
Monitoring and evaluation		
16.	Implement the Bay of Plenty Group Assurance Framework	Reprioritised 25/26
17.	Support Review and Analyse Implications of The New Emergency Management Bill and Implement Subsequent Actions	Subject to Reform
18.	Review of the Administering Authority Services Document for The CDEM Group	Completed

Annual Plan Activity alignment with Group Plan Goals

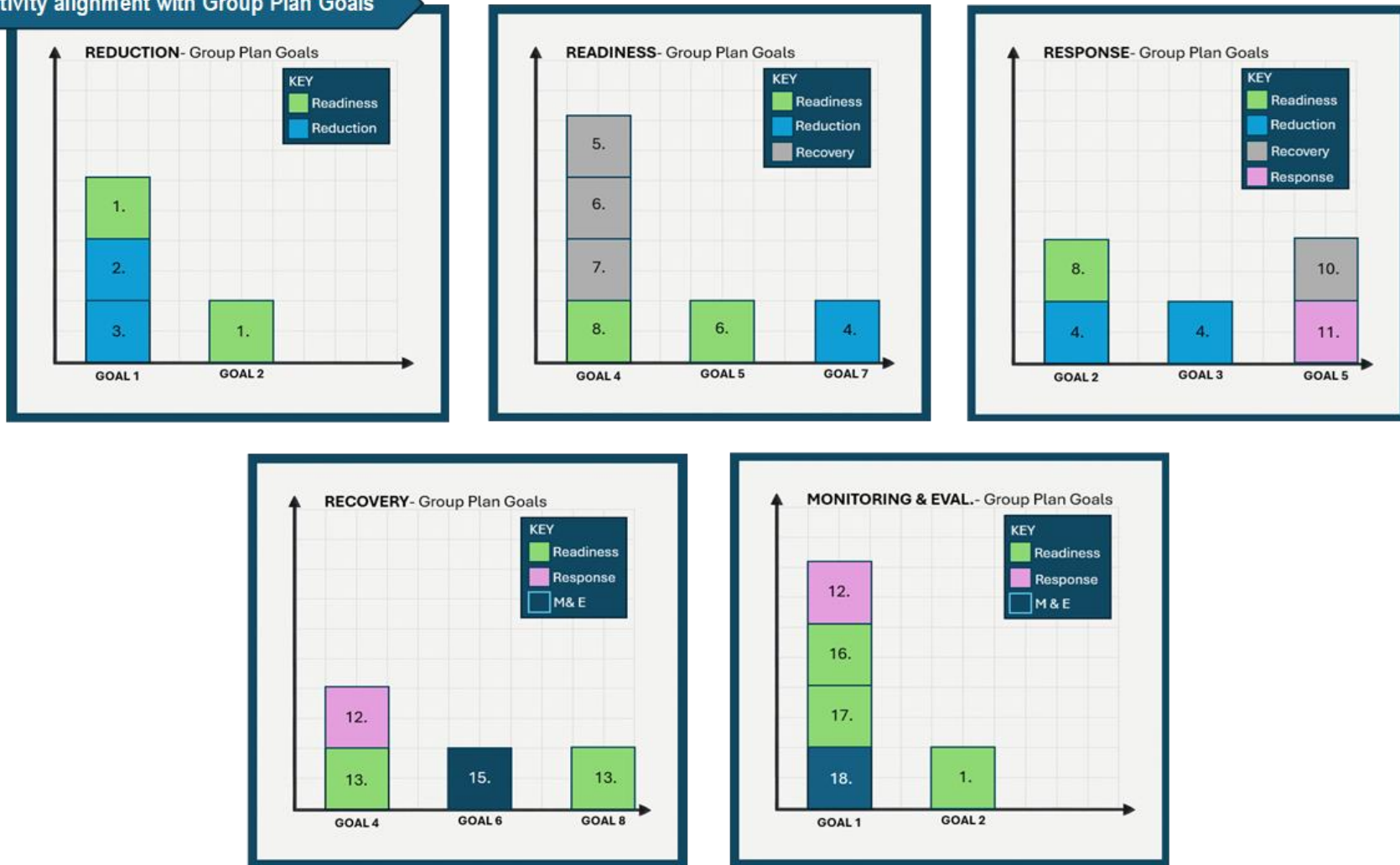


Figure 4. *Demonstrates* which 2024-2025 Annual Plan Activities link back to which specific Group Plan Goals (The details of each of these goals is shown in Supplementary Tables 1-5 In the Supplementary Section). This is used as a milestone metric over the course of the next 5 Years to assess the Group's progress in ensuring that the activities that are undertaken each financial year by the Group align with the endorsed framework of the Group Plan.

Reduction

“Reducing the Risk to Our Communities”



Disaster risk reduction is aimed at preventing new, reducing existing disaster risk, and managing residual risk, all of which contribute to strengthening resilience (New Zealand’s National Disaster Resilience Strategy 2019). The activities within this section enhance collective knowledge of natural hazard risks within the Bay of Plenty, the vulnerability and resilience of communities, and implement projects/ programmes to reduce risks from natural hazards.

Activity	Status
1. Complete Tsunami Modelling for The Bay of Plenty	Multi-Year on Going [Part 1 Completed]
2. Develop Bay of Plenty CDEM Group HazardScape Report	Multi-Year on Going
3. Deliver Bay of Plenty CDEM Group Risk Assessment Workshops	Reprioritised 25/26

1. Complete Tsunami Modelling for the Bay of Plenty

In mid-2023, Emergency Management Bay of Plenty (EMBOP) and Bay of Plenty Regional Council (BOPRC) contracted GNS Science to conduct comprehensive tsunami inundation modelling for the Bay of Plenty Civil Defence Emergency Management Group. The purpose of the modelling was to assist in revising the tsunami evacuation zone for our communities using the most up to date information and latest technology.

In March 2025, GNS Science, with the National Institute of Water and Atmospheric Research (NIWA) as peer reviewer, provided the finalised tsunami inundation modelling report and inundation data. This was an important milestone to achieve as part of the wider tsunami ready programme. Funding for this project was provided by the Natural Hazards Commission. The next phase of the project is now underway, involving the revision of the existing tsunami evacuation zones.

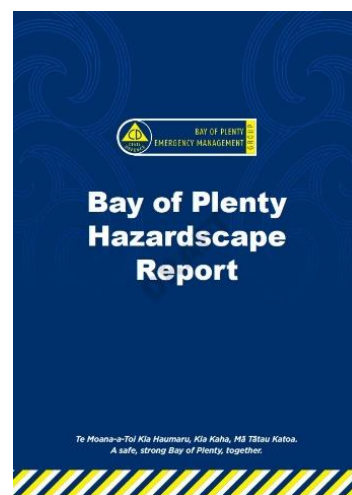


Figure 3. Image of the New Zealand eScience Infrastructure – super computers, used to complete the tsunami inundation modelling.

