



Bay of Plenty Civil Defence Emergency Management Group

Annual Report

2020/21



**BAY OF PLENTY
EMERGENCY MANAGEMENT**

GROUP

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Foreword

This Annual Report summarises the activities of the Bay of Plenty Civil Defence Emergency Management (CDEM) Group over the 2020/2021 financial year against the outcomes of the Bay of Plenty CDEM Group Plan and Annual Plan. It includes activities across four work streams, the highlights across local authorities, and financial performance.

At a national level, the New Zealand Government continues the Emergency Management System Reform programme that will improve the country's ability to respond to natural disasters and other emergencies. Key national activities include the "Trifecta Programme" which encompasses a review and update of the Civil Defence Emergency Management Act 2002, a review of the National Civil Defence Emergency Management Plan Order 2015 and accompanying Guide, and the development of the National Disaster Resilience Strategy Roadmap.

At the regional level, the Partnership Agreement between the seven council members of the Bay of Plenty CDEM Group and Emergency Management Bay of Plenty is fully operational, effective 1 July 2020. A restructure of Emergency Management Bay of Plenty was completed last financial year and councils are assessing and implementing the best way to provide the local services laid out in the Partnership Agreement, and recruiting staff to support delivery as required.

Operationally, the CDEM landscape has been focused on supporting the health led response to the novel coronavirus (COVID-19) global pandemic. The response to the initial outbreak required substantial resourcing to facilitate the delivery of 'wrap around' welfare services to those impacted by the consequences of the virus. This financial year has seen the Bay of Plenty CDEM Group, at both the group and local level, working with partner agencies and social sector organisations to understand and plan for a COVID-19 resurgence within the region. Activities continue to support recovery activities as appropriate.

Key Events

Supporting the Response and Recovery to COVID-19

COVID-19 has continued to have an impact throughout 2020 and 2021 locally, nationally, and internationally. New Zealand has had comparative success to other countries in containing the virus through the elimination strategy - restricting incoming international visitors, compulsory managed isolation and quarantine, testing and vaccination programmes managed by the health sector, and lockdown. With new strains coming to the fore and surges in case numbers worldwide, response and planning activities remained a key activity. This includes creating and continually improving a Bay of Plenty CDEM resurgence plan and has involved working with our partner agencies to ensure there is a consistent understanding of roles and responsibilities.

As part of the recovery to the COVID-19 Pandemic, the Bay of Plenty CDEM group

acknowledged the hard work by all those involved in the initial response phase. Each local authority held small ceremonies where staff involved in the response received medals corresponding to the hours they dedicated to the response. Clinton Naude



Staff receiving their COVID-19 Service Medals

and Chair of the Bay of Plenty CDEM Group's Joint Committee, Bay of Plenty Regional Councillor David Love facilitated these ceremonies.

Whakaari White Island Recovery

Formal recovery arrangements continued through 2020 with recovery transitioned out of at the start of 2021. The initial recovery phase focussed on three environments - social, economic, and natural. The social recovery focus provided pathways for the community to support services. To support economic recovery, plans were developed which supported both

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individuals and businesses. Increasing business confidence and visitor spend was a key element of this. To assist with the regeneration of the natural environment, as well as supporting public safety, it was advised the gathering of kai moana should be avoided, and a plan be developed to gain a better understanding of the impacts the eruption had on the natural environment. The Bay of Plenty CDEM Group was recognised at the 2020 EMPA Awards for its communications following the tragedy receiving the EMPA award for emergency communication during recovery.

5th March Kermadec Earthquake and Tsunami Response

On Friday, 5 March 2021, three large earthquakes occurred off the east coast of New Zealand, causing a number of communities to self-evacuate. The biggest earthquake measuring M8.1 occurring at 08:28am, resulted in the National Emergency Management Agency (NEMA) issuing National Advisory notices to evacuate a number areas across the Bay of Plenty.

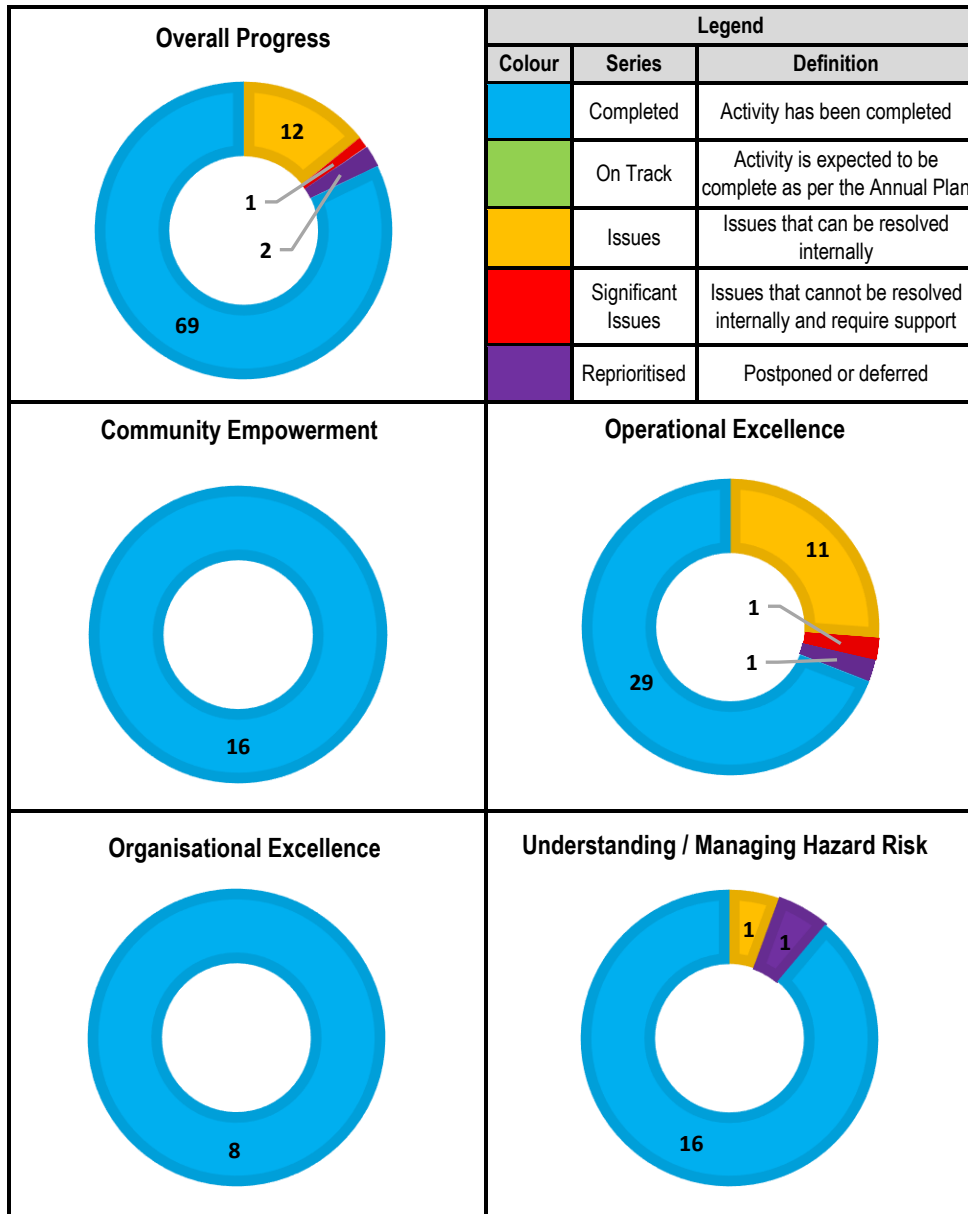


A Bay of Plenty CDEM Staff member supports the response from the top of Kōhī Point

The advisory notices were supported and re-enforced by regionally specific public messaging via Emergency Mobile Alerts (EMA), the Red Cross Hazards App, text alerting and social media messages. In response, the Group Emergency Coordination Centre (GECC), Local Emergency Operation Centres (EOC), as well as a range of other emergency management teams within agencies stood up. Due to the threat of inundation, the Whakatāne District Council coordinated their response from the top of Kōhī point. Kawerau activated their EOC in support of the Whakatāne EOC and their community, highlighting the vital role that support and teamwork plays amongst local authorities and the wider Bay of Plenty CDEM Group.

A number of key lessons were taken away from this event that will drive significant work programmes moving forward including the Bay of Plenty Tsunami Readiness programme.

Progress Dashboard



The Progress Dashboard provides a high-level snapshot of Bay of Plenty CDEM Group Annual Plan activities. The numbers indicate how many activities have achieved what level of completion in the 2020/21 period. Whilst the Overall Progress chart shows all of the activities for the Bay of Plenty CDEM Group, the other charts show the progress for each of the annual plan work streams; community empowerment, operational excellence, organisational excellence, and understanding/managing hazard risk. This is discussed in more detail in the following pages.

As a number of Annual Plan activities are duplicated across several local authorities, the number of activities reflected in the Progress Dashboard is lower than the total number of activities for each local authority combined.

Individual progress reports also follow for each local authority. Generally, local authorities are tracking extremely well in regard to both KPI's and Annual Plan activities despite a number of disruptions caused by various events. This should be commended due to the difficult circumstances the sector has operated in with ongoing response and recovery for both COVID-19 and Whaakari, all whilst handling an increase in responsibilities due to the modified partnership agreement.

Two Annual Plan activities in the Overall Progress chart have been reprioritised or postponed due to the aforementioned disruptions. NEMA cancelled the national alerting test for example because of operational commitments and noted that the National Emergency Management Alert tool, was activated during the COVID-19 pandemic and the March 5th Kermadec Tsunami. Relatedly, Tauranga City Council has reprinted its activity to: "Establish a coastal voice over siren network for local alerting/warning in Mount Maunganui to Pāpāmoa" to allow Tauranga City Council to undertake further planning.

