



**Bay of Plenty Civil
Defence Emergency
Management Group**

**Annual Report
2021/22**





Bay of Plenty Civil Defence Emergency Management Group Annual Report 2021/22

Civil Defence Publication

July 20 2022

Bay of Plenty Civil Defence Emergency Management Group

C/O Emergency Management Bay of Plenty

Regional House

1 Elizabeth Street Tauranga

3110

New Zealand

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Foreword

This Annual Report summarises the activities of the Bay of Plenty Civil Defence Emergency Management (BOP CDEM) Group over the 2021/2022 financial year against the outcomes of the BOP CDEM Group Plan and Annual Plan. It includes a breakdown of progress against Annual Plan activities, highlights from each of the local authorities, and financial performance of the Group

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, there has been a wide array of projects across the social, built, natural and economic environments aimed at enhancing the Bay of Plenty's resilience when a disaster strikes. Operationally, the BOP CDEM Group is currently undergoing a review of the Group Plan. This will inform the strategic direction of the Group and provide a framework to strengthen our communities across the 4Rs of emergency management.

There has been a significant push to incorporate a Te Ao Māori worldview within CDEM. While the exact nature of this has yet to be decided it is essential that Māori are not just given a voice but have access to all relevant information to meaningfully contribute into the CDEM sector.

2021-22 Highlights

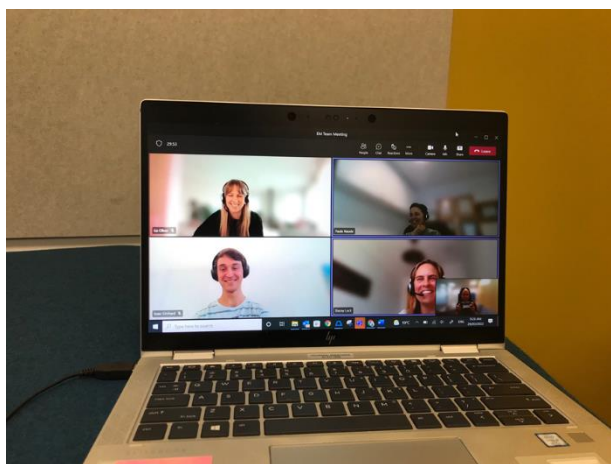
Working with Omicron

One of the most challenging parts of the preceding year has been the ongoing impact the COVID-19 pandemic has had on, not only the Bay of Plenty but the entire country. While the lockdowns have ceased, the BOP CDEM Group has had to remain agile in the face of COVID-19 with multiple waves of the Omicron variant sweeping the nation.

Amid evolving Government rules regarding the pandemic, all Local Authorities and partner agencies have developed and adapted their own guidelines for ensuring their workforces are protected. The safety-critical role of many teams means these guidelines may be different from other organisations according to their own risk assessments.

Safety measures have included increased use of online meetings (as with TCC Emergency Management staff, pictured), negative RAT requirements for use of shared spaces and split teams.

In terms of EOC activation, different council guidelines mean additional complexity for a coordinated response. The move to the Orange setting may prompt further adaptations but the Group and its partners will continue to work together to ensure any differences are navigated effectively.



Rotorua Omicron Support

Omicron however, has not all been bad news. There have been a number of initiatives that have arisen as a result. Throughout the Covid response, Rotorua Lakes Council staff have been supporting both MSD and Lakes DHB. They have been providing RAT storage and distribution to critical services.

Working with Lakes DHB in the Community Welfare Hub, staff provided hundreds of emergency food parcels. They had a special focus on emergency housing facilities with hygiene items, hot kai and emergency food parcels.

Rotorua Lakes Council CDEM coordinator Linda Johnson says staff worked alongside local businesses including food services, tourism operators, local taxi services and local security firms.

Linda says food was sourced from local supermarkets, businesses and catering companies. Kids activity packs were prepared and supplied by council library staff. St Johns health shuttles assisted with delivery of foods to Taupo and Turangi areas.

Western Bay of Plenty's busy year

Western Bay of Plenty CDEM staff have had a busy year addressing the needs of their community on a range of projects.

During Tropical Cyclone Dovi, the Western Bay of Plenty Emergency Management team supported their community with access to water when outages took down power in the Western Bay of Plenty District. The District has a number of properties which are not on town supply so power cuts can mean water pumps stop working.

The team has also been working on making emergency preparedness more accessible including popular drop-in sessions at Katikati and Te Puke libraries. Community Resilience Advisor Jo Lynskey says they are a great way to hear community concerns, answer questions and help build capacity and capability within the Western Bay of Plenty.

Meanwhile Western Bay of Plenty's Manager of Emergency Management, Kerrie Little, has successfully completed her RRANZ Response and Recovery Leadership Course.

Caldera Advisory Group and ECLIPSE

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. This also involves coordinating impact management and mitigation on behalf of at risk communities as well as at the national level.

The 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. Emergency Management Bay of Plenty (EMBOP) supports the ECLIPSE education, outreach and engagement cluster meeting. Recently a CDEM subgroup has been formed from ECLIPSE members, predominantly focused on coordinating the development of an interagency response plan.

Bay of Plenty CDEM Group Meetings

As part of an effort by the Group to work together in a more collaborative fashion, quarterly meetings have been setup to bring together all Emergency Management professionals. This enables Emergency Management staff to share, network and workshop key workstreams for the collective good of the region.

Recently, this saw all the Local Council Emergency Management Officers come to the Emergency Management Centre to workshop sections of the Bay of Plenty CDEM Group Plan 2023-28 which is currently in review. These meetings are essential as bringing together all the Group's members allows us to maintain a shared understanding of the Groups role across the Region to deliver consistent approaches to collective problems and best serve Bay of Plenty communities.



Understanding our volcanic hazards

While the Bay of Plenty has numerous hazards that could affect communities around the rohe, there are also numerous hazards located outside of the BOP Region that can have a significant impact. As part of the ongoing situational awareness for the BOP CDEM Group, Brad Scott from GNS delivered a presentation on Mt Ruapehu and the ongoing volcanic unrest that has been seen over the last few months. This was an extremely informative session that outlined the key parameters that result in a change to the Volcanic Alert Level system as well as other ongoing monitoring that GNS does on active volcanoes across the country.



Training

The COVID-19 pandemic has presented difficulties for our capability team, with numerous training sessions having to be delayed or cancelled. Despite this, face to face CDEM training has continued strongly across the region, including new training initiatives for the Logistics and Welfare functions and Welfare Needs assessment.