2. Develop Bay of Plenty CDEM Group HazardScape Report

During the 2024/25 financial year the Bay of Plenty CDEM Group developed the Bay of Plenty HazardScape Report. This report highlights our unique set of geological, meteorological, and technological hazards that pose several risks to our community and whānau; risks that occur many times across our region.

From floods to earthquakes, plant and pest diseases, volcanic eruptions, oil spills, infrastructure failure and pandemics the Bay of Plenty has it all, as such understanding the hazardscape of the Bay of Plenty is essential for building a resilient region. This report is aimed at ensuring our community understands the hazards they are exposed to and as such feel empowered to act to manage this risk.



3. Deliver Bay of Plenty CDEM Group Risk Assessment Workshops

To understand not only the hazards themselves but the potential impacts of these hazards on our community the Bay of Plenty CDEM Group (the Group) undertook a workshop aimed at developing a CDEM Risk assessment. These workshops are a key workstream helping the Group to understand the hazards of the Bay of Plenty and the potential consequences for our region across the four environments.

By systematically assessing risks, planning can be prioritised, including readiness, and investment in mitigation measures. This process supports evidence-based decision-making, ensures alignment with national frameworks like the National Disaster Resilience Strategy 2019, and strengthens the Groups' ability to build safer, more resilient communities across the Bay of Plenty.

The second of the two workshops for this Financial Year had been postponed due to prioritisation of other workstreams. This workshop has been rescheduled, this change will not impact the delivery of the other two workshops scheduled for the 25/26 financial year.

Readiness

“Preparing Our Communities for An Emergency”



Readiness includes developing operational systems and capabilities before an emergency happens. It includes making arrangements with emergency services, Lifeline Utilities, and other agencies, and developing self-help and response arrangements for the public (New Zealand’s National Disaster Resilience Strategy 2019). This programme of work focuses on enhancing the readiness of the Bay of Plenty through empowering and engaging individuals, partners, organisations, and communities to make their own decisions on how they will prepare for and cope during an emergency.

Activity	Status
4. Scope a Public Information GIS Hub For Public Awareness During an Event	Completed
5. Develop Bay Catastrophic Emergency Planning Off the Back of The NEMA Cat Planning Handbook - Alternative Facilities, Systems, Tools to Support Response (Scope First PL/OPS- Handbook NEMA).	Multi-Year on Going
6. Generate A Development Programme for Elected Members	Completed
7. Review Bay of Plenty Group Welfare Plan 2019	Completed
8. Deliver on the Bay of Plenty CDEM Group Public Education Plan	Completed
9. Support the Whakaari Coronial Inquiry	Multi-Year on Going

4. Scope a Public Information Geographical Information System Hub for Public Awareness During an Event

The need for a strong connection between communities and response agencies is critical to enabling community readiness, situational awareness and transparency between responding agencies and those impacted. In all, a better connection creates a response environment that is efficient and collaborative, where a high level of trust supports a sustained response, and coordinated recovery. The Public Information Geographical Information System (GIS) Hub was scoped to be one of the key mechanisms to facilitate this connection.

The scope set the precedent for a balanced approach, where spatial elements are supported by further information and widgets which allow for easier interpretation, ensuring well informed communities. This balanced product will be integrated into the existing Bay of Plenty CDEM website, and training tools will be stood up which ensures a user-friendly interface to input data.

5. Developing a Bay of Plenty Catastrophic Emergency Plan

Catastrophic events refer to significant disasters that will have a high impact on many regions across New Zealand (e.g. Hikurangi earthquake and subsequent tsunami). The impacts caused from a catastrophic event will be widespread and devastating. It will overwhelm the emergency management system and will require a local, regional and national response of a scale not yet seen or experienced in New Zealand.

The purpose of the catastrophic planning project is to ensure the region is as well prepared as possible for a catastrophic event. This multi-year project includes many different interconnecting workstreams. The project, coordinated by Emergency Management Bay of Plenty, requires input from all members of the Bay of Plenty CDEM Group as well as its partner agencies. The project output will include a plan/handbook that aligns with the recently released national catastrophic handbook.

6. **Generate a Development Programme for Elected Members**

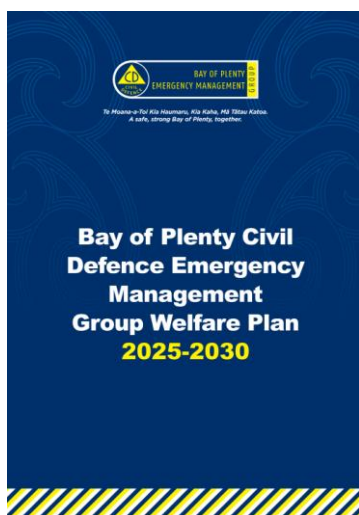
In March, Emergency Management Bay of Plenty held a workshop with current Joint Committee members to gather their views on recommended ongoing professional development opportunities. Based on this feedback, a professional development framework for 2026 has been drafted. It will support Joint Committee members in their governance roles as the CDEM sector enters a new era of emergency management, particularly considering the changes signalled by central government.

7. **Review Bay of Plenty Group Welfare Plan**

In June 2025, the Joint Committee approved the Bay of Plenty CDEM Group Welfare Plan 2025–2030. Developed in consultation with the Welfare Coordination Group, the plan incorporates minor updates to the previous 2019–2024 version and notes specifically arrangements pertaining to the offshore islands within our regional Council boundary.

The Bay of Plenty CDEM Group is responsible for leading regional welfare planning and supporting local welfare arrangements to ensure a consistent approach to welfare service delivery across the region.

The plan outlines the strategic direction for welfare services, ensuring alignment with national emergency management objectives and legislative requirements, and clearly defines the roles and responsibilities of all key stakeholders involved in supporting communities during emergencies.



8. Deliver on the Bay of Plenty CDEM Group Public Education Plan

The Communications & Engagement team supports the Group with content and coordination in support of public education across the region. A shared content calendar gives councils access to consistent planned readiness messaging for digital use so group councils can work together on key themes and preparedness goals without duplication.

The range of readiness content shared with CDEM audiences has been expanded, including video content featuring Group staff members, which was especially well received. Audiences have continued to grow, with 2,700 new followers gained on Facebook, bringing the total to almost 50,000 people.