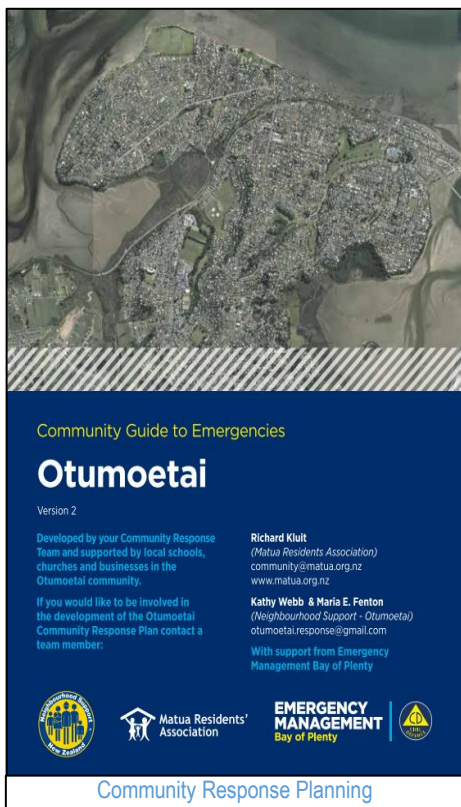
Another two activities in the chart have been noted as having 'significant issues'. One of these is the review of the Bay of Plenty CDEM Group's capability and development plan owing primarily to a significant change in the KPIs within 2021-31 Council Long Term Plan's. The second is the completion of the two-yearly audit of the Local Authorities EOCs delayed because of the COVID-19 response. The process will be reviewed in conjunction with the new Bay of Plenty CDEM KPIs.

Activities with 'Issues' have been impacted by changes in external/national work programmes or challenges around staffing within the Bay of Plenty CDEM Group following the adoption of the Partnership Agreement. Activities that are reported as 'Completed' encompass projects completed in their entirety this financial year, and projects that are scheduled to finish in the future but have completed the tasks scheduled for the 2020/21 period.

Community Empowerment

Community empowerment places people at the heart of emergency response, working with them to raise awareness of their hazardscape, and supporting them to take actions to strengthen and sustain their own readiness and resilience.

Transitioning the delivery of community resilience



In line with the Bay of Plenty CDEM Group Partnership Agreement, as of the 1 July 2020, local authorities are responsible for enhancing the resilience of their communities through empowering and engaging individuals, organisations, and communities, to make their own decisions on how they will prepare for, and respond during an emergency.

For a smooth transition of these services, EMBOP conducted handovers across the region to ensure communities understand the benefits of community resilience driven from the local level and how they will be engaged moving forward. The handover also included an appraisal of the current capability and understanding of the Community Response Teams. The transition to locally delivered community resilience activities, a project this year, was highlighted in the review of the Bay of Plenty CDEM Group Community Resilience Strategy.

Building relationships with our partners

During the COVID-19 response and recovery many social sector agencies, including Iwi organisations, provided community support. An example of this is the Te Arawa COVID-19 Hub set up by the Te Arawa Lakes Trust to support their whānau. The main purpose of the hub was to assist with welfare of the people who had been impacted, in particular the koeke (elders). The hub was staffed through the Te Arawa Lakes Trust, other Iwi organisations and many volunteers. Relationships between Rotorua Lakes Council Emergency Operation Centre and Te Arawa were vital in supporting the hub across the Rotorua area as well as support from the GECC to support activity across the wider region. While these relationships can be complex, they are vital to empowering our partners to support their communities and will continue to be built on in order to improve the ability of our partners to respond in future.



Drop, Cover and Hold

The Bay of Plenty CDEM Group played host to the national earthquake drill, ShakeOut. Participation for the event across the country was exemplary with over half a million people signing up. Over 49,000 people signed up within the rohe. Matatā School was selected by NEMA to demonstrate the drill on a nationwide live stream on social media platforms. In preparation, EMBOP facilitated relationships between the programme geologists and the Matatā community. Scientists involved with the ECLIPSE¹ project donated a 'Raspberry Shake' seismometer to the school and facilitated several educational workshops with the students about the local hazardscape and what to do to stay safe. EMBOP created video content for future training and public education.



¹ Eruption or Catastrophe: Learning to Implement Preparedness for Future Super volcano Eruptions Bay of Plenty CDEM Group Annual Report 2020/21

On ShakeOut day Stan the mascot, along with Bay of Plenty CDEM Group members and staff from EMBOP, Whakatāne District Council and Kawerau District Council helped students practice 'drop, cover and hold', and walked the tsunami hikoi route.

Supporting the local community with our partners

The Bay of Plenty CDEM Group supported local communities across the region and collaborated with partner agencies to support the 10th annual Christmas Foodbank Drive. Staff from Emergency Management Bay of Plenty, Tauranga City Council and Bay of Plenty Regional Council supported the event. New Zealand Police, Fire and Emergency New Zealand, St Johns Ambulance Service, Community Patrols New Zealand, Neighbourhood Support and the Ministry for Primary Industries worked with the Bay of Plenty CDEM Group to plan and deliver the event. The food collected from across the community was donated to foodbanks and the Salvation Army, which is particularly poignant this year considering the support that these essential services have provided to the community during the COVID-19 lockdown.



Tauranga Foodbank Drive

Operational Excellence

Our operational excellence activities focus on ensuring Bay of Plenty CDEM staff are prepared through effective training and exercising, efficient processes and procedures, and fit for purpose facilities and equipment.

Continuous improvement and resurgence planning

Following the response to the initial outbreak of COVID-19 the Bay of Plenty CDEM Group conducted a number of post event debriefs in order to understand areas for development and strengths of the response that should be maintained for future emergencies. The post event

debrief process included workshops with partner agencies, most notably the DHBs and Toi Te Ora. It also included workshops with each Coordination Centre, our Iwi partners and coordination committees (the Regional Emergency Management Coordination Committee and the Welfare Coordination Group).



Regional Emergency Management Coordinating Committee

Concurrently, the Bay of Plenty CDEM Group conducted COVID-19 resurgence planning, which included understanding the strategic partnership model between the Bay of Plenty CDEM Group and the Wairiki Bay of Plenty Regional Leadership Group, roles and responsibilities of the Bay of Plenty CDEM Group and partner agencies, and how to facilitate and support the provision of emergency relief through social sector organisations. The resulting Bay of Plenty COVID-19 Resurgence Coordination Plan continues to be refined as the situation evolves and more is learnt from COVID-19 outbreaks and lockdowns.

Understanding the complexities of the response to COVID19

Organisations from across the region came together to appraise the local COVID-19 response and to plan for future outbreaks. Thirty-nine organisations attended the 'Past, Present and Future' event hosted by the BOPDHB in Te Puke October 2020. Staff from across the rohe attended the workshop, which provided an opportunity to understand the challenges faced by other agencies and articulate the challenges faced within CDEM. The workshop also provided a chance for all of the organisations who were involved in the response to celebrate the success in eliminating the first outbreak.

To be assembled; gathered together

NEMA have continued to roll out the National Emergency Management Information System, known as 'Emi' meaning 'to be assembled' or 'gathered together'. The system is based on Microsoft Teams and while the software is not required as an in-house system within each local authority to access the system, it is advantageous. NEMA have facilitated online training modules which have been piloted by EMBOP and GECC function managers. During 2020 resurgence planning, the platform was used by NEMA and CDEM Groups to share

information and facilitate collaboration. In order to promote consistency, the Bay of Plenty CDEM Group have started utilising some features of Microsoft Teams for information management.

Facilitating regional recovery

Throughout the year, the Bay of Plenty CDEM Group continued to facilitate the recovery from the Whakaari eruption, while also supporting recovery from the first COVID19 outbreak. The Whakaari / White Island Leaders Group met routinely to collaborate and plan across agencies to support the community's recovery.

On the 9th of December 2020, a commemorative service was held to remember those who lost their lives or were injured, and to remember those who supported the response and provided care. The service, hosted by Te Rūnanga o Ngāti Awa, at Mātaatua Marae provided an opportunity for the community to reflect and for families and friends of the victims to remember their loved ones. Bay of Plenty CDEM Group Controller Clinton Naude was at the marae for the commemorative service, along with whānau emergency services, and Government.



Bay of Plenty CDEM group staff helped arrange alternative ways to share in the commemoration for people who could not be at the marae. This included hosting live streaming of the Māori TV coverage of commemorations at Bay of Plenty Regional Council offices in Whakatāne, Tauranga and Rotorua. Clinton Naude, on behalf of the Bay of Plenty CDEM Group, recorded a video message for the TV coverage.



National Lifeline Utilities Forum

The National Lifelines Conference took place in Tauranga at the new Waikato University campus on 21 - 22 October 2020. A strong focus of the conference was the response to COVID-19 at which NEMAs then Director CDEM (Sarah Stuart-Black) discussed the key challenges across lifeline utilities. Other topics covered included the changes to the three Waters sector and a workshop on the impacts of climate change. A total of 180 people from the utilities sector, CDEM, and Crown Research institutes attended. Prior to the meeting, the National Lifelines Utilities Coordinator (LUC) forum took place 20 October, bringing together LUCs from around the country for an opportunity to network, share best practice and workshop projects of work with other LUCs.



Local Recovery Forum

In March 2021 Tauranga City Council, in partnership with EMBOP, and NEMA, hosted a Recovery forum for local CDEM staff and the wider sector in order to build the recovery capacity across the rohe. With 65 attendees, it was a great opportunity for collaboration and sector development. The forum had two sessions, the first of which Dr Lynne Lane from Massey University gave a short presentation on the impact COVID-19 had on community psychosocial wellbeing followed by a panel composed of community partners and organisation representatives. The second session was a half day workshop facilitated by NEMA on Recovery Foundations.