Many full time Emergency Management team members from Councils and Emergency Management Bay of Plenty have been working to achieve training across all the CIMS functions. Training calendars for 2022/23 are available with more to come.

BOP CDEM Group Training Stats				
	ITF Intermediate	ITF Function	CIMS 4	Psych First Aid
Courses Run	6	7	4	5
Council Staff	64	79	31	35
Partner Agencies	12	5	19	10
NZRTs	0	0	0	16

Tsunami Readiness Campaign

As a priority hazard under the CDEM Group Plan, tsunami response planning has historically been incorporated into Local Authority (LA) and EMBOP work programmes. Following the 5 March 2021 Hikurangi and Kermadec Islands Earthquakes, EMBOP identified that a Tsunami Ready Work Programme was required to prioritise and coordinate work across the Region. The Tsunami Ready programme aim is for the Bay of Plenty Civil Defence Emergency Management (CDEM) Group to ensure regional consistency; alignment to national projects and standards; and giving effect to current science. This work programme details workstreams to support work across the 4Rs (Reduction, Readiness, Response and Recovery).

This programme will be led and coordinated by EMBOP; must align to the objectives in the CDEM Group Plan; and will include local, regional and national engagement; incorporate work across the 4Rs and support current CDEM work programmes in place; identify hazard and capability risk; and ensure the programme is enduring beyond the initial two-year scope of the programme. Current programme work priority is the update of tsunami evacuation zone maps consistently across the region; development of tsunami and Bay of Plenty-specific public education; support for community engagement activities; and the tsunami response planning.

Highlights across the rohe

Emergency Management Bay of Plenty

Key:	Completed for the 2021/22 Financial Year	Reprioritised	Completed					
EMERGENCY MANAGEMENT BAY OF PLENTY								
Annual Plan Activities		Special Projects						
<p>Total: 43</p>	Hazard Scape Report							
	Resilience Fund Projects							
	Recovery Management Navigators Guide							
Training Stats	ITF Intermediate		CIMS 4		ITF Function Specific		Psychological First Aid	
	Mar – Jun	Year to date	Mar – Jun	Year to date	Mar – Jun	Year to date	Mar – Jun	Year to date
Courses Run	1	5	1	3	4	6	1	5
People Trained	19	64	21	50	49	78	17	61

BOP Emergency Management Centre

Despite supply chain issues and the pandemic, the new Bay of Plenty Emergency Management Centre is nearing completion. Emergency Management Bay of Plenty's Tauranga team has formally moved their business-as-usual workspace into the Centre while the final touches are put on the IT and furniture within the supplementary training rooms.

Once finished, the Centre will take up one half of the third floor of Regional House in Elizabeth Street, Tauranga. It will serve as the Group Emergency Co-ordination Centre (GECC) in emergency responses and will be a flexible information, technology, and co-ordination hub for Civil Defence Emergency

Management in the Bay of Plenty. The design and layout will allow teams and partner agencies to tailor the space for a range of responses and events.

The Centre will be EMBOP's home base when not in activation. It will also be used for training, exercises and other collaborative work with Group Councils and CDEM partners including FENZ and NZ Police.

NEMA Deputy Chief Executive Visit

On Friday 10 June, Gary Knowles, the Deputy Chief Executive of the National Emergency Management Agency, travelled to the Bay of Plenty to visit the nearing completion Emergency Management Centre.



EMBOP staff facilitating training in the new emergency management centre.



EMBOP Director Clinton Naude (centre) with NEMA Deputy Chief Executive Gary Knowles (Right) and Dr Sally Potter GNS (Left).

The wider Group staff were in attendance for a morning tea and meet and greet. The Deputy Chief Executive briefed staff on work occurring at the national level, mainly around the establishment of the Monitoring and Reporting Centre (MAR) which will allow 24/7 realtime monitoring of New Zealand to feed into the regions 24/7 duty system.

BOP CDEM Group Plan Review

The BOP CDEM Group has begun the Group Plan review for the 2023-28 Group Plan. There is a focus on reviewing the regional risk profile in line with new guidance from the National Emergency Management Agency. It is hoped this review will highlight key areas of the rohe that are susceptible to the various natural hazards within the Bay of Plenty. This will then inform the key sections of the Group plan and allow targeted strategic direction to be developed to address the potential gaps.

This process is being led by EMBOP with extensive engagement with our wider stakeholders, it is hoped that the new Group Plan will be published in October/ November 2023.

Recovery Navigator Guide

Last year NEMA funded, through the Resilience fund, the BOP CDEM Group to develop a Recovery Navigators guide. The purpose of the Guide is to give users the relevant background and practical guidance to set up and run an Emergency Management Recovery Navigator Service after an emergency.

Recovery Navigators are like case managers; they offer broad support for whānau and individuals, while linking people to wider community support programmes. Navigators work directly with their clients to develop comprehensive, holistic, targeted, wrap around recovery plans that facilitate access to critical services and help people make informed decisions about their future. A navigator service also needs to reconnect people at a deeper psychosocial level by increasing independence and self-reliance

The Navigator Guide has been designed for use by Civil Defence Emergency Management Groups and other local agencies and draws upon the experience of recovery practitioners and learnings from previous and current events including Whakatāne Floods 2017, Canterbury earthquake sequence 2010-2011, and Buller District flooding event 2021 onwards.

In recent years there have been several examples of effective navigator support for disaster-stricken communities and individuals, however there has been no consistent approach to managing community needs and a low awareness of navigators and the vital role they can play.

This document is intended to expand and adapt as the role of recovery navigators continues to mature. This document has received widespread interest from the wider CDEM sector and is

another example of how the BOP CDEM Group is operating at forefront of emergency management within New Zealand.