The Group is also working on improving the clarity, accessibility and functionality of the Group website, to ensure our communities have access to clear, accurate, relevant and timely emergency information when they need it.



9. Support the Whakaari Coronial Inquiry

The CDEM Group continues to engage in the ongoing Coronial Inquiry process which was opened to determine the causes and circumstances of the deaths of the individuals involved in the eruption that occurred on Whakaari/White Island on December 9th, 2019.

Response

“Supporting Communities on Their Worst Day”



Response includes the actions taken immediately before, during or directly after an emergency to save human and animal lives and property, and to help communities begin to recover.

Activity	Status
10. Conduct a Review of Emergency Operation Centre Checklist Compendium	Completed
11. Develop A Civil Defence Centre Training Course and Guide	Completed

10. Conduct a Review of Emergency Operation Centre Checklist Compendium

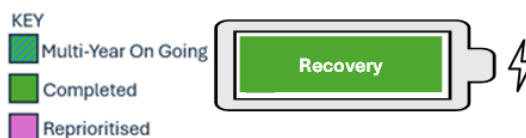
As part of the Group’s assurance procedures, a review was undertaken to assess the ongoing need for the Emergency Operations Centre Checklist Compendium. This review focused on a consultation process with the Territorial Authorities to identify their requirements going forward. The consultation determined that while there is a need for an operational guidance tool, the current format of the checklist compendium does not meet the needs of the Territorial Authorities. Consequently, it was decided that the checklist compendium will not be revised in its current form. Future work will focus on identifying and developing the most suitable regionally consistent response guidance documents for Territorial Authorities across the Bay of Plenty.

11. Develop ‘A Civil Defence Centre’ Training Course and Guide

A Civil Defence Centre pilot course was delivered at Orchard Church in Te Puke, bringing together Local Welfare Managers and Emergency Management Officers from across the region. Participant feedback has been collected, and the course materials are now being refined to develop two tailored training programmes: one for staff Civil Defence Centre staff and another specifically designed for Civil Defence Centre supervisor.

Recovery

“Supporting Communities to Rebuild Their Lives”



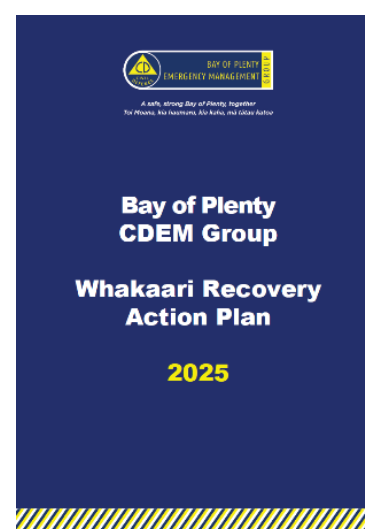
Recovery is the coordinated efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration and enhancement of a community following an emergency.

Activity	Status
12. Develop the Whakaari Recovery Action Plan	Completed
13. Update ‘Lessons Learnt’ from Cyclone Gabrielle into The Recovery Toolkit	Completed
14. Develop and Facilitate Response to Recovery Transition Training	Completed
15. Develop the Group Recovery Framework	Completed

12. Develop The Whakaari Recovery Action Plan

The development of the “Action Plan” followed on from the “Review of the Whakaari White Island Eruption Recovery Report”, that identified several Recovery lessons to be considered, to improve future Recovery approaches and outcomes. Most of the matters outlined in the “Review” report were general in nature and are applicable to any recovery event at the national, regional, or local level.

The “Action Plan” has therefore substantively addressed, the “Review” Recovery lessons covering recovery governance, engagement, roles and responsibilities, and recovery capability. These learnings have been incorporated into the Bay of Plenty CDEM Group Recovery Framework, which is the key document for the Groups’ approach to Recovery.



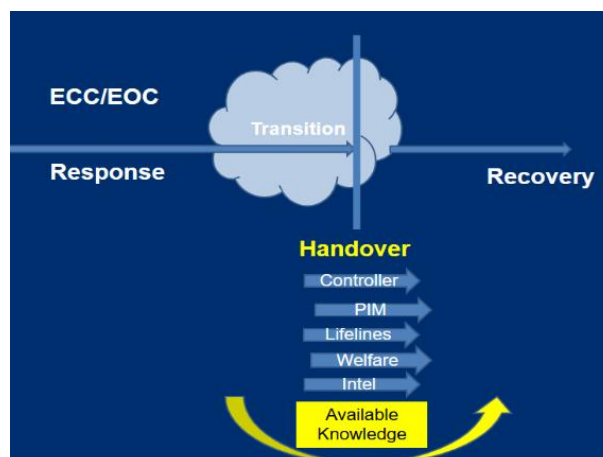
13. Update ‘Lessons Learnt’ from Cyclone Gabrielle into The Recovery Toolkit

Emergency Management Bay of Plenty has developed an online Recovery toolkit available to the Groups Recovery Managers (Group and Local). Since Cyclone Gabrielle, there has been a significant development of processes and development of recovery collateral across New Zealand. This has been collated and incorporated into the “toolkit” including best practice examples and templates for Response to Recovery transition reports and regional and local Recovery plans.

14. Develop And Facilitate Response to Recovery Transition Training

Training modules for Response to Recovery transition have been developed and incorporated into training schedules. This focuses on the role of Recovery in Response and the lead into early Recovery.

The objectives of the Response to Recovery training are to enhance participants' understanding of the transition process from emergency Response to Recovery, to clarify roles and responsibilities during this phase, and to build capability in planning and implementing effective Recovery activities that support communities in their long-term wellbeing.