Emergency Management Assistance Team

Three more members of the Bay of Plenty CDEM Group completed the training to become part of the NZ Emergency Management Assistance Team (EMAT). Andrea Thompson, Lee Hazlewood, and Lisa Glass, all from Emergency Management Bay of Plenty, completed the 12 day residential



course, including an intensive 36 hour disaster simulation exercise. The Bay of Plenty CDEM Group now has a total of 6 members, which is amongst the strongest representation of any agency in the Country. EMAT is an essential capability in the emergency management system, and their establishment is the Government's response to the recommendations to establish a 'fly-in team' in the Technical Advisory Group's report on better responses to natural disasters and other emergencies. The team provides a national cadre of specially trained emergency managers who can deploy anywhere in the country at short notice and support local teams to manage emergencies across all hazards and risks.

Training and Exercising

The Bay of Plenty CDEM Group maintained training activities throughout the year, which have focussed on preparing Bay of Plenty CDEM staff to work in a Coordination Centre. A large number of staff have completed the ITF Foundation Course and Intermediate Course alongside operational commitments. Function specific training for logistics and public information management (PIM) have been delivered as well as applied Coordinated Incident Management System training informed by the new third edition of the manual.

The large number of Bay of Plenty CDEM Group staff involved in response during the year has also had a positive impact upon the requirement for staff to have completed an exercise or worked in an event during the last two years. The training statistics for the year follow.

Training and Exercising Stats						
	ITF Foundation	ITF Intermediate	ITF Logistics	CIMS 4	Psychological First Aid	ITF PIM
Courses Run	N/A	N/A	8	4	2	1
Council Staff	116	2	90	29	34	10
Partner Agencies	29	0	12	34	1	0
Volunteers	2	1	0	6	0	1

Organisational Excellence

Our organisational excellence activities are focused on enabling governance and management processes, as well as our collective continuous improvement and performance management capabilities.

Implementing workforce changes

Following a busy operational period the local authorities of the Bay of Plenty CDEM Group have been able to review their roles and responsibilities under the new Partnership Agreement. A number of Emergency Managers have been appointed across the rohe where all local authorities now have at least one emergency manager either employed directly by the council or contracted from EMBOP.



The 'new look' Emergency Managers met for the first time in November 2020 in Tauranga. This provided a good opportunity for new

emergency management staff across the region to get to know each other, collaborate on projects and share best practice. Dr Jim Miller, Medical Officer of Health from Toi Te Ora Public Health Unit, presented what the current challenges are for the health sector when planning for a resurgence of the virus. The second half of the meeting provided an opportunity for members of the Bay of Plenty CDEM Group to workshop ideas on their current projects.

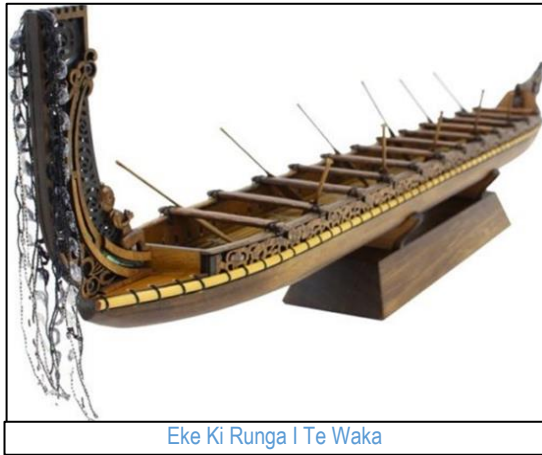
Optimising Performance

The new Bay of Plenty CDEM local authority KPIs have now been approved by the Joint Committee. These are;

1. The city/district/region is prepared for and can effectively respond to an emergency.
2. Percentage of residents that have an understanding of what the consequences would be if a disaster struck their area.
3. Percentage of residents that have taken any action to prepare for an emergency.

The KPIs have also been integrated into Local 2021-31 LTPs which will generate a programme of work. Led by EMBOP, this will ensure the Bay of Plenty CDEM Group are able to measure the KPIs at the start of each financial year. This work will be incorporated into the development of the Bay of Plenty CDEM Group Assurance Framework, which seeks to develop a consistent approach to engender continuous improvement and establish performance standards across the region.

Eke Ki Runga I Te Waka o Rakau Whakamarumaruru Toi Moana



As part of a continuous endeavour toward recognising and protecting our tikanga in the context of teamwork and striving to move forward, EMBOP have adopted a new model – ‘Eke Ki Runga I Te Waka o Rakau Whakamarumaruru Toi Moana’ or ‘Getting on board the canoe of Emergency Management Bay of Plenty’. The model draws on the Manu (bird) and the Waka (canoe) analogy and identifies roles within the team that correlate to roles of those on board the Waka.

Early Pacific navigators knew seabirds flew out to sea in the morning to feed on fish and return to land at night to rest. The diurnal flight of such birds were the most useful signs for expanding understanding of landfall, since their flights to and from an island gives a fairly specific direction to the way finder. As the birds leave an island in the morning or return in the late afternoon, the way finder can sail in the direction the birds are coming from to find land. This analogy can be applied to how EMBOP takes direction from governance and the community to navigate our work to serve the community in the best way possible.

Understanding and Managing our Natural Hazard Risks

Understanding and managing risks requires continuous evaluation of the environment we live in, especially its vulnerability and resilience to natural hazard impacts. The development and sharing of this knowledge enables communities, businesses, and Councils to reduce risks.

Caldera Advisory Group

The Bay of Plenty CDEM Group has continued to support the Caldera Advisory Group to identify the risks and potential consequences of caldera unrest and eruption, and to

coordinate impact management and mitigation on behalf of at risk communities as well as at the national level. The most recent meeting took place in Rotorua and provided an opportunity to discuss the strategic plan and direction of the group over the next couple of years and the supporting activities of the different agencies that will contribute to the work programme in order to achieve that strategic direction.



ECLIPSE Programme

The Bay of Plenty CDEM Group has concurrently supported the ECLIPSE Programme. Eclipse is a unique collaborative research project that brings together scientific and emergency management communities alongside local Iwi to better understand and manage risks of living on the most active super volcano system on earth – the Taupō/ Rotorua caldera complex.

The ECLIPSE Programme has also facilitated scenario based desktop exercising with Bay of Plenty Lifelines Group. EMBOP supports the ECLIPSE education, outreach and engagement cluster meeting, which took place in November 2020 and looked to further investigate



opportunities for engagement and share ideas. The ECLIPSE website can be found [here](#). The most recent meeting, held in Rotorua, focussed on caldera volcano response planning for each agency, interagency planning, and exercise development.

Natural hazards forum

Hosted by Bay of Plenty Regional Council and Western Bay of Plenty District Council, the Bay of Plenty Natural Hazards Forum was reinstated this year following the COVID-19 pandemic. The forum met for the first time in 2020/21 in Rotorua on 27 October 2020. Planners from across the Bay of Plenty CDEM Group attended. Tonkin and Taylor provided a summary of the regional liquefaction vulnerability assessment, while the Ministry of Business, Innovation and Employment also provided an update on the change to the definition of 'good ground' within the national building code, which generated some robust discussions. GNS provided an update on the national earthquake and rainfall induced landslide model, while Bay of Plenty Regional Council provide an update on the regional natural hazards mapping work plan.

Understanding our volcanic hazards

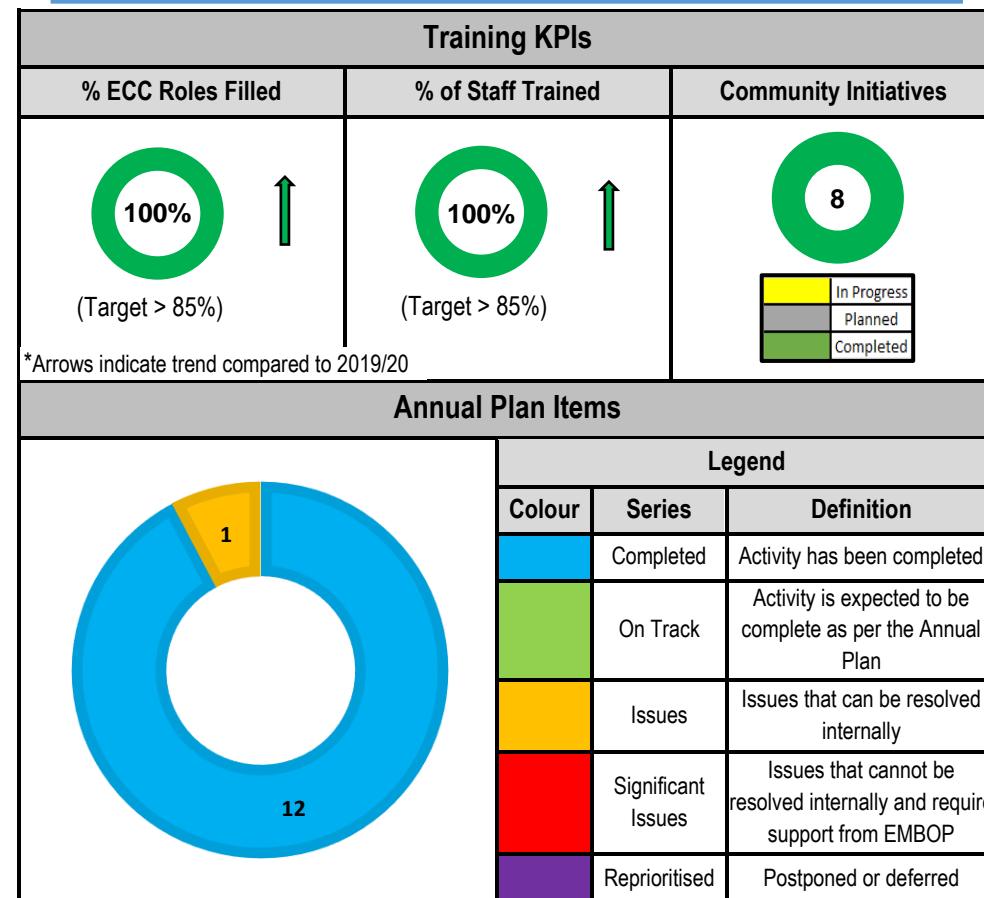
A number of staff from the Bay of Plenty CDEM Group attended the Volcanic Short Course in Tauranga and Rotorua in September 2020. The course, run by GNS, is designed for those involved in all aspects of natural hazard management, including planners, educators, engineers, local and central government policy makers, emergency managers and business, utility and property owners. It provides a state of the art assessment of volcanic hazards in New Zealand and aims to give participants a better understanding of how their organisation can prepare for and mitigate against a future volcanic events. The course includes an in depth analysis of the different types of volcanos and the hazards they present and concludes with a field trip around the Rotorua caldera to better understand the hazardscape we live in.