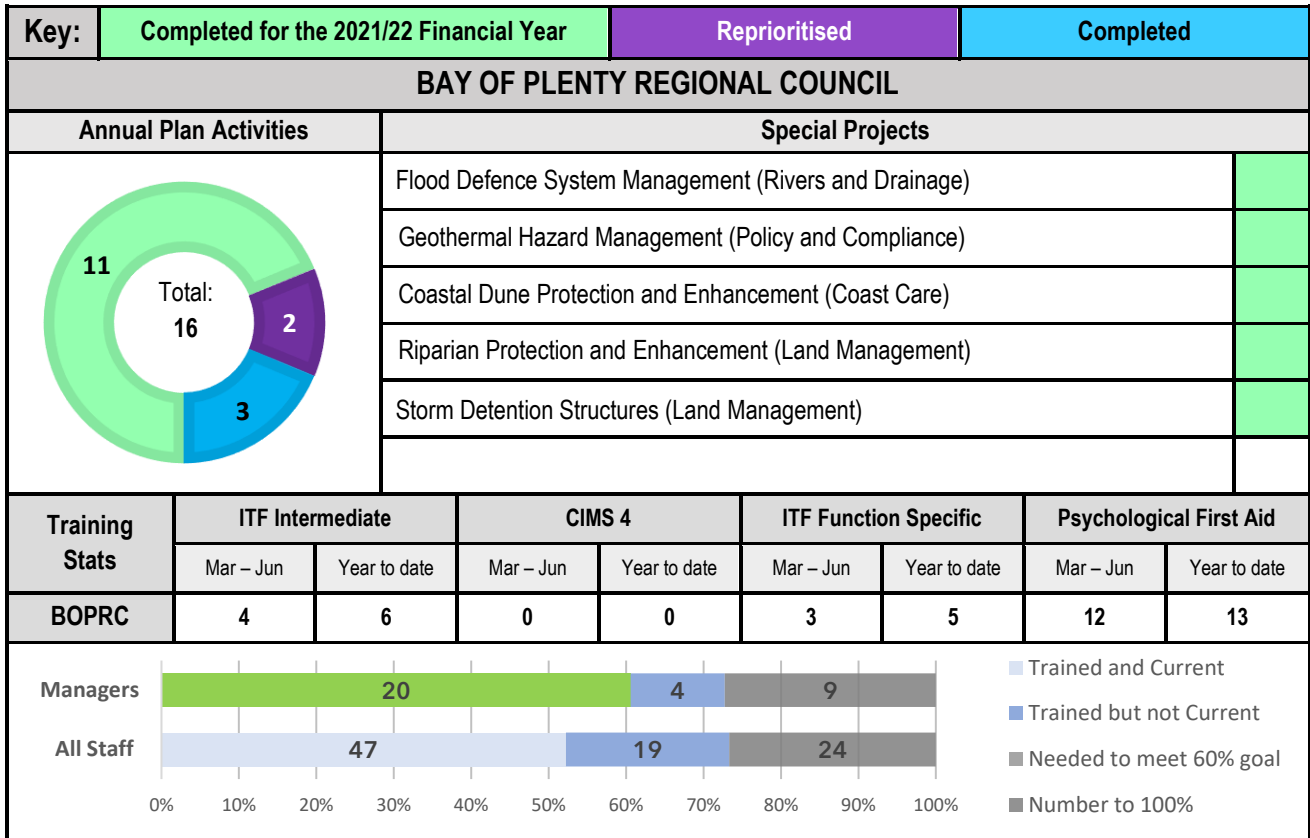
IAEM Certification

As part of the ongoing professional development within EMBOP, a number of staff are working towards their IAEM qualification. The IAEM qualifications are international standards for Emergency Managers and are increasingly being recognised as a mark of professionalism within the CDEM sector.

This financial year two members of the EMBOP team achieved their Associate Emergency Manager (AEM) certification from IAEM. The wider group would like to congratulate both Lisa Glass and Meagan Edhouse for this well-deserved achievement.



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.

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, so connection to the beach environment was high. Coast Care has harnessed this 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 in order to increase resilience through the Safe and Resilient Communities Steering Group, an approach that was adopted at the start to 2020/21.

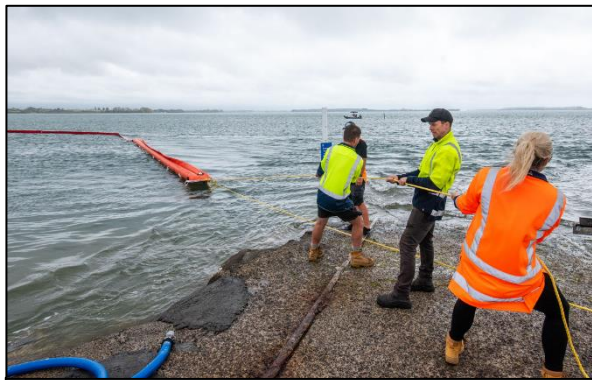
Operational excellence

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

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



BOPRC Staff Conducting the Marine Oil spill Response Exercise

conducted for all necessary Maritime staff.

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 the final draft of the following natural hazard mapping, which will be reviewed, and associated reporting expected to be completed by December 2021:

- Ōpōtiki coastal erosion;
- 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 of 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 Emergency Management Bay of Plenty will facilitate council feedback to confirm roles and responsibilities during a dam failure.

Tauranga City Council

Key:	Completed for the 2021/22 Financial Year	Reprioritised	Completed					
TAURANGA CITY COUNCIL								
Annual Plan Activities	Special Projects							
<p>Total: 23</p>	Tsunami Readiness Project							
	Mount Industrial Zone Emergency Planning							
	Resilience Fund Projects							
	Resilience Fund Project - Kia Takatu							
	Resilience Fund Project - Digital content for public education							
	Resilience Fund Project - BOP Red Cross Good and Ready Project							
Training Stats	ITF Intermediate		CIMS 4		ITF Function Specific		Psychological First Aid	
	Mar – Jun	Year to date	Feb – May	Year to date	Feb – May	Year to date	Feb - May	Year to date
TCC	0	8	10	15	14	20	3	3
Managers	20		1	12				
All Staff	48		6	36				
<p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p> <p> ■ Trained and Current ■ Trained but not Current ■ Needed to meet 60% goal ■ Number to 100% </p>								

Community Empowerment

Tauranga City Council's (TCC) Emergency Management team ran a successful tsunami awareness and preparedness campaign over summer.

The project was part of ongoing community engagement about broader tsunami issues including sirens and evacuation.



It employed university students as Tsunami Ambassadors and the Emergency Management team gave a few well-attended presentations to community groups.

The campaign reached 536,871 people across the three-month period. A tsunami awareness working group was created to support the project and has since been adapted to work on all hazards affecting the Tauranga community.

Overall community sentiment was positive, but the project showed there were several deep-rooted opinions with room for improvement in the level of understanding and preparedness for coastal communities. The relaxed face to face approach worked well with residents, especially families.



The Emergency Management team is continuing to deliver a work programme around community education, resilience and awareness raising programmes. The team were involved in successful collaborations with key stakeholders, such as Red Cross. The team supported their Good and Ready program roll out in Gate Pa, Greerton and Papamoa.