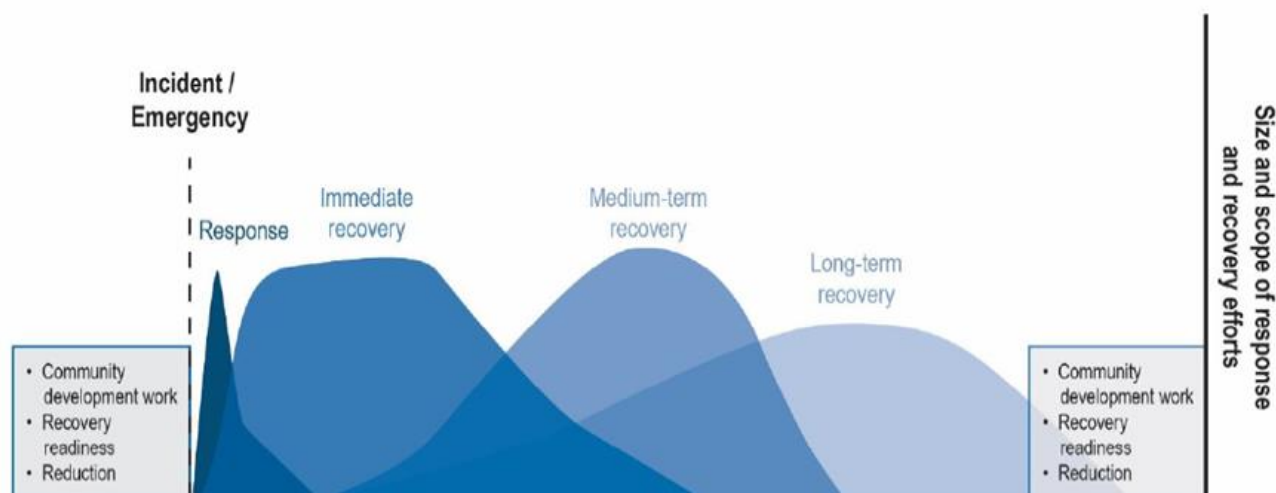
The training has wide application for those working in response including Controllers, Recovery Managers, Emergency Operation Centre personnel and emergency management officers. The training is focused on ensuring a seamless transition of activities and knowledge from the response phase into recovery.

15. Develop the Group Recovery Framework

Recovery is about regenerating and enhancing communities' functions, social structures and systems following an emergency. Government, partners, agencies, organisations and groups work alongside communities to achieve this.

The Recovery framework outlines a sound across the Bay of Plenty CDEM Group (the Group) Recovery approach by confirming the recovery arrangements, including roles and responsibilities, structures, and processes, required to support recovery management at the regional (Group) level.

The framework also provides the basis for the development of local Recovery plans/frameworks by the Group's member local authorities. This work has shifted from a Recovery plan to a framework to reflect the agility of arrangements that will be required. This highly successful publication has already been (with permission) adapted and adopted widely (in full or in part) at local, regional and National contexts across Aotearoa.



The Recovery Continuum adapted from the Federal Emergency Management Agency 2016 National Disaster Recovery Framework 2nd Edition.

Monitoring and Evaluation



“Ensuring We Are Meeting Our Legislative Requirements and Building a Culture of Continuous Improvement”

The Bay of Plenty Group ensures the achievement of the Bay of Plenty CDEM Group Plan's objectives, compliance with legislative requirements, and ongoing improvement through regular monitoring and evaluation. This process guarantees the capacity and capability needed to fulfil its CDEM roles and responsibilities. Continuous improvement activities enhance the Bay of Plenty CDEM Group's effectiveness, transparency, and consistency.

Activity	Status
16. Implement the Bay of Plenty Group Assurance Framework	Reprioritised 25/26
17. Support Review and Analyse Implications of The New Emergency Management Bill and Implement Subsequent Actions	Subject to Reform
18. Review of the Administering Authority Services Document for The CDEM Group	Completed

16. Implement The Bay of Plenty Group Assurance Framework

This activity will set a standard for a Group assurance (annual) plan, ensuring that the Group's activities comply with legal requirements, Group standards, and other applicable regulations. Additionally, it will enable the Group to report on its assurance activities and outcomes, and to identify opportunities for continuous improvement. Due to the additional workload resulting from the Whakaari Coronal Inquiry, this activity has been reprioritised for inclusion in the Annual Plan 2025–2026.

17. Support Review and Analyse Implications of The New Emergency Management Bill and Implement Subsequent Actions

As part of its response to the Government Inquiry into the Response to the North Island Severe Weather Events, the Government intends to pass a new Emergency Management Bill during this term of Parliament. The Bill will replace the Civil Defence Emergency Management Act 2002.

The new Bill is an opportunity to make sure our legislative settings enable the improvements identified through the Government Inquiry and other reviews.

In particular, the legislative reforms aim to ensure there is a whole-of-society approach to emergency management. To achieve this, the proposed objectives for the new bill are to:

- Strengthen community and iwi Māori participation in emergency management
- Provide for clear responsibilities and accountabilities at the national, regional, and local levels
- Enable a higher minimum standard of emergency management
- Minimise disruption to essential services
- Ensure agencies have the right powers available when an emergency happens.

In May, the CDEM Group made a significant submission on the Strengthening Emergency Management discussion document released by NEMA on behalf of the Minister. The submission was endorsed and signed by the Joint Committee Chair, Mayor Tunui. It focused on several welcome draft changes but also highlighted areas where the work programme missed opportunities to positively impact councils and the communities they serve.

The Minister's response is awaited via a draft Emergency Management Bill, which is expected to be released for further consultation in late September or early October 2025. The Group will assess the impact of the new Bill upon its release and prioritise actions arising from its provisions.

18. Review of the Administering Authority Services Document for The CDEM Group

The CDEM Act 2002 establishes the Bay of Plenty Regional Council (BOPRC) as the administering authority for the Bay of Plenty CDEM Group (Section 23 (1)) and broadly describes the responsibilities it has as the administering authority (Section 24). In doing so, this agreement articulates the support that BOPRC provides to the Bay of Plenty CDEM Group, including the provision of administrative services, such as governance support, legal advice, publishing and Human Resources and Health and Safety.

The completed review updated the 2021 version brings the agreement in line with sector changes and requirements over the last few years. It supports the Bay of Plenty CDEM Group Plan 2024-2029, runs in parallel with that strategic document, and will be reviewed again in 2029 alongside the Group Plan review.

Financial Overview

Bay of Plenty CDEM Group *	Year Ended 30 June 2025	
	Annual Budget \$000	YTD Actual \$000
Targeted Rates	5,017	5,017
Recoveries	78	268
Total Operating Revenue	5,095	5,284
Total Operating Expenditure	5,334	5,298
Net Surplus (deficit)	(239)	(13)
Emergency Management Reserves		
Opening Balance 1 July 2024 (8334&8347)	1,844	1,844
<i>Made up off:</i>		
Tsunami Modelling fund carried forward	138	0
NEMA	295	329
Establishment of Regional Emergency Management Response Capability	89	89
Commission level 4 regional tsunami modelling	150	0
<i>General Funds</i>	1,411	1,427
Current Year Surplus	(239)	(13)
	1,844	1,831

**The Result is Subject to the Finalisation of the Audit in December 2025.*

Highlights From the Year 2024-2025

Kēkēwai Day: Finalist for Team of the Year

At the 10th annual Kēkēwai Day in November 2024 – which is a day for Bay of Plenty Regional Council to celebrate the many examples of values in action, the Group office (Emergency Management Bay of Plenty) was a finalist for ‘team of the year.’ The team were proud to be recognised for the collective expertise and dedication of our team. Individual recognition was also given to our Principal Advisor, Recovery, Julian Reweti and GIS Specialist, Josh Bougen.