GNS Volcanic Short Course

Highlights Across the Region

Bay of Plenty Regional Council



Community empowerment

Bay of Plenty Regional Council supported the national communications campaign for ShakeOut, New Zealand's national earthquake drill. This included sharing content on social media platforms as well as placing a full-page advert in some keystone media outlets (Sunlive, Whakatāne Beacon and Rotorua Weekender), which have a combined readership of over 80,000 Bay of Plenty residents.



Tauranga Foodbank Drive

Bay of Plenty Regional Council also supported the Tauranga Foodbank Drive by working with EMBOP and partner agencies.

Coast Care Bay of Plenty, received great support from the community this financial year. Many volunteers had taken the opportunity during lock down to enjoy the outdoors and their local

neighbourhood environment. As a result, Coast Care harnessed this renewed environmental enthusiasm to deliver another outstanding planting season. 4,300 volunteers and another 2,700 school students spent 7,900 hours to get 70,000 plants into the ground between June and September. This has helped build resilience by increasing the performance of the dune system and creating a natural buffer to storm surges, tsunamis, and the effects of climate change.

Organisational excellence

Bay of Plenty Regional Council completed assessing how they will deliver their roles and responsibilities both as an administering and local authority as set out in the Partnership Agreement. Connections can be made across the organisation to increase resilience through the Safe and Resilient Communities Steering Group, an approach that was adopted at the start to 2020/21.

Operational excellence

Bay of Plenty Regional Council supported the Bay of Plenty CDEM Group by seconding staff to support operational activities following the response to the Whakaari eruption and COVID-19.

This support has included finalising the financial claims that were submitted to the Bay of Plenty CDEM Group by EOCs during COVID-19 and developing a standard operating procedure to ensure consistent practices with regards to finances during future emergencies. It has also included all administration required to support the completion of Local Government

Official Information Meetings Act requests, which have been filed following the eruption of Whakaari.

Bay of Plenty Regional Council conducted a number of exercises with the maritime team in order to prepare for potential marine disasters. A full day Maritime Oil Spill Response exercise was held, and included staff from the wider council as well as CDEM professionals. Bar Crossing Training was also conducted for Maritime staff.



BAY OF PLENTY REGIONAL COUNCIL Staff Conducting the

Understanding and managing our natural hazard risk

The Bay of Plenty Regional Council Rivers and Drainage Asset team continue to work on maintaining our stop banks across the region. They have completed some major pieces of work to help support the integrity of community flood protections assets. This includes the development and adoption of the Flood Protection and Drainage Bylaws 2020, a performance review of Rivers and Drainage critical assets identified in the Rivers and Drainage Asset Management Plan, and condition assessments of non-critical assets across the River Schemes.

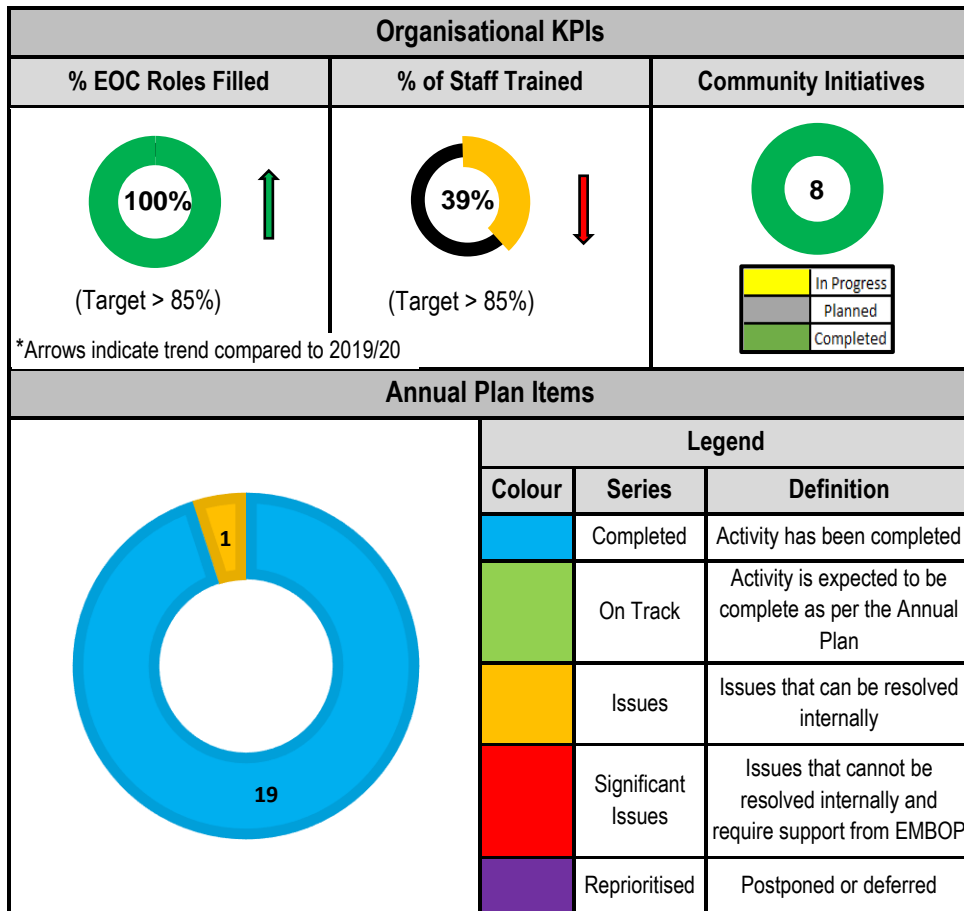
Bay of Plenty Regional Council co-hosted the Bay of Plenty Natural Hazard Forum with Whakatāne District Council. The regional liquefaction study, changes to national building code, and a review of the national earthquake induced and rainfall induced landslide model where some of the topics.

Bay of Plenty Regional Council has received a final draft of the natural hazard mapping, which will be reviewed, and any associated reporting completed by December 2021:

- Ōpōtiki coastal erosion;
- Tauranga harbour tsunami inundation study;
- Eastern Bay of Plenty tsunami inundation model;
- Regional liquefaction: stage 1 geomorphic map.

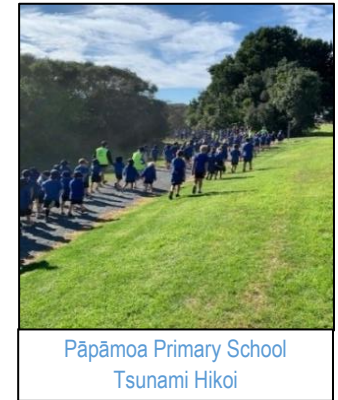
The Bay of Plenty Regional Council has been in discussions with Emergency Management staff in Rotorua Lakes, Kawerau and the Whakatāne District Councils to inform the risk of a (natural) dam failure at Lake Rotomahana. The Bay of Plenty Regional Council Flood Team socialised their Rotomahana Flood Response Plan, indicating areas of likely inundation, and with the support of EMBOP, will facilitate council feedback to confirm roles and responsibilities during a dam failure.

Tauranga City Council



Community Empowerment

Following on from the 5 March tsunami warning, Tauranga City Council Emergency Management supported Papamoa Primary to review and rehearse their tsunami evacuation plan as a learning for their school community. The School Principal said "this practise also gives us an opportunity to review the effectiveness of our plans. As a result of Monday's practice we have identified some key next steps". For example they "now have clarity around communication for parents regarding the process for picking children up and the purchasing of classroom backpacks for water, first aid kits and snacks." The school "particularly appreciated working with Emergency Management".



Papāmoa Primary School
Tsunami Hiko

In March and April the Emergency Management team implemented an awareness campaign centred around Stay Informed. This saw the back of a bus skinned with ways to be informed which had a unique reach of 29,000. Two prominent digital billboards on Hewletts Road captured traffic volume of 27,336 and Cameron Road with a daily traffic volume of 30,704. Both digital signs displayed the same Stay Informed messaging.



A Bay of Plenty Regional Council bus and Billboard carrying CDEM messaging

The Tauranga City Council Community Resilience Advisor established links and strengthened partner relationships with St John by attending the St John Youth Cadets mock scenario day which was part of their Civil Defence Youth Badge. The scenario day was centred on a big earthquake which rattled Tauranga, where many people made their way to the Civil Defence Emergency Centre. The evacuees needed first aid, reassurance, company and food. The

senior cadets ran this with support from leaders as required and were observed by Tauranga City Council Emergency Management Community Resilience staff.