As part of this wider work programme, during readiness the team presented to community groups to ensure key messaging regarding the importance of residents being prepared. This was consistent with regional and national public education projects.

Presentations that took place during Q4 were:

- U3A Tauranga, Beachside (Arataki), and Papamoa.
- Citizens Advice Bureau volunteers.
- Retirement Village association.
- Schools and ECEs on the Papamoa and Mount coastline.
- Otumoetai Community Response Teams.



Operational Excellence

TCC staff were part of the Bay of Plenty contingent deployed to Westport to support the West Coast floods, working within the Buller ECC in the operations and welfare functions.

Organisational Excellence

TCC's Local Welfare Manager will represent the Group as a welfare subject matter expert in the review of NEMA's, National Emergency Management Plan and Regulatory Framework (aka Trifecta Review).

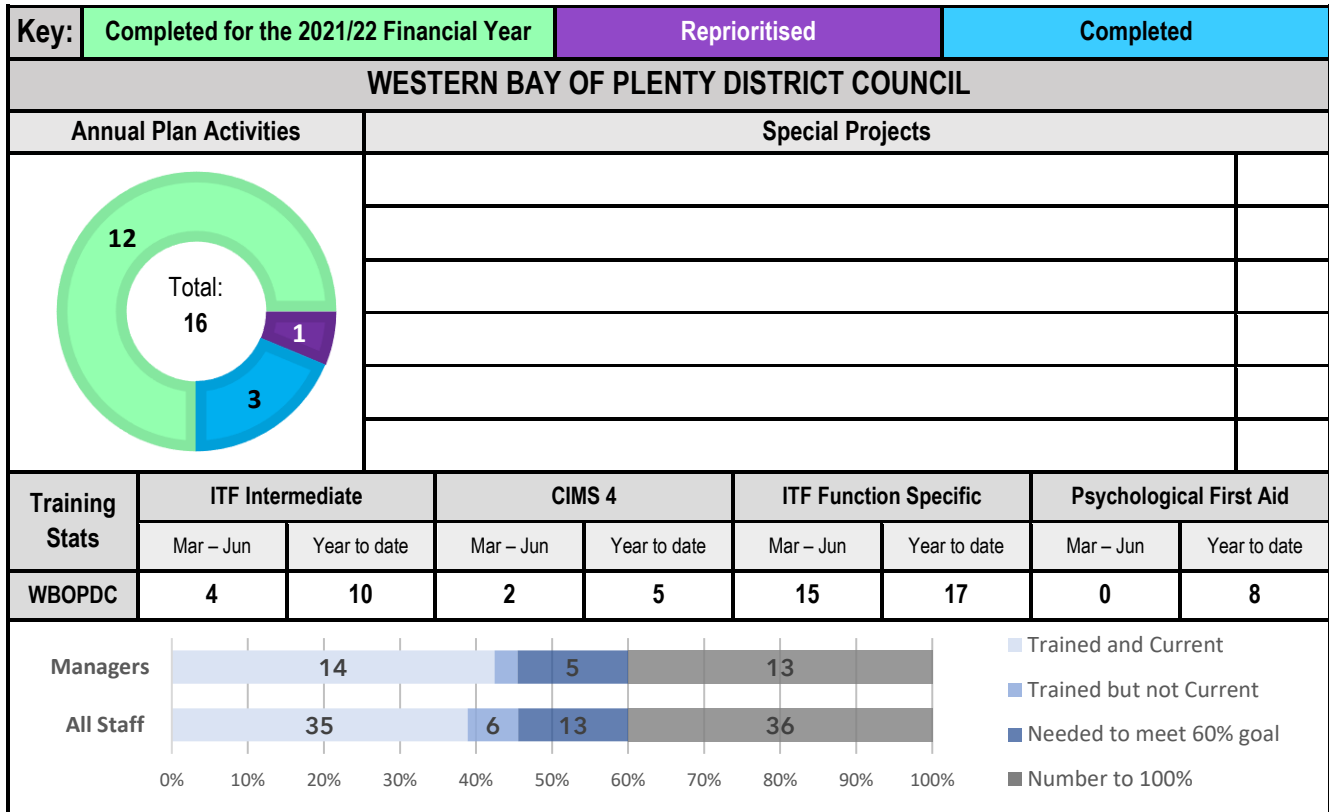
TCC Emergency Operations Centre staff participated in Exercise Parawhenua Mea, run by Emergency Management Bay of Plenty. This was a great opportunity to put training into action and experience a response to an emergency in a controlled environment. 73% of TCC's Emergency Operations Centre took part.

Understanding and Managing our Natural Hazard Risks

Significant growth along the Pāpāmoa coastline, particularly in Pāpāmoa East, has created consequential impacts to previously designated evacuation route and safe area planning. A regional review is underway of inundation mapping. Tauranga City Council is one of the stakeholders in the review.

The Mount Industrial Zone comprises over 460 hectares of land in central Tauranga. The area includes the Port of Tauranga, 10 Major Hazard Facilities and other major industrial sites. These sites potentially pose a risk to Tauranga's broader environment and community in the event of an emergency. While each facility has their own response planning to mitigate their risks, it has been identified that a coordinated approach to readiness is required to further mitigate this risk. Currently a review of the existing hazards is underway to enable situational awareness of potential cascading and compounding hazards.

Western Bay of Plenty District Council



Community Empowerment

The Western Bay of Plenty District Council (WBOPDC) Community Team have strengthened relationships in both Katikati and Te Puke. The Team have supported these community response teams with their Covid Resurgence response by attending regular meetings and ensuring accurate and timely information is available. WBOPDC have supported Community Response Teams in Pukehina, Waihi Beach North, Bowentown, Athenree and Kauri Point with the review and update of their Community Response Plans. Support was also provided to update and print their Community Guide to Emergencies.

Waihi Beach, Athenree, Bowentown, Te Puke, and Pukehina Beach community response teams are currently active and response ready. These CRT's have each been provided with a Duty phone, to enhance communication between CRT's, and WBOPDC Emergency Management.

WBOPDC has also assisted the foodbank in Katikati by providing a van and driver to deliver food when resources were stretched. Ongoing support was provided to the District through the Covid Response resurgence in late 2021 and early 2022 with information and resources shared within the community.

To support iwi within out district, contact was made with 17 runanga and hauora to check in and see what resources were required or were in place for response to Covid19 in Western Bay of Plenty in November 2021.

Marae preparedness planning has commenced and further work in this area will continue over the coming year. A pathway for training and funding opportunities has been created and will start in 2022-2023. In addition, a Public Education and Awareness Plan was created and implemented.