Figure 4. Bay of Plenty Regional Council staff and the Emergency Management team at the annual Kēkēwai Day.

Kēkēwai Day: Finalist for Rising Star and Spirit of Service

Josh Bougen has rapidly become a standout GIS specialist in the CDEM sector, leading the development of innovative tools like ‘BayWatch’, contributing nationally through GEMA, and presenting at major conferences. His technical expertise, leadership, and team spirit have made him an invaluable asset to EMBOP, driving change across local, regional, and national emergency management.

Julian was recognised for embodying manakitanga through his unwavering commitment to supporting both local and national CDEM communities, particularly in the Recovery space where he is recognized as a leading expert. His proactive efforts—from developing training initiatives to strengthening stakeholder relationships—have significantly enhanced Recovery capability and consistency across New Zealand.



‘Rising star’ Josh Bougen



‘Spirit of service’ Julian Reweti

Alternative Group Emergency Coordination Centre

To ensure the response capability of the region, it is essential that the CDEM Group has the resilience and ability to adapt to any emergency event. Taking steps to enhance resilience and ensure redundancy arrangements are in place, Emergency Management Bay of Plenty has established arrangements to activate an alternate Group Emergency Coordination Centre.

The alternate Group Emergency Coordination Centre, which is based at Tauranga racecourse, is a pre-determined facility that would be activated to lead a regional response in the case that the primary facility is compromised or if there is a need to expand operations. On January 31st, Emergency Management Bay of Plenty staff spent the day conducting an activation of the alternate facility to assess rehearse the setup of the facility and identify opportunities to improve activation arrangements.



Figure 5. Emergency Management team at the Alternative Group Emergency Coordination Centre facilities.

Master Public Information Officer Lisa Glass

The Bay of Plenty CDEM Group is home to the first person outside the United States to have achieved Master Public Information Officer status at the National Disaster & Emergency Management University.

The highly selective one-year program only accepts senior public information professionals who have demonstrated excellence in their field- fewer than 200 people have ever been granted MPIO status.

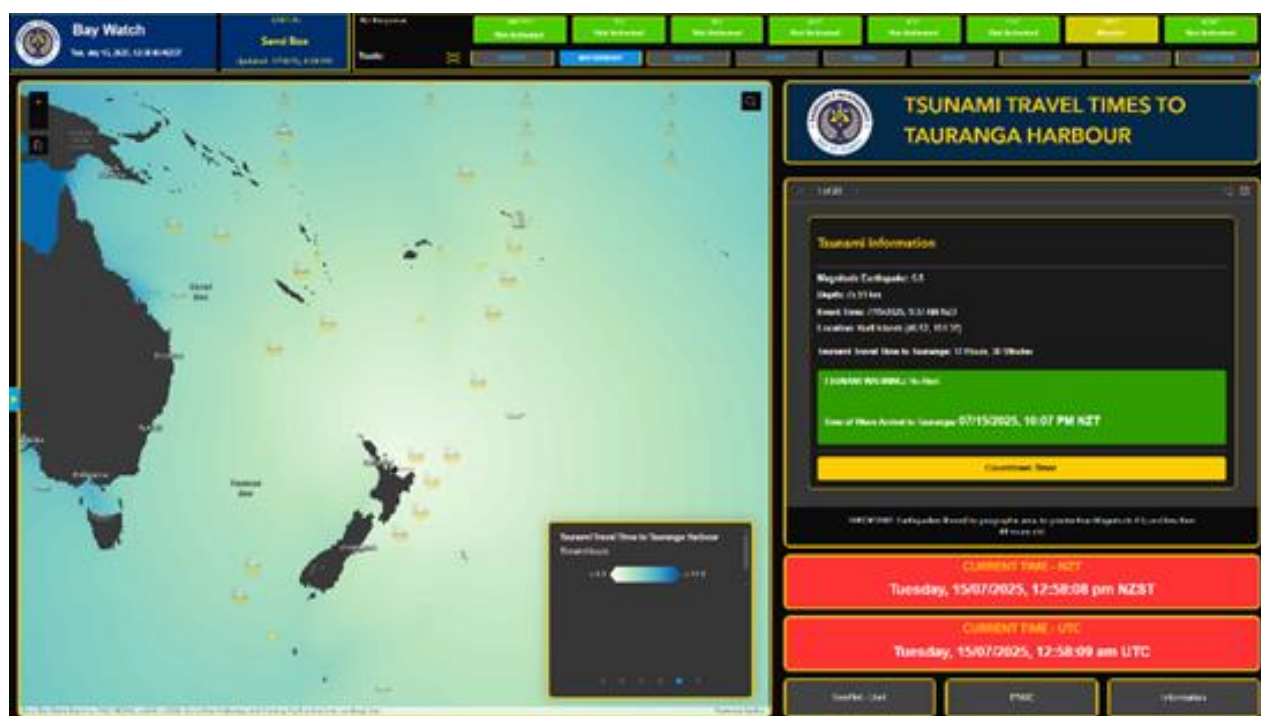
The University, in Emmitsburg, Maryland, is administered by FEMA- the United States' Federal Emergency Management Agency. The campus also houses the US National Fire Academy and a specialist emergency management library. Students are required to complete independent research papers, and papers graded over 90% have the honour of being published in university library. Lisa's research paper is among them, having attained a grade of 98/100.



Baywatch Continues to Lead the Way in Cutting Edge Emergency Management Geographical Information System Capability

Bay Watch, the Groups' shared situational awareness tool, remains central to the Bay of Plenty's emergency management ecosystem, offering a regionally accessible Emergency Management Geographical Information System (GIS) platform that supports a unified common operating picture before, during, and after response efforts. This year, its capabilities have grown through:

- The launch of the Tsunami Travel Time dashboard for faster impact forecasting and increased 24/7 Duty capabilities.
- Simplified regional data contribution via collaborative partnerships.
- Integration with Microsoft Teams, embedding GIS directly into operational workflows.
- Baywatch in action



Bay Watch streamlines data sharing and visualisation, making it easier for staff across the Bay to contribute and access critical location intelligence in real time. Emergency Management Bay of Plenty continues to lead nationally through chairing the Geospatial Emergency Management Aotearoa Regional Working Group, ensuring alignment with emerging best practice shaped by real-world experience.