Other community resilience activities conducted included:

- Attending the Rangitahi X event at Whareroa Marae.
- Exhibiting a stand at the community market day of Toi Ohomai Institute of Technology Student Orientation Week.
- Providing a personal preparedness presentation to Coast Retirement Village.
- Community engagement opportunities with Red Cross and Neighbourhood Support were strengthened through the Good and Ready Project and Nominate a Neighbour campaign.

Operational Excellence

A discussion document has been completed; which outlines options for capability, capacity, and resources needed to manage Tauranga City Council's local recovery.

Members of the Western Bay of Plenty Local Welfare Committee workshopped key elements of welfare delivery by way of reviewing and developing a sub-regional emergency welfare plan. The plan's aim is to recognise the importance of community response through strengthened community partnerships.

Provision for additional public education programmes is budgeted within the 2021-31 Long-Term Plan. This includes a public awareness campaign which seeks to ensure our community understands the natural warnings and national alerting system, where the evacuation routes are, and what they should do to prepare.

Organisational Excellence

The decision to have a Tauranga City Council EOC has been implemented; with 33 function managers trained, standard operating procedures developed or reviewed, and resources sought. This will enable the coordination of local response activities more efficient for the city.

Tauranga City Council received \$165,000 from the NEMA National Resilience Fund towards the following projects:

1. Kia Takatu: development of an engagement framework at iwi, hapū, and marae level, to gain insights into what additional pathways are needed to further enhance marae readiness and preparedness;

2. Delivery of the Good and Ready Programme to the Gate Pa and Greerton communities, to ensure residents are prepared for emergencies. The funds received will assist Red Cross to deliver the programme;
3. Digital Education Collateral – development of a suite of modern and interactive digital and print 'readiness' products to support community resilience education programmes. This will focus on relevant and directly relatable impacts/consequences, rather than hazards themselves (e.g. no power, no water, no transport, no shelter etc.).

Understanding and managing our natural hazard risks

Tauranga City Council is concurrently reviewing current tsunami evacuation zones. The updated inundation models received prior to the Covid-19 national state of emergency have refined understanding of probable tsunami inundation for specific credible event scenarios. LiDAR data was used to provide actual landform data over presumed development landform structures assessed during initial inundation mapping in 2014 – 2015. Updated population density will be utilised from the 2018 national census for population exposure.



Understanding risks and their consequences so that the city's resilience to natural hazards can be improved is a critical element of Council's Resilience Project. The project has used updated natural hazard data obtained from specialist assessments to quantify their impacts on the city's infrastructure assets and then determine how to mitigate these risks. The study has identified 300+ locations throughout the city where a concentration of hazards coincides with high criticality assets. Resilience-building mitigation projects have been developed for each location. These were then ranked in

terms of criticality and resilience-building value for money before being aligned with already planned renewals to aid the overarching programme design. Projects have now been advanced to concept design stage, with a scope of work and cost estimate sufficiently developed for inclusion in the 2021-2031 Long Term Plan. Key themes from the study include:

- Flooding is a consequence in over 90% of the projects;
- Over half of the projects contain more than four natural hazards;
- Approximately 25 identify the need for consideration of long-term retreat.

Tauranga City Council is now progressing work on:

- Completion of mitigation project documentation in preparation for hand over to asset owners and start of design work;
- City-wide Risk Assessment to satisfy the requirements of the Regional Policy Statement.

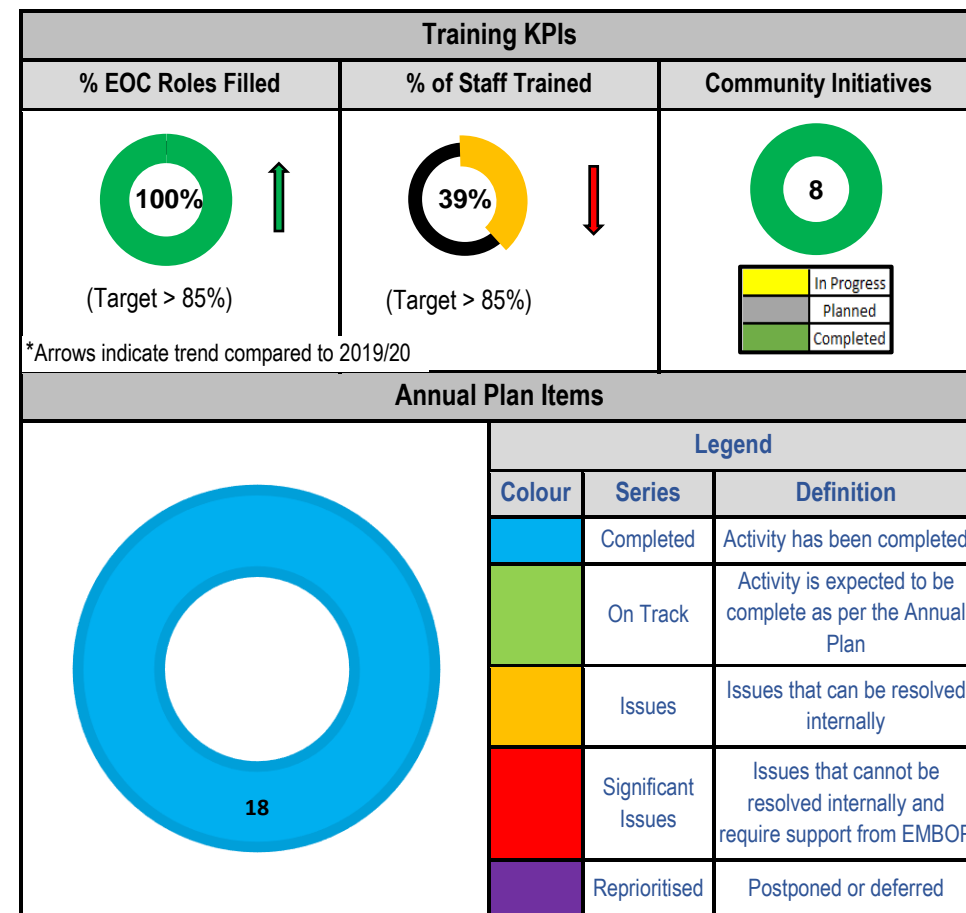
Resilience presentations were provided to several consultants (WSP, Maven, and Boffa Miskell), two professional institutions (ACENZ and ENZ) and two conferences this quarter. Two national conferences with a resilience focus were also been hosted in Tauranga - the National Lifelines Utilities Forum and the GNS Volcano Short Course.

Modelling of open coast inundation from Mount to Te Tumu is currently being undertaken by the Taihoro Nukurangi | National Institute of Water and Atmospheric Research for the Bay of Plenty Regional Council. Results will be incorporated into Council's hazard maps. Several coastal properties are likely to be affected. Information release to the community is anticipated mid-2021 through an appropriate engagement program.

The city-wide land stability assessment continues into 2021. This assessment will provide a technical advance on our current static hazard lines and will incorporate probability into the analysis for the first time.

Tauranga City Council in collaboration with Bay of Plenty Regional Council, Waikato Regional Council, Auckland Unitary Council and the Earthquake Commission have initiated a "super regional steering group" aimed at creating a standardised approaches and share resources. Results are expected to be released mid-2021. A pilot study completed in December 2019 indicated that this new probabilistic mapping is not likely to negatively impact properties as the existing 2001 mapping is generally conservative by comparison.

Western Bay of Plenty District Council



Community Empowerment

With the Community Resilience Advisor, Ben Wilson starting, there is a lot of work underway to engage and support the Community Response Teams. To date Ben has met with the three Waihi Beach teams, Te Puke, Pukehina Beach, Katikati, Kauri Point, Omokoroa, and potentially new ones in Otamarakau, and Rangiuuru. The next step with these teams will be training and exercises, to ensure the teams are confident in their roles in any emergency event.

Maketu Hauora have appointed Kiharoa Milroy to the role of 'Manu Taiko' Maketu Emergency Response Planner. In the absence of a Community Response Team and response plan – at present, it was suggested that new Emergency Response Planner may have a leading and coordinating role in the establishment and development of a local community response team and plan. The Council will be working closely with Kiharoa to develop positive outcomes for the Maketu and surrounding rural communities in event of an emergency.

Work has also commenced on the review and update of Civil Defence Centres (CDC's) within the District.

Operational Excellence

Western Bay of Plenty District Council joined an estimated 300 emergency management practitioners and stakeholders at the National Emergency Management Conference 2021 - Hui Taumata o Te Uepū Whakahaere Haumarū which was held at Te Papa Tongarewa in Wellington 25 - 27 May. A highlight of the conference was the Awards Dinner which celebrated people, groups or organisations that have made significant contributions to emergency management in New Zealand and are deserving of recognition at a national level. The Council's own Western Zone EOC Controllers, Eric Newman and Phillip Martelli received recognition for their long and valued service to CDEM.

Response rosters remain full with lots of interest from incoming staff and existing staff continue to take training opportunities as they arise.

Organisational Excellence

With the Community Resilience Advisor, coming on board, support provided to Communities to build and strengthen community partnerships has already been evident.

The team are in the planning stages of developing a one stop emergency management website along the lines of Wellington City Council where ratepayers and community stakeholders can access the information they need in the event of an emergency. The website will be interactive and will provide links to other important information.

The disestablishment of a joint Tauranga City Council and Western Bay of Plenty District Council EOC took place on 30 June 2021. This has meant some adjustment for both parties in establishing their own EOCs. Both councils continue to work closely together and support each other to achieve positive emergency management outcomes for communities.