Activities included regular library education sessions in Te Puke and Katikati to raise awareness of emergency management and the tools available for self-preparedness. An annual preparedness calendar has also been created to promote a different preparedness message each month and to help support national campaigns.

The Western Bay of Plenty Emergency Management team have enhanced their internet presence by updating the information available to the community on the Western Bay of Plenty District Council web site. There is a wide range of available information including local hazards and risks, preparedness information, and key links to agencies and organisations for situational awareness during emergency events. This will help to further

build the community's knowledge and understanding of their hazards and risks.

Local Welfare

The Western Bay of Plenty District Local Welfare plan has been developed. WBOPDC Local Welfare Manager is co-chairing the Local Welfare Committee and strengthening relationships with support agencies in readiness.

Organisation and Operational Capability and Capacity

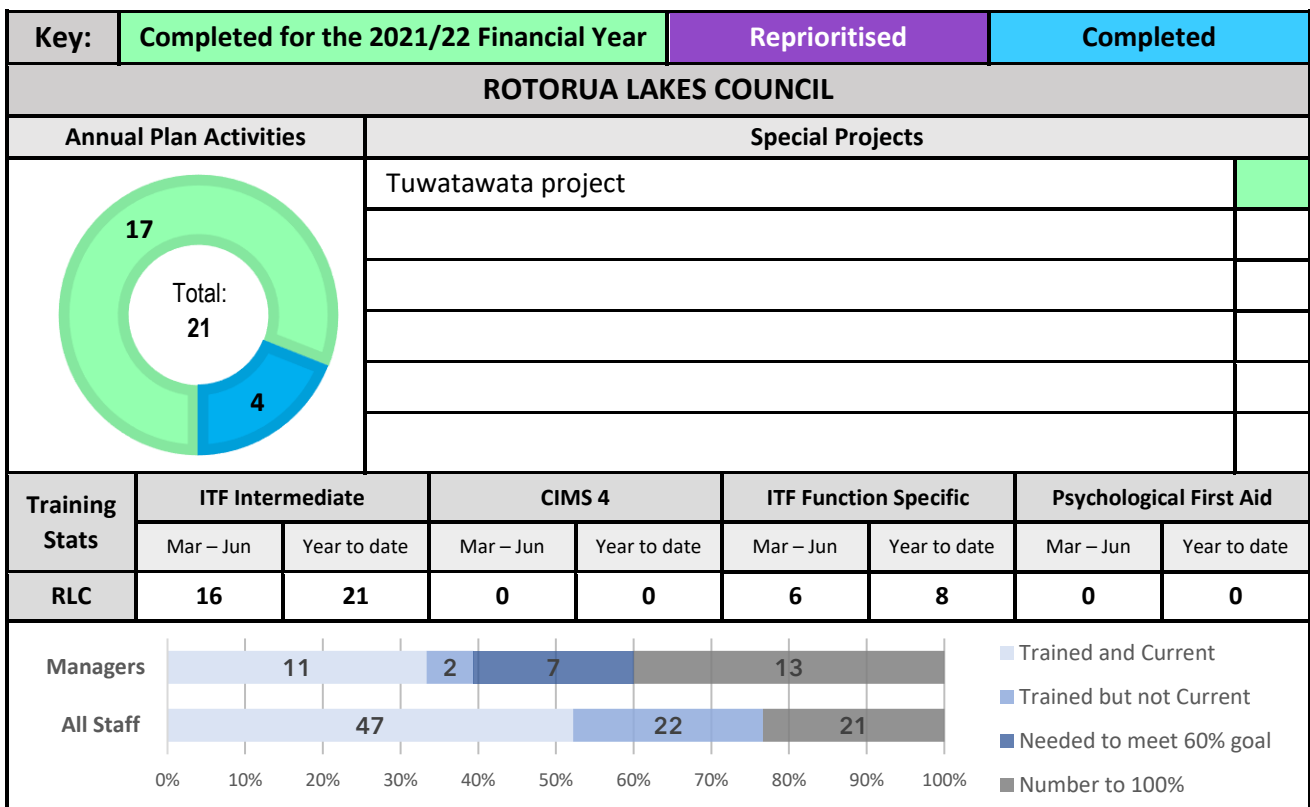
With the Partnership Agreement coming into effect in July 2021, work has continued growing WBOPDC emergency Operations Centre (EOC). A designated area for EOC operations and a training pathway has been developed and implemented and the EOC roster is continuing to grow with new staff being trained on a regular basis. A successful exercise was held in May where WBOPDC successfully utilised newly updated Standard Operating Procedures from activation through to the establishment of a fully functional EOC.

Understanding Hazards and Risks

Work is continuing in the tsunami readiness space with WBOPDC staff contributing to project teams working on consistency of information and education tools to be used across the wider Bay of Plenty.

Updated flood mapping for Omokoroa, Katikati, and other small settlements and rural areas has been completed and communicated to affected communities.

Rotorua Lakes Council



Community empowerment

Over the past year, Rotorua Lakes Council CDEM staff have worked to further strengthen partnerships, particularly with Iwi, that were established during the COVID-19 national emergency. That work has primarily been focused in two areas:

- Continuing to provide direct support, particularly welfare, to Iwi and community agencies engaged in supporting local whanau through the recovery phase of COVID-19.
- Working with local Iwi to improve the understanding of local Māori about building resilience to natural hazards.

Over the past 18 months, CDEM staff worked in collaboration with two local people who chose “The Resilience of Local Marae to Natural Hazards” as a tertiary research topic. Their reports were published in October 2021 and provided insights into barriers to engagement with local Māori on CDEM related issues.

In late 2021, Rotorua Lakes Council (RLC) Hēmi Waerea (M.Ed, B.Ed, Dip.T) came on board as a contractor to:

- strengthen CDEM’s relationship with local Iwi,
- build a better understanding among Māori of the operational aspects of the CDEM sector, and
- identify opportunities for local Iwi and the CDEM sector to work more effectively in partnership to build community resilience.

Hēmi has made good progress on this kaupapa since commencing work with RLC through using a holistic, te ao Māori approach. Hēmi contacted all marae in the Rotorua rohe as part of the scoping phase for this project. As a result, new CDEM operational plans for several local marae have been incorporated into new Marae Development Plans. Hēmi led the work for both plans with CDEM support. The templates for those plans are now being shared with other marae to encourage adopting a similar approach.