GIS is no longer optional—it's vital. Bay Watch exemplifies the shift toward smarter, spatially informed emergency management.

Bay 8 Training Program

The Bay 8 programme is a Bay of Plenty CDEM Group initiative to develop a pool of staff who would be the first staff called upon to support the response to an emergency. The Bay 8 programme is designed to provide special training and leadership development to those people who would like to become more involved in emergency responses, especially when things first 'kick off'.



Bay 8 team members would: be part of a supportive region-wide team, among those first called to support emergency activation, have a higher understanding and able to serve as function leaders (e.g. Operations team lead), among those first to be deployed to other locations (either within the Bay of Plenty or out of region), able to get more involved in CDEM without giving up their 'day job', and trained in relevant 'soft skills' and practical knowledge for effective emergency response.

Another week-long Bay 8 residential training programme was completed in March of this year in Kawerau marking it the second successful Bay 8 campaign and helping to bolster the pool of future deployable members of council with comprehensive Coordinated Incident Management System (CIMS) training.

New Zealand Emergency Management Team

The New Zealand Emergency Assistance Team (EMAT) – which is made up for professionals from across the motu – recently held their Annual Readiness Training week in Kaiapoi.



The week included a visit to Nga e Wha National Marae, workshops on Catastrophic Planning, Recovery and Urban Search and Rescue (USAR) teams both nationally and internationally. There was also technical skill training on things such as water purification, communications, covertex assembly and first aid, as well as EMAT Wellbeing sessions.

Four Emergency Management Bay of Plenty staff members are qualified EMAT members, and we're very proud of our team for always being willing to deploy and provide assistance wherever needed during emergencies around the country.

Supporting Youth Search and Rescue

This year a series of workshops were held for the YSAR - Youth Search and Rescue NZ programme to learn more about Emergency Management, including Coordinated Incident Management System (CIMS), career pathways, and the utilisation of Geographic Information Systems (GIS) tools for response.

Our resident GIS specialist, Joshua Bougen has been delivering these sessions in our Group Emergency Coordination Centre for the last three years.

Over the course of the four sessions this year, the YSAR team stood up and ran a coordination centre where they produced a series of action plans and operational GIS maps.

These young adults are the future of Search and Rescue and potentially CDEM, so we're more than happy to help them along the way!

Exercise Hauraki

As part of the annual training and exercising programme, exercise Hauraki took place in November 2024. The exercise involved both Emergency Management Bay of Plenty and Bay of Plenty Regional Council staff and focussed on the activation of the Group Emergency Coordination Centre to rehearse the activation processes, techniques, and procedures.

The exercise proved to be a great success as staff gained more understanding and confidence in their roles while also identify further opportunities to enhance the regions response capability.



Operations Team briefing at the Hauraki Exercise



Welfare team members at the Welfare Forum

Annual Bay of Plenty Welfare Forum

This year's Emergency Management Bay of Plenty Annual Welfare Forum, held on October 22, involved a full-scale activation of the Welfare Function.

Exercise Tūapapa focused on a simulated seismic event impacting the entire Bay of Plenty region. As part of the exercise scenario, the Welfare function was activated in response to widespread cliff collapses, infrastructure and building damage, liquefaction, and disruptions to the roading network.

The exercise provided an opportunity for the Welfare teams to assess, coordinate and respond to immediate welfare needs, facilitate inter-agency collaboration and communication to streamline efforts, and to test and improve the efficiency of processes for effective welfare interventions.

The Group Emergency Coordination Centre Welfare team, along with six Local Welfare Emergency teams, participated in the exercise.

The Welfare Coordination Group was also involved, comprising agencies such as Health New Zealand | Te Whatu Ora, New Zealand Police, Ministry of Social Development, Ministry of Business, Innovation and Employment – Temporary Accommodation Services, Ministry for Primary Industries and the Bay of Plenty Primary Sector Coordination Group.

Participants collectively tested their arrangements for how they would support their impacted communities with mass evacuations, unaccompanied minors, missing persons, support for companion animals and stock, medical needs, household goods and services, emergency shelter and accommodation including temporary accommodation, psychosocial support and financial support.

The day was a resounding success, improving readiness by strengthening the Welfare response efforts of local councils and involved agencies within the Bay of Plenty region, particularly when faced with emergencies that present complex challenges to both the region and its inhabitants.

Annual Group Recovery Forum

This year, the Bay of Plenty Emergency Management Group hosted a Recovery Forum, welcoming participants from across the country. The two-day forum was designed to foster collaborative relationships and facilitate the sharing of ideas among Recovery Managers and advisors.

Speakers from throughout the CDEM sector and partner agencies came together with the shared goal of better aligning work programmes and sharing resources to achieve greater integration and connectedness.

The Bay of Plenty CDEM Group is increasingly recognised at the national level as a leader in the Recovery field, as evidenced by the high turnout and the considerable distances travelled, with attendees coming from as far as Southland to participate.



Ministerial Visit

Earlier this year Mark Mitchell, Minister for Emergency Management and Recovery, and Tom Rutherford, member of Parliament for Bay of Plenty, visited the Group Emergency Coordination Centre in Tauranga.

It was great to see strong local and national interest in the Emergency Management sector, recognition of the challenges facing the system, and the hard work involved in looking after our communities. During their visit they also observed a training session, featuring representatives from various organisations coming together to enhance their understanding of emergency management in the Bay of Plenty.



Minister Mark Mitchell in the Group Emergency Coordination Centre.

New Zealand Response Team (NZRT) 16



Over the past year, NZRT 16 has remained a key deployable asset within the Emergency Management Bay of Plenty CDEM Group. The focus has been on maintaining readiness, strengthening internal capability, and aligning more closely with regional response priorities. Work has progressed on improving coordination, streamlining internal systems, and ensuring NZRT 16 is positioned to support both local and out-of-region deployments when requested. As national discussions continue around NZRT strategy and funding, the team remains engaged and ready to adapt to future changes in the response landscape.

Joining Emergency Management Bay of Plenty This Year



Samme Moore joined the EMBOP team from the Ministry of Health, where she was Principal Advisor, social media and the Social Media Lead for the Covid-19 vaccine and immunisations programme. She has a Bachelor of Communications degree in marketing management and media studies and has worked in public and private sector communications roles for 12 years. Samme is a digital content specialist, with special expertise in video content creation, and has experience with a wide range of analytical and organisational tools. She has a great balance of organisation and flexibility/creativity. When she isn't hard at work as the incredible Advisor of Communications and Engagement for Emergency Management Bay of Plenty (EMBOP) she is busy looking after her beautiful family including her husband, and their two children.