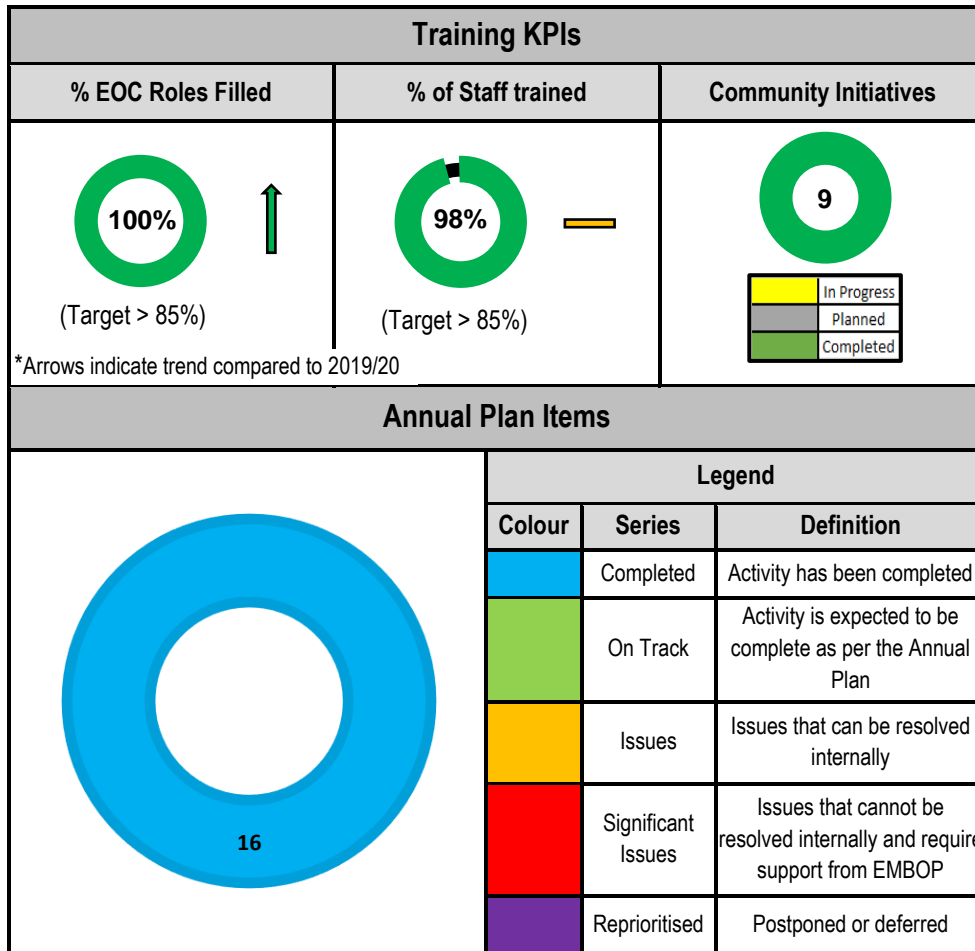
Understanding and Managing our Hazard Risks

The Bay of Plenty Regional Council continue to undertake projects that assist us to understand and manage Western Bays hazards and risks, these include mapping of liquefaction, tsunami, stability, flooding and coastal inundation.

The Western Bay Council has also been undertaking specific reviews in the District including new flood maps (from extreme rainfall) for our rural areas and small settlements (i.e. those outside of Waihi Beach, Katikati, Omokoroa and Te Puke), which will soon be released. These new flood maps will show the effects of climate change in these locations for the first time.

The council has also recently started reviewing the existing coastal erosion maps for Waihi Beach and Pukehina and preparing new coastal erosion maps for Matakana Island, rural areas of Tauranga Harbour, Maketu, Little Waihi, and Otamarakau.

Rotorua Lakes Council



Community empowerment

In support of ShakeOut, the national earthquake drill, the Rotorua Lakes Council (RLC) emergency management team visited Ngakuru a rural primary school to deliver public education messaging to staff and students. Located on the edge of a number of fault lines this community often experiences small tremors and are active participants in the Waikite Valley Community Emergency Response Planning committee. This visit will contribute to increased knowledge of hazards, of how to prepare for possible isolation or evacuation, and knowing what to do to keep safe when an earthquake hits. It is hoped these resilience building Bay of Plenty CDEM Group Annual Report 2020/21

messages will be taken home and be shared with parents and siblings. The school has agreed to include 'Drop, Cover and Hold' in their regular programme of safety/evacuation drills, and support student involvement in the CDEM weekly VHF radio communication testing programme.

The Rotorua Lakes Council CDEM team attended a community event in Ngongotaha to raise awareness of the national Bluetooth COVID19 contact card trial. In partnership with the Te Arawa COVID-19 Response Hub uptake by residents was very positive with over 1000 residents signed up.

The trial which finished on 15 November provided valuable insights into whether people would accept and use the cards, and how and when they would use them. A report is being prepared on the trial findings which will help inform decisions by the Government in the coming months on any wider rollout. Key public education messaging was shared and opportunities for engagement with local interest groups and support agencies.



RLC Emergency Management supporting the Ngongotaha event

Operational excellence

All-of-Government (AOG) have established Managed Isolation Facilities (MIFs) at the Ibis, Rydges and Sudima hotels. No quarantine facilities are in place in Rotorua. Anyone who tests positive for COVID19 is immediately transferred to the Auckland quarantine facility at Jet Park.

The average weekly number for all three MIFs is about 550 – 650 people. The establishment of these MIFs have required proactive engagement and communications to reassure the community and close dialogue has been important with our partners, particularly Iwi, who have raised concerns around some of the challenges presented by the isolations facilities. Iwi are dealing directly with the offices of relevant Ministers and the AOG COVID team directly

on those matters. Rotorua Council staff are meeting with local MIF managers on a weekly basis to discuss matters of shared concern.

On 20 October, one of Rotorua Lakes Council PIMs attended the national Fire and Emergency NZ desktop exercise held in Rotorua. The exercise was centred around a

MANAGED ISOLATION AND QUARANTINE

scenario where there was a large fire in the Rotorua Redwoods Forest, an identified high risk area. Participating agencies benefitted from discussions focussing on operational readiness, response activities and identifying agency responsibilities.

A large fire in this forest would cause major social and economic impacts on the residents and business operators in the district. Fire and Emergency NZ communications and engagement team acknowledged the positive benefits of interoperability and building relationships across multi-agency communications teams. It was acknowledged that there would be future benefits in including local welfare and recovery staff in future Fire and Emergency NZ exercises due to the immediate and longer term effect of an event of this magnitude on locals and environment.

The RLC emergency management team were requested to present to Waitomo Council in Te Awamutu on experiences and lessons learnt following the 2018 Rotorua flood. Opportunities such as this assist Incident Management Team staff to develop closer working relationship between districts and learn from each other's experiences of responding to an event.

Understanding and managing our natural hazard risks

Rotorua Lakes Council planning team are contributing to the regional liquefaction mapping outputs for the Rotorua District. The purpose of this work is to:

- Discuss inputs including geomorphology mapping
- View draft liquefaction vulnerability mapping
- Discuss next steps including benefits of staging further liquefaction mapping.

This work will benefit Rotorua district by identifying known areas prone to liquefaction resulting in early hazard identification and assessment at time of building / land use and subdivision.

A multi-agency protocol supporting improved safety, compliance and monitoring of geothermal wells is in the final draft with expected completion in a few weeks. Partner agencies including council, Occupational Safety and Health (OSH) and BAY OF PLENTY REGIONAL COUNCIL, recognised the advantages to working together to satisfy their individual legislative and regulatory responsibilities as well as encouraging well owners to prioritise repairs and maintenance to these wells.

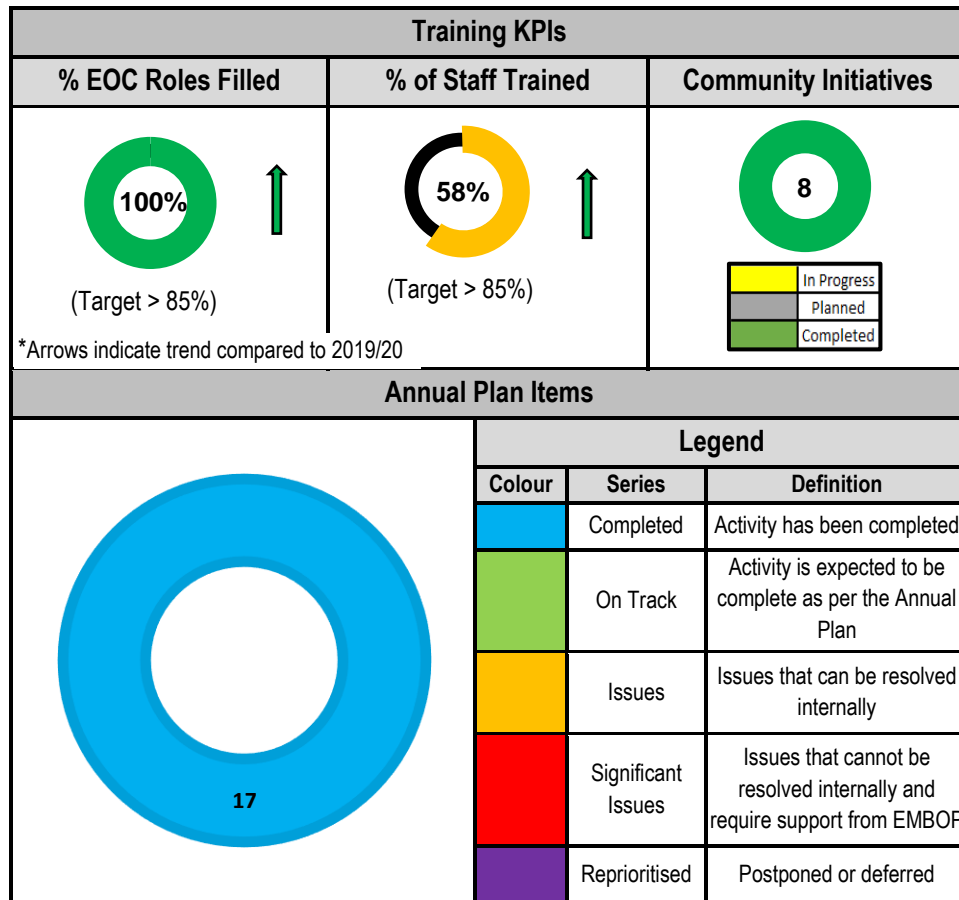


Ngakuru School practicing during ShakeOut

Rotorua Lakes Council Buildings Team took advantage of lockdown to accelerate the identification of earthquake prone buildings completing 60% of the work programme which is not due for completion until 2027.