Operational excellence

Rotorua CDEM staff have addressed opportunities for improvement to the local Emergency Operations Centre (EOC). This followed the de-brief process from the COVID-19 national emergency. The three most significant improvements were:

- Enhancing the de-brief process, including using a tool called ‘Bridgespan’s Organisational Wheel’.
- Using large posters in the EOC space (known as ‘peripherals’) to provide a one page checklist of key responsibilities for each functional group.

- Organising all EOC equipment onto mobile trolleys for ease of activation and/or transfer to an alternative EOC site.

Revised de-brief process

The de-brief structure and protocols outlined in both the CDEM National Guideline and the Bay of Plenty ‘Checklist Compendium’ were enhanced by using two additional tools. Those tools were used to supplement existing protocols.

The first innovation was to conduct the first phase of the de-brief in small groups. Those attending the de-brief were organised into groups of about 5-6 people, with each group comprising a mix of people from the different functions in the EOC structure.

The revised de-brief process also involved using ‘Bridgespan’s Organisational Wheel’ for guiding the group discussions reducing the risk of people adopting a narrow focus.

The Bridgespan Organisational Wheel;



EOC Wall charts

The second initiative was the use of large wall charts to provide a quick reference of the key role and responsibilities of each functions. These charts were used to supplement the Checklist Compendium. They have less detail than the compendium, but do provide an easy and quick reference for staff.

Māori Advisor

Role & Responsibilities:

1. Provide cultural advice to Controller
2. Ensure the interests of local Iwi and Māori in general are represented
3. Establish communication with Iwi leaders; and keep them briefed on the situation
4. Use networks to support the IMT and EOC functional groups
5. Support PIM in working with Māori media organisations
6. Ensure welfare needs of Māori are included in response planning

Re-organisation of EOC equipment

The third initiative was the re-organisation of all EOC equipment into pre-packed, mobile container systems. This allows EOC equipment to be stored in one place which can easily be moved to an alternative EOC site if required.



Exercises conducted since those changes were made, have shown that the set-up time for the EOC has reduced as a result of the improvements.

Work is also being done to improve the capability of the Intelligence function. Although NEMA recently rolled out a new (introductory) Intelligence course, further work is required in this area.

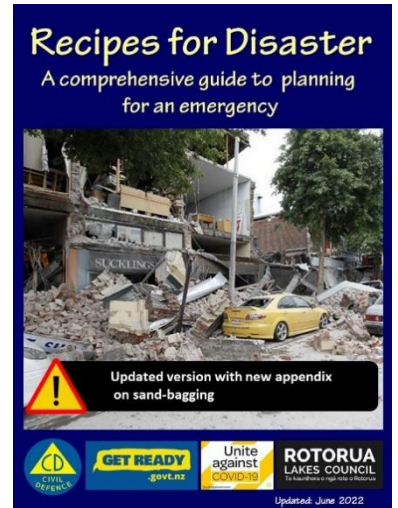
Like many organisations throughout New Zealand, Rotorua Lakes Council has been impacted by a much higher rate of staff

turnover over the past 12 months. Unfortunately, a high proportion of the staff that left RLC were on the EOC team.

The EOC has lost 25% of its staff in just over 12 months. However, the CDEM team has been actively recruiting and filled all the vacant positions on the EOC team. Most of the new staff have been trained to CDEM Intermediate standard.

Understanding and managing our natural hazard risks

Rotorua CDEM staff are regularly invited to a wide range of community groups to provide advice on emergency preparedness. Feedback from attending and presenting to community groups has been positive. The locally produced “Recipes for Disaster” booklet has had the greatest reach for raising community awareness. This one-stop and comprehensive guide to preparing for an emergency has proved to be popular since the first edition was produced in 2019.



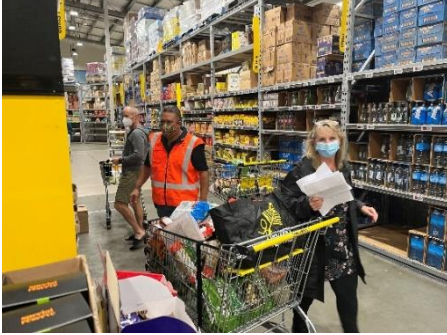
Kia Whakatāne Au i Ahau Whakatāne District Council

Key:	Completed for the 2021/22 Financial Year	Reprioritised	Completed					
WHAKATANE DISTRICT COUNCIL								
Annual Plan Activities		Special Projects						
Training Stats	ITF Intermediate		CIMS 4		ITF Function Specific		Psychological First Aid	
	Mar – Jun	Year to date	Mar – Jun	Year to date	Mar – Jun	Year to date	Mar – Jun	Year to date
WDC	0	2	0	2	0	1	1	1
Managers	9	1	10		13			
All Staff	20	18	16		36			

Putting Community At The Heart of Everything We Do

Toitu te Kotahitanga/Better Together is our Vision, and Whakatāne District Council (WDC) emergency management (Council EM) activities have truly shown to be better together through the many relationships formed and strengthened locally, regionally and nationally during this challenging year.

Council EM has worked alongside Whakatāne based Social Service Providers, Volunteer organisations and community leaders to build stronger and trusted relationships through a coordinated effort and leading under pressure.



WDC have worked alongside community providers in sharing ideas and planning for emergency preparedness and response, especially around tsunami readiness. Council EM provided interactive learning opportunities with Ngā Kaumatua o te Waka o Mataatua, Pohutukawa Probus, Senior Net and Grey Power, recognising the value that our elderly population can provide key leadership and direction in how to prepare appropriately for the unknown.

WDC have also engaged with key education institutes working alongside partners such as GNS Science, Massey University, Te Wānanga o Awanuiarangi and Toi Ohomai to name a few - Toitu te Mauri Ora / We are Passionate.

Support was also provided for a local High School, partnering with GNS Science and Massey University to deliver workshops toward unit standards.

Operational Excellence

Each year, key organisations attend the Whakaari Hayden Marshall-Inman Memorial Golf tournament. This year, the Council was represented by a team from our Planning, PIM, Lifeline Utilities functions and the EM Officer. It was a great exercise in working together under pressure resulting in a score of -4 over 18 holes - Toitu te Mahitahi / We Work Well Together.



A lot of work has been put into developing WDC's people, resources and facilities through exercises, training and wet weather events. EOC resources and backup buildings have been secured due to being out of our Civic Centre while it is



refurbished. With various wet weather activations, EOC staff continue to develop a physical and virtual mix EOC. All critical EOC resources have been replicated and are stored in safe spaces, particularly outside of tsunami inundation zones. This included the refurbishment of a trailer for mobility.