Esmay Mataatua waka, Mataatua tangata, Mataatua Tāwharautia!

Tū ana au ki te tihi tapu o tōku maunga a Kāpūterangi

Ka titiro whakararo ki tōku awa e rere nei, e rere Ōhinemataroa e.

Ko Ngāti Hōkōpū te hapū hei whakakotahi i ōnā uri.

Ko Te Rāhui te roi whenua! Taku whenua taurikura!

Ko Ngāti Awa te toki tē tangatatanga i te rā, tē ngohengohe i te wai.

Tūturu whiti whakamāua ngā rangitūehu kia tīnā!

Tīnā!

Ūiē! tāiki e! Tuku

Esmay Wharewera is the Kaiārahi (Senior Advisor, Iwi Engagement) in Emergency Management at Bay of Plenty and was formerly the Senior Cultural Advisor at Toi Moana (Bay of Plenty Regional Council). Esmay began her journey into the Iwi Partnerships and Engagement at Whakatāne District Council as part of the Toi Kōtuia – Strategic Māori Partnership Team.

A proud partner of Tamahou McGarvey and Māmā of three pīwari tamariki Te Tokatūmoana, Paiheke and Anahera. We are an active whānau that upholds our commitments and duties to our Whānau, Marae, Hapū and Iwi. We are an active members of Kura ki Tai Waka Ama Club, Ōpōtiki as Kaihoe and members.

Kaitiakitanga being the centre of our purpose and why, guided by our Māori values within our Taiao and who we are as a whānau.



James Jefferson joins EMBOP as the new Principal Advisor, hailing most recently from the Kapiti Coast, just north of Wellington, where he was Group Manager Regulatory and Environment for five years. There he also oversaw Emergency Management and undertook the role of Local Controller, as he did in his previous role at Porirua City as General Manager, Policy, Planning and Regulatory.

Including a career with NZ Police as Personal Protection Officer to Prime Ministers and overseas dignitaries, including Nelson Mandela, as well as a number of years in the CIB managing serious crime, James has a real passion for community and safety, so ' Safe and Strong Together ' is a natural fit for James as he seeks to make a further positive contribution back in the BOP.

Returning to Tauranga to be closer to family after nearly seventeen years away, James is looking forward to learning the 'bay way' around emergency management and witnessing the changes that have taken place around the rohe over that time away. " I've got so much to learn, so many connections to make and relationships to build and am excited to work alongside a new team that comes highly recommended to me "

When not working, you'll find James and his wife walking the dog, or James golfing and or on his annual flyfishing safari to the central north island.



Shell Brandt comes to EMBOP all the way from the Rocky Mountains of Colorado with a dual disciplined background as both an academic and a medical professional. Shell holds a doctorate in marine microbiology molecular genetics with a post-graduate and bachelor's degree in environmental ecology and biochemistry pre-medical.

She previously spent time as an Antarctic field research scientist and as a wilderness trauma medic/first responder specializing in safety and the development of emergency management. She loves to spend her time on a bike, playing football, skiing/snowboarding and diving. She brings a unique perspective to the EMBOP team.



Justin Young joins EMBOP from Whakatane District Council where he previously worked as an Emergency Management Officer with a focus on Capability Development.

He holds a Bachelor of Engineering degree and a Diploma in Air Traffic Control, drawing most of his experience from the aviation sector where he previously worked in a variety of operational roles with the Royal New Zealand Air Force and Airways New Zealand.

Justin also delivers emergency management training on behalf of New Zealand Land Search & Rescue and is a volunteer lifeguard with the Mount Maunganui Lifeguard Service.

In his spare time, Justin enjoys spending time with his kids, mountain biking, and a variety of water sports including surfing and wakeboarding.



Paul Greenshields joins EMBOP as the new Planning Manager, he is an experienced local government leader with over 17 years in environmental and restoration ecology. He comes to EMBOP from Tauranga City Council, where Paul championed cross-council environmental strategy, policy, and project delivery – driving integrated outcomes for the city's natural environment.

Paul's leadership is grounded in collaboration, innovation, and strategic foresight - strengths he is now bringing into the field of Civil Defence Emergency Management. With a deep understanding of systems thinking and cross-sector coordination, Paul is committed to building resilience and readiness across the Bay of Plenty.

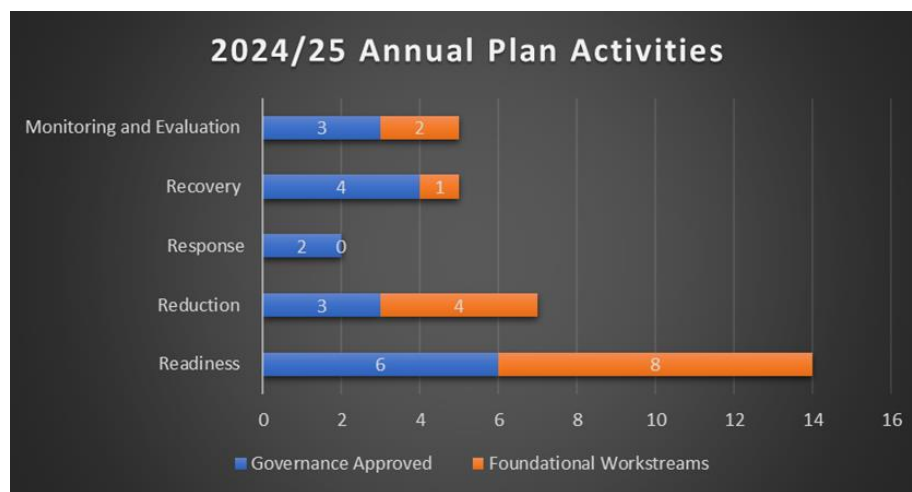
Outside of work, Paul is an active relaxer enjoying the outdoors—particularly hunting, fishing, and playing hockey—and is currently renovating the family home.

Appendix 1:

Supplementary Information

A visual representation of the 2024/2025 Annual Plan as it pertains to each of the 4R's (Reduction, Readiness, Response and Recovery) in addition to 'monitoring and evaluation.' This is represented by 'high priority' items which are classified as projects that have been approved by the Group Governance Groups (Coordinated Executive Group Local Authorities (CEG LA) and Coordinated Executive Group (CEG) and Joint Committee as part of this year's 2024/2025 proposed Annual Plan.