Kia Whakatāne Au i Ahau

Whakatāne District Council



Striving together for Community, Organisational and Operational Excellence

*Ko te pae tawhiti whaia kia tata, ko te pae tata, whakamaua kia tina, haumie, hui e, taiki e.
Seek out the distant horizons while cherishing those achievements at hand.*

'We are all Civil Defence' has been a long-standing national campaign. This is evidenced through the many stories of how 'communities support communities' during emergency events in the wider Whakatāne district and associated Iwi and Hapū areas.

An example of the capacity for communities to support each other during an emergency was on show during the 5 March tsunami evacuations as the community banded together to walk roads, climb stairs, find shelter and care for each other and our animals to the best of our ability given the circumstances.

Everyone was displaced from their normal lives at this time. Through various debriefs, formal and informal, many learnings have been shared with particular emphasis on supporting individual and collective readiness and preparedness.

Two Whakatāne District Council representatives attended the Hui Taumata o Te Uepu Whakahaere Haumarū National Emergency Management Conference held on 25-27 May, as referred to on pg17 above. This year's theme was 'Building Safe and Resilient Communities: The Future of the Emergency Management System'. Day one was an inaugural 'a hui ā-mōtū' that provided a platform for Māori and indigenous perspectives on emergency management with representation across all agency sectors who listened to community representatives and organisations from around the country speak about the strengths and struggles of trying to work with and within the emergency management system.



The following two days built on the first exploring how the sector works together through partnerships, co-creation, and collective to improve emergency management outcomes for individuals and communities. This was the first time the conference has included a Māori world view throughout. There is confidence that future conferences could build positively on the foundation that has been set.

At the awards ceremony and dinner, Mana Whenua Ngāti Awa received the 'Manaaki Award'. This award is presented for showing respect and hospitality to others in a way that upholds

their mana and enhances our own, across any of the 4Rs – risk reduction, readiness, response and recovery. This award is a NEMA Chief Executive award recognising exceptional Manaaki in the Emergency Management environment.

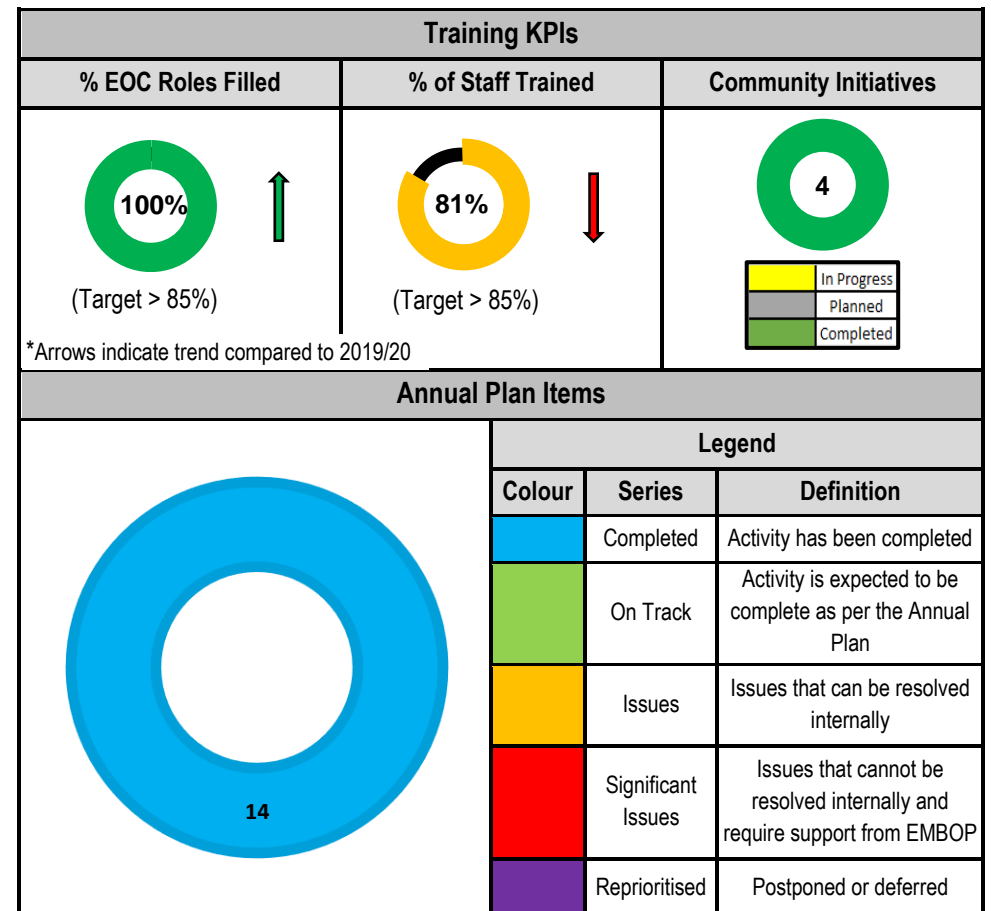
Understanding and Managing our Natural Hazard Risks

There are a number of research work streams underway to better inform the level of understanding of natural hazard risk within the Whakatāne District. The work streams include collaborative coastal inundation, and coastal erosion and liquefaction partnership programmes with Bay of Plenty Regional Council and Ōpōtiki District Council.

Other Whakatāne District specific work streams include refreshing the 2013 Quantitative Landslide Risk Assessments of the Ōhope, Whakatāne, and Matatā escarpments to incorporate any impact of climate change and change in rainfall magnitude-frequency distribution on future landslide likelihood. The coastal hazard and landslide research will provide the technical evidence base to support future plan changes to the District Plan natural hazard provisions.

The Council is also undertaking a high level assessment of the viability of providing debris deflection structures on the Awatarariki debris fan. The aim is to reduce the residual level of annualised life safety risk for occupied properties outside of the High Risk Debris Flow Policy Area but within the debris flow hazard susceptibility area of the Awatarariki Stream. This will enhance the resilience of the Matatā community; specifically, 21 occupied properties will be provided with an increased level of protection from future debris flow and floods from the Awatarariki catchment.

Kawerau District Council



Community Empowerment

Emergency Management Staff from Kawerau District Council have initiated a regular forum with Kaumātua and key representatives of Tūwharetoa Ki Kawerau. The purpose of the forum is to build the foundation for a partnership that allows for the co-design of a framework for emergency management for the Kawerau District and neighbouring areas. Key services provided by Tūwharetoa Ki Kawerau, facilities, resources and information can be understood and supported where required along with opportunities for training and exercising a collaborative response.

Asaleo Care, Kawerau, the largest manufacturer of Consumer Tissue products in New Zealand, took the opportunity to educate all of its 200 strong staff in household emergency preparedness. Emergency Management staff presented eight sessions on emergency preparedness as one part of a four-day essential workplace health and safety



Asaleo Care staff practicing site evacuation procedures

programme. Along with understanding the risks and hazards Kawerau residents may be exposed to, attendees learned how to create their household emergency plan to ensure whānau are safe should if an emergency happens while they are at work.

Operational Excellence

The Eastern Bay of Plenty Emergency Services Coordination Committee debriefed the 5 March tsunami evacuation event for which Kawerau District Council supported evacuees in providing a safe assembly point for Whakatāne residents and placed the EOC on standby. EMBOP Emergency Services Coordinating Committee meetings this year have focused on understanding initial response actions for any civil defence emergency, particularly communication and how the Districts in the Eastern BOP will support each other in the initial stages of an emergency event. Exercises to test arrangements are planned for the next meetings.

Organisational Excellence

Kawerau District Council Health and Safety Committee have approved an induction process for all new employees. The first induction session will take place in July in the EOC and will provide local risks and hazards, local emergency management staff and what they do, the EOC and other Civil Defence facilities.

Training pathways will be explained and the expectation of Council for staff to work in response when required. Kawerau EOC equipment and resources were audited this quarter.

Most of the response plans, standard operating procedures and contact lists required updating for which a programme of work is underway. This information will be used to inform the Kawerau District Council CDEM Concept of Operations and an EOC document library for all key function response documents that will be collated and maintained by the response manager.



Rautahi Marae Marae Community Led Centre

Elected members were provided with a presentation and workshop to understand what venues and facilities were available in the District for use during event.

Rautahi Marae – the Kawerau Community Marae that is not Iwi affiliated is a key venue that Council is motivated to support given the role it has in standing up to support the community in an emergency.

An explanation was provided on the difference between Civil Defence Centres and community led centres. Marae can fit into either category; however, it was generally agreed that Rautahi Marae best fits into the community led centre as a welfare provider. Information on funding avenues and support was provided and staff will now meet with the Marae Committee to discuss options and where support is required.