Capability development has been a key focus due to staff attrition over the Christmas period with new staff entering the council. Processes have been reviewed to support new staff coming into the EOC and existing staff as refreshers. These include improved processes around EOC induction, monthly MS Teams Foundation Course-online workshop, ITF assessment support and EOC Orientation exercises that build individual and collective capability. Exercises by function teams are proving valuable and the many wet weather events this year have provided opportunities to test systems - Toitu te Taumata / We are Always Learning and Improving.

Community and Marae Emergency Response Preparedness

Partnering with organisations such as Neighbourhood Support, Council EM has undertaken crucial work to raise community awareness of natural hazards across 17 communities and assist in preparing Community Emergency Response Plans. The community emergency response teams (CERTeams) have been meeting online monthly building wider relationships and supporting each other, whilst developing plans, emergency guides, resources and facilities. Council EM provides facilitation, administrative support and ongoing engagements to enable continued development.

In partnership Māori staff from Social and Health Services, FENZ, Medical and Whakatāne EM have delivered marae

emergency preparedness wananga to reps from over 10 local marae and as a result marae leaders are considering the incorporation of emergency planning into marae and hapu development plans. Through this WDC continue to strengthen relationships with key partner agencies with alongside our communities. These engagements are now ongoing with first aid and defibrillator training, fire compliance assessments and equipment installations - Toitu te Tangata / We out People at the Heart of Everything we do.

Understanding and Managing our Natural Hazard Risks

The Council completed the managed retreat of 16 homeowners and acquired 34 properties in total from the Awatarariki fanhead in Matatā, which is assessed as being at high risk from further debris flows. This was a project led by the Whakatāne District Council but supported by the Bay of Plenty Regional Council and the Central Government. Its cost was ultimately \$16.7M and provided many lessons and hard truths about the difficulty of implementing such a policy. These learnings have been helping with the development of the Climate Change Adaptation Act, which is likely to be released in mid-2023.

There are a number of research workstreams underway to better inform the level of understanding of natural hazard risk within the Whakatāne District. The workstreams include collaborative coastal inundation, coastal erosion, tsunami, liquefaction and climate change risk assessment partnership programmes with BOPRC and Ōpōtiki District Council, and a Whakatāne flood risk assessment with NIWA that will help inform a national flood risk assessment framework. Other Whakatāne District specific workstreams 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. A Whakatāne district climate change risk assessment is scheduled to commence in 2022/2023. All of the research will provide the technical evidence base to support future plan changes to the natural hazard provisions of the District Plan (or a Natural and Built Environment Plan) and the development of the Whakatāne Kawerau Spatial Plan - Toitu te Taiao / We Care for our Environment.

Kawerau District Council

Key:	Completed for the 2021/22 Financial Year	Reprioritised	Completed					
KAWERAU DISTRICT COUNCIL								
Annual Plan Activities		Special Projects						
<p>Total: 17</p>		Kawerau Industrial Forum						
		H&S Induction session with all staff						
Training Stats	ITF Intermediate		CIMS 4		ITF Function Specific		Psychological First Aid	
	Mar – Jun	Year to date	Mar – Jun	Year to date	Mar – Jun	Year to date	Mar – Jun	Year to date
KDC	2	3	0	8	1	2	7	7
Managers	11		2		9			
All Staff	22		9		5		24	
<div style="display: flex; justify-content: space-between;"> <div> <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p> </div> <div> <ul style="list-style-type: none"> Trained and Current Trained but not Current Needed to meet 60% goal Number to 100% </div> </div>								

Iwi Engagement

Engagement and relationship building with Tūwharetoa ki Kawerau continues with two Iwi Liaison Officers appointed to the EOC. A number of meetings have been held including a session with Kaiārahi Māori from EMBOP outlining the proposed principles for Iwi response. EOC staff worked closely with the Hauora to understand the support provided to the community during the different levels of the covid response.

Rotomahana Dam Break Flood Planning

Kawerau District Council have been working closely with the BOPRC Flood Management Team, Whakatāne District Council, Rotorua District Council and Emergency services to understand the impacts from flooding that may occur in areas close to Tarawera River should there be a breach or failure of the natural dam between Lake Rotomahana and Lake Tarawera.



A field trip was undertaken to the natural dam to understand what measures are in place to monitor the risk and what would trigger alerts and warnings. Kawerau District Council hosted a planning session where the Flood Management Team provided modelling for a potential flood and areas that could be affected. A draft response plan is in progress and will be finalised in 2022-23.

KDC EOC Induction sessions

A Civil Defence and Emergency Management Induction was undertaken for all staff at Kawerau District Council. This session outlines the risks and hazard in the district and what to do before during and after an emergency event. It also informs what local arrangements are in place and the training pathway for Emergency Operations Centre Staff.

Attendees are required to complete a household emergency plan and are encouraged to provide a copy to the Health and Safety Manager. Monthly sessions will be ongoing for all new staff employed by the Council.