This includes a total of 17 proposed projects with an average of 3.4 projects per category (4 R's). In addition to the agreed upon governance approved projects, there are also a series of non-governance reported projects that are still included in the 2024/2025 Annual report. These items are loosely classed as "supplementary" projects for context and are included in the following metrics based on their significance for internal reporting, documentation, timeline projection and potential stakeholder justification. This is further clarified in the following data figures.



Supplementary Figure 1. Describes the 2024/2025 Annual Plan Projects by category (4 R's), with the governance approved (to be reported on) items (High Priority) in blue in comparison to the additional non-reported annual plan items (Supplementary) in orange.



Supplementary Figure 2. Also describes the 2024/2025 Annual Plan Projects by category (4 R's), with the governance approved (to be reported on) items (High Priority) in blue in comparison to the additional non-reported annual plan items (Supplementary) in orange. This demonstrates that there is a higher ratio of Supplementary (Orange) projects within the 'Readiness' category relative to the other 4R categories.

Linking it Back to the Group Plan

Supplementary Table 1. Reduction Group Plan goals and objectives.

REDUCTION -Group Plan Objectives		2024-2025 Activities that Link to the Group Plan
1.	A detailed analysis of the Bay of Plenty's hazards has been completed. The research is freely accessible, understandable and is used to engage the community and stakeholders in risk management to support the development of a sound understanding of hazards and risks.	1, 2 and 3
2.	Communities and businesses understand their risks and hazards, the ability or inability to mitigate risks, and the implications of climate change and its effect on the frequency and severity of events in the future. Communities and businesses have taken steps to reduce impacts.	1
3.	All members of Bay of Plenty CDEM Group are collectively engaged in risk reduction activities. Members are working collaboratively to ensure emergency management views are included in new and existing risk reduction policy and activities, using local authorities' mechanisms such as regional and district plans.	
4.	The Bay of Plenty CDEM Group is advocating for risk reduction through local, regional and national planning frameworks and is partnering with research institutions, Lifeline Utilities and key stakeholders in risk research projects.	
5.	The Bay of Plenty Lifeline Utilities Group members are utilising risk assessments and vulnerability studies to improve organisational resilience, with a focus on managing their interdependencies to reduce service disruption.	
6.	Lessons learnt in response and recovery are being integrated into risk reduction work after an emergency.	

Supplementary Table 2. Readiness Group Plan goals and objectives.

READINESS -Group Plan Objectives		2024-2025 Activities that Link to the Group Plan
1.	All communities are actively supported to improve their disaster resilience with emergency information accessible, clear, relevant, and trusted, including the promotion and delivery of culturally and linguistically appropriate educational preparedness campaigns.	
2.	Iwi are supported to develop response plans that enable a coordinated response and ensure iwi and their communities are active partners in response and recovery. These response plans are hapū and whānau centric, enabling the incorporation of tikanga rather than a CDEM template-based approach.	
3.	The Bay of Plenty Business Resilience Framework is in place and businesses are actively supported to improve their disaster resilience.	
4.	"Emergency Managers, Elected Officials, council and other staff understand, are prepared for, and are qualified for their role in an emergency event. With Emergency Management Bay of Plenty ensuring: – ongoing training and development opportunities are in place – regular exercises are held, and lessons learnt are identified, actioned and integrated into response arrangements – consistent templates and resources."	5, 6, 7, and 8
5.	Relationships with stakeholders and iwi partners are strong and there is a mutual understanding of roles and responsibilities to ensure effective and coordinated responses.	6
6.	Training is in place for iwi partners that provides a co-designed, focused and targeted avenue for iwi capacity building.	
7.	Established networks are in place to support two-way communication with stakeholders and communities.	4
8.	The Bay of Plenty CDEM Group is prepared to lead and support volunteer coordination during an emergency event.	

Supplementary Table 3. Response Group Plan goals and objectives.

RESPONSE -Group Plan Objectives		2024-2025 Activities that Link to the Group Plan
1.	Bay of Plenty residents are enabled to support themselves, their whānau and the wider community during emergencies.	
2.	Multiple communication tools are utilised effectively during response and messages can reach those who need them, with relevant and tailored localised emergency messaging. We continue to adapt to the available technology and the needs of our communities.	8 and 4
3.	The public recognises messages from the CDEM Group as trustworthy accurate, relevant, timely and accessible and they have knowledge of the public alerting tools used to issue warnings and acts accordingly.	4
4.	The Bay of Plenty Response Planning Framework is in place, the framework provides direction on what Response Plans are required at what level, and response planning is integrated across stakeholders.	
5.	Operational systems and processes are in place that ensure a consistent and efficient regional response including a Common Operating Picture for all stakeholders.	10 and 11
6.	Debriefing and review processes are in place that ensure lessons are identified, resolutions implemented to ensure the Bay of Plenty CDEM Group is continuously improving.	

Supplementary Table 4. Recovery Group Plan goals and objectives.

RECOVERY -Group Plan Objectives		2024-2025 Activities that Link to the Group Plan
1.	Communities are engaged early in the recovery process to ensure recovery is tailored for the affected community and is based on the four environments (social/community, built, natural/rural, and economic).	
2.	The Bay of Plenty CDEM Group has a consistent approach to recovery processes and planning.	
3.	We have worked with Central Government partners to identify ongoing sustainable all of government recovery funding streams. We understand the application processes and are able to advocate for our community's needs.	
4.	Through continuous improvement and by implementing 'lessons learnt' recovery considerations are included in emergency planning across Reduction, Readiness and Response.	12 and 13
5.	CDEM partners and stakeholders are engaged, understand and have implemented recovery structures and frameworks as appropriate.	
6.	CDEM partners and stakeholders are engaged in training and exercises that focus on recovery including the transition from response to recovery.	15
7.	CDEM Recovery Staff are identified, trained, exercised and experienced, and are supported with tools and resources.	
8.	Debriefing and review processes are in place that ensure lessons are identified, resolutions implemented to ensure the Bay of Plenty CDEM Group is continuously improving.	13

Supplementary Table 5. Monitoring and Evaluation Group Plan goals and objectives.

MONITORING & EVALUATION -Group Plan Objectives		2024-2025 Activities that Link to the Group Plan
1.	Assurance - monitoring compliance with any relevant legislative requirements.	12, 16, 17, and 18
2.	Performance, for example - assessing the Bay of Plenty CDEM Groups performance during business as usual, response and recovery.	1
3.	Outcomes - monitoring and evaluating progress towards objectives detailed in the Bay of Plenty CDEM Group Plan.	

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