Understanding and Managing our Natural Hazard Risks

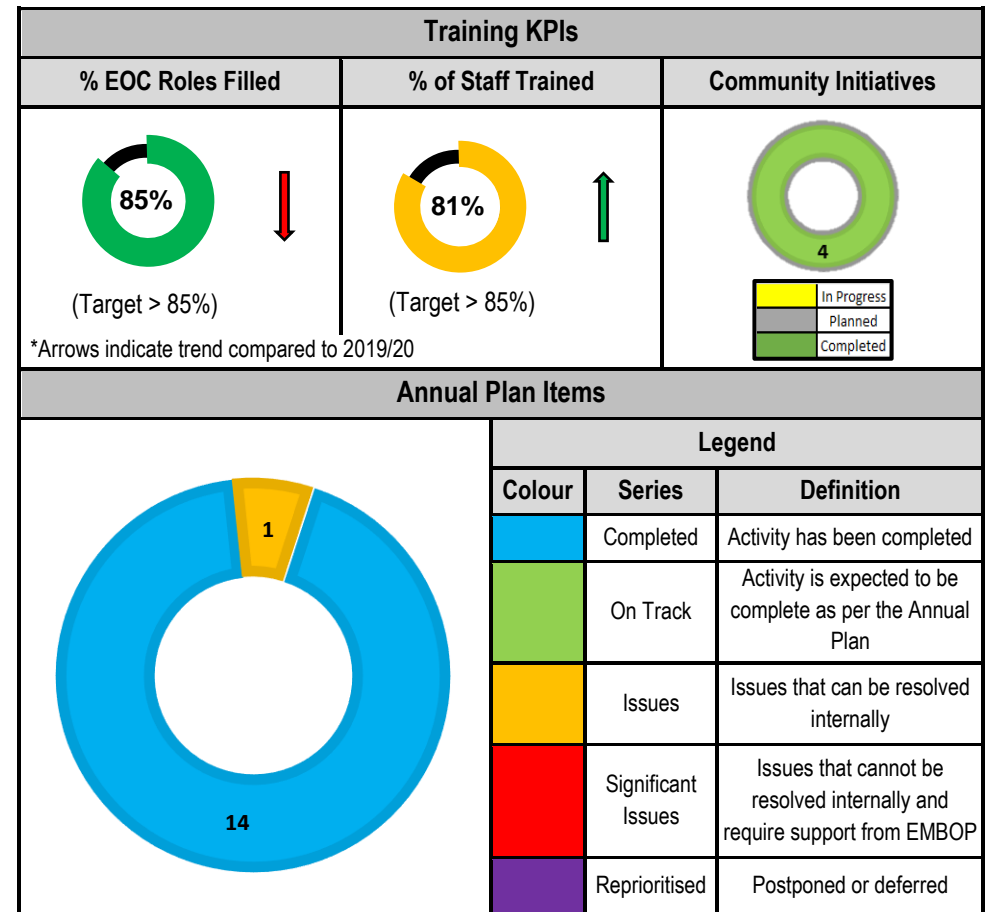
Kawerau District Council hosted Senior Advisor GNS Science, Brad Scott who provided an insight into the geological risks and hazards to the Kawerau District. This included an account of historical events to understand the landscape and predictions on likely future earthquakes

and volcanic activity. Attendees included elected members, local emergency services representatives and the Emergency Management staff.

As previously referred to, the Bay of Plenty Regional Council has been in discussions with Emergency Management staff in Kawerau and the Whakatāne District to inform of the risk of a dam (natural) failure at Lake Rotomahana. The Bay of Plenty Regional Council Flood Team has provided their Rotomahana Flood Response Plan, indicating areas of likely inundation in both districts. Flood Response Managers also keep local emergency management staff informed of any routine culvert checks and post-earthquake assessments that are undertaken to check for any movement in the dam wall.



Ōpōtiki District Council



Community Empowerment

Community resilience activities in Ōpōtiki this year have been focused on tsunami preparedness and evacuation. The annual Ōpōtiki Tsunami Hikoi event was scheduled to take place in April, however, the actual earthquake and tsunami evacuation events that took place on 5 March triggered a huge demand for community engagement across the district to discuss any issues that arose across the district and schedule planning sessions.

Whakatōhea hosted a whānau hui soon after the event, inviting attendees to share their experiences, acknowledge the lessons learned and encourage whānau preparedness.

Emergency Management Staff provided an overview of the 5 March events, explained the alerts and warnings that were issued, answered questions, and provided information and resources on household emergency planning.



Whānau emergency packs

Emergency Management staff attended a number of other hui with Iwi, hapū and whānau across the Ōpōtiki District this year and responded to requests for marae emergency planning assistance post the tsunami event. Omaramutu Marae hosted a workshop for Whānau and Hapū in Ōpōtiki to ensure plans, processes,

and resources were in place and to understand initiatives that support marae and their communities to respond to emergencies.

Whakatōhea Trust Board and Whakaatu Whanauanga Trust reviewed their evacuation plans and are identifying those in the community that may require additional support in an emergency and planning assistance.

Both Ōpōtiki retirement/aged care facilities engaged with Emergency Management Staff following the tsunami evacuation event. Thornton Park successfully activated their evacuation plan and all residents were safely moved to the designated evacuation facility. Staff are continuing to work with Peria House to finalise evacuation arrangements.

Several other community response meetings, for a wide range of community stakeholders, following 5 March have been facilitated by emergency management staff in Ōpōtiki. There were over 50 attendees including Iwi, businesses, health services, schools and ECEs, service organisations and government organisations.

A debrief of the tsunami evacuation event was the main agenda item for the first meeting. This identified where improvements need to be made. A tsunami hiko event is planned later in the year that will allow the Bay of Plenty CDEM group to test their updated processes and arrangements. A key outcome identified was a community response plan that outlined arrangements for all emergency events that will include evacuation assembly points, traffic management, community led and civil defence led centres, responsibilities for vulnerable communities, communication and resources.

Bay of Plenty CDEM Group Annual Report 2020/21

'Behind the pacific earthquakes 2021 - an Eastern Bay perspective', was an event hosted by the Ōpōtiki District Library that provided the public with the latest scientific information and analysis from the 5 March events. Expert Senior GNS Volcanologist, Brad Scott, was the guest presenter providing scientific details of historical events in New Zealand and technical details of how these and the latest events occur. Brad was followed by Emergency Management Advisor, Meagan Edhouse, providing information on how to be prepared for these events with household emergency preparedness planning advice.



Brad Scott – GNS Senior Scientist

Neighbourhood Support is now active in Ōpōtiki under a newly appointed coordinator Kahu Abbot. They are promoting household emergency preparedness planning at the street level and partnering with emergency management and community engagement staff at Ōpōtiki District Council to promote resilience for all households in Ōpōtiki.

The Coast Community Board meeting held at Te Kaha in March discussed the tsunami evacuation for coastal areas and ways to communicate with the community when a tsunami warning is issued given that many residents do not have cell phone coverage or internet access. An ongoing programme of engagement in Tsunami awareness for Ōpōtiki coastal areas is to be rolled out with the option of staff basing themselves in coastal communities to implement this.

Many businesses have also updated their tsunami evacuation procedures. Staff have worked with OPAC, Eastpack, New World, Lowes Hire, Hamertons, and Holiday Parks to advise on assembly points, provide information, induction process, and develop personal plans.



Whakatōhea post tsunami evacuation hui

Ōpōtiki District Council Health and Safety Committee have also initiated a staff personal preparedness planning programme. Staff will be encouraged to complete the national “make a plan” template to ensure their families and dependants understand what to do in an emergency and what their household arrangements will be. This initiative will ensure staff will be able to be deployed to respond to a local event and support their community or support business continuity for the Ōpōtiki District Council more effectively.

Organisational Excellence

An audit of Ōpōtiki District Council EOC resources was carried out. All function start-up boxes will be provided with updated plans, SOPs, contact lists and relevant function documents. In addition, a programme of work is underway to review and update all Ōpōtiki District Council response plans and SOPs. This information will be used to inform the Ōpōtiki District Council CDEM Concept of Operations to respond to any emergency.

Ōpōtiki District Council, like other local authorities, conducts a weekly schedule to test radio transmitter contact to coastal community locations from Ōhiwa to Waihou Bay. A review of this system is underway following 5 March to understand if the location of each radio is the most appropriate and where there should be alternate locations, particularly in situations where radios are installed in tsunami evacuation zones.

The tsunami siren network for the Ōpōtiki District Council was switched off and is now fully disabled as required by the national directive for systems that no longer meet the National Tsunami Siren Standard from 1 July 2020.

Financials

The Bay of Plenty CDEM Group financial reporting for the 2020/2021 financial year shows a deficit of \$741,941 due to;

- The budgeted use of \$845,587 funding from the reserve funds for COVID-19 response costs and annual operating costs was not required.
- Emergency responses impacting annual work programme delivery and vacant staff positions resulting in operational savings.
- Unbudgeted revenue resulting from COVID-19 response costs incurred during the 2019/2020 financial year being reimbursed during the 2020/2021 financial year.

Bay of Plenty CDEM Group	Year ended 30 June 2021	
	Budget	Actual
Targeted Rates	\$2,961,691	\$2,961,691
Other Revenue	0	113,965
Total Operating Revenue	\$2,961,691	\$3,075,656
Total Operating Expenditure	\$3,807,278	\$3,179,302
Net Surplus (deficit)	\$(845,587)	\$(103,646)
Budgeted vs Actual Deficit		\$741, 941
Bay of Plenty CDEM Group Reserve Account		
Opening Balance	\$1,730,285	\$1,730,285
Surplus/(deficit) transferred	\$(845,698)	\$(103,646)
Closing Balance	\$884,698	\$1,626,639

Bay of Plenty Lifelines Group	Year ended 30 June 2020	
	Actual	
Member contributions		\$53,900
Total Operating Revenue		\$53,900
Total Operating Expenditure		\$45,959
Net Surplus (deficit)		\$7,941
Bay of Plenty Lifelines Reserve Account		
Opening Balance		\$72,438
Surplus/(deficit) transferred		\$7,941
Closing Balance		\$80,379