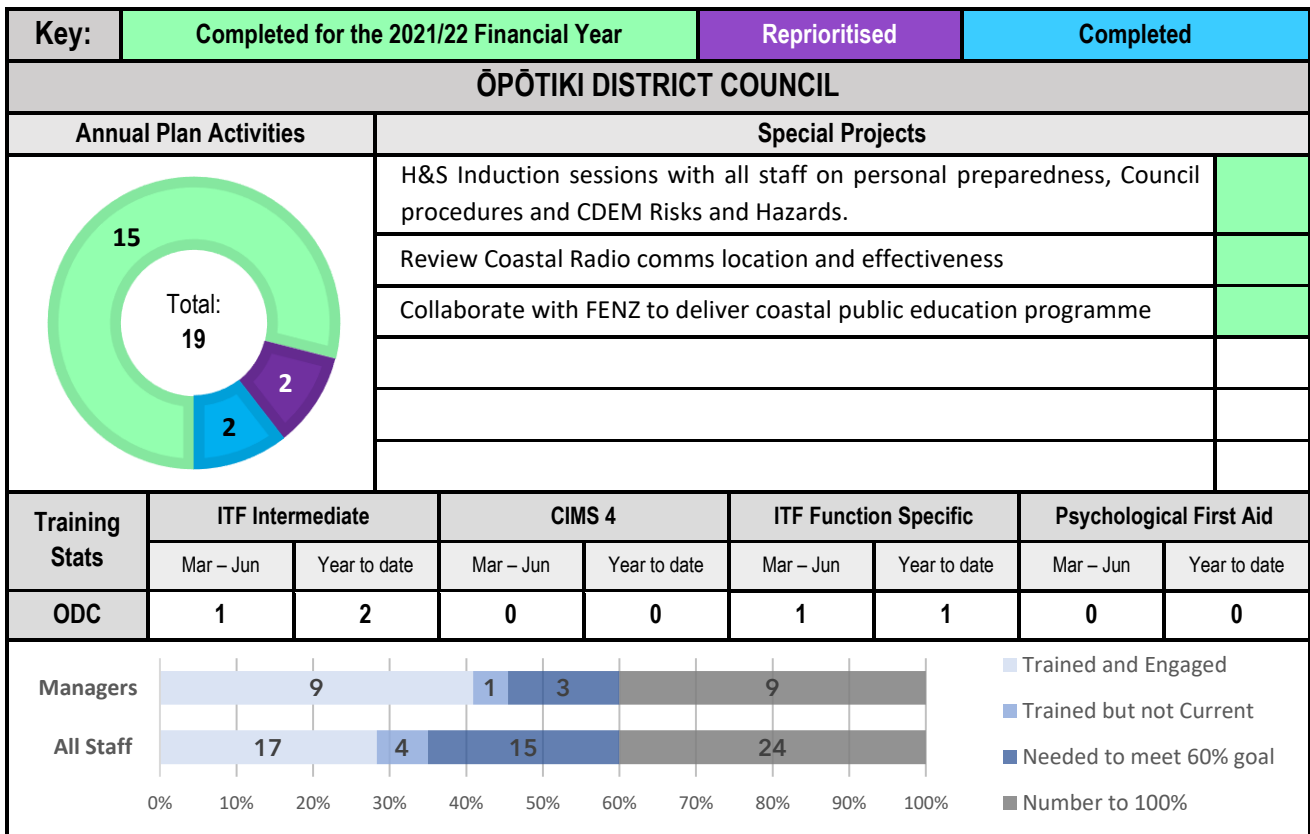
Isite CDEM Drop In Sessions

Emergency Management Staff are in place at the Kawerau Isite on the first Friday of every month to raise the profile of Emergency Management Services and be more accessible to the public to assist with preparing for emergencies. The drop in sessions provide the opportunity for people to get help with setting up their phones to receive EMAs and Red Cross Hazard App alerts. Assistance is also provided for household planning and any general questions on how to prepare for emergencies that may affect the District.

Kawerau Neighbourhood support

Emergency Management staff have continued to work with Kawerau Neighbourhood Support to provide regular information and updates through the Get Ready Database communications system and promoting household emergency planning. This includes making members aware of alerts and warnings that are in place, like severe weather or changes in covid alert settings.

Ōpōtiki District Council

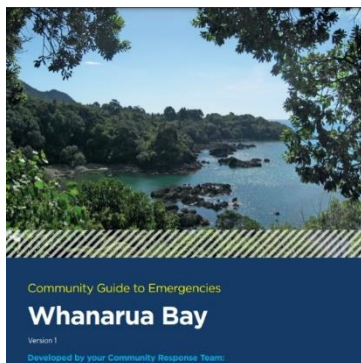


Operational Excellence

EOC staff attended a number of training sessions to improve skills in IT systems used in emergency response. The use of Microsoft Teams has been implemented as the information platform both physically in the EOC, and virtually. This was tested during the recent exercise Parawhenua Mea along with the new activation standard operating procedure. A training programme is now in place to continue to improve the capability of staff in all areas of IT used in emergency response.

Whanarua Bay Community Response Plan

Emergency Management have worked closely with representatives from the Whanarua Bay area to develop a community response plan. This remote East Coast community overcame many challenges during Covid restrictions and were motivated to plan for a concurrent emergency event to ensure they could coordinate an effective response. Meeting discussions included identifying risks to the area and what



action they would take, including understanding evacuation points, resources and how they would support their vulnerable community members.

Flood Management Training – Waioeka and Otara Rivers

EOC Staff from Ōpōtiki District Council attended a Field Trip for the Otara and Waioeka Rivers hosted by the Bay of Plenty Regional Council Flood Management Team. It was an opportunity to understand the flood protection measures in place for the rivers, points of information collection on river levels and flows, and how this information is used in flood response to predict potential flooding.



Radio Network

Ōpōtiki District Council has a Civil Defence Radio network with 20 radio contact points from Ōhiwa to Waihou Bay. The system is tested weekly on a Wednesday, with the Council calling in to each operator that represents their community. A review of the system was undertaken which identified that there were a number of contact points located in evacuation zones. An engagement programme with the operators was undertaken to find solutions to relocate radio communications to a safe location in the event of an evacuation and discuss communications in an emergency event.



Iwi Partnership - Tsunami Education and Engagement Programme

Ōpōtiki District Council, Whakatōhea Trust Board, Te Runanga o Te Whānau and Ngāi Tai Iwi have formed a partnership to review and update the tsunami signage in Ōpōtiki coastal areas and provide a public education and engagement programme. With 63% of the population in the Ōpōtiki District identifying as Māori, there is a need that Mātauranga Māori is incorporated into signage and public education. Updates should reflect Tikanga practices to ensure it is meaningful to Tangata Whenua and that it reflects the cultural aspects of the Ōpōtiki District. This project will continue into the next year and will include tsunami hiko events when signage has been erected.

ODC EOC Induction sessions

A Civil Defence and Emergency Management Induction was undertaken for all staff at Ōpōtiki District Council. This session outlined the risks and hazards in the district and what to do before, during and after an emergency event. It also outlines what local arrangements are in place and the training pathway for Emergency Operations Centre Staff. Attendees are required to complete a household emergency plan and are encouraged to provide a copy to the Health and Safety Manager. Monthly sessions will be ongoing for all new staff employed by the Council.

Financials

Bay of Plenty CDEM Group	Year ended 30 June 2022	
	Budget (\$)	Actual (\$)
Targeted Rates	3,384,152	3,384,152
Other Revenue	0	120,347
Total Operating Revenue	3,384,152	3,504,499
Total Operating Expenditure	3,384,151	3,345,862
Net Surplus (deficit)	1	158,637

Bay of Plenty CDEM Group Reserve Account		
Opening Balance	1,626,639	1,626,639
Surplus transferred	1	158,637
Closing Balance	1,626,640	1,785,276

Bay of Plenty Lifelines Group	Year ended 30 June 2022	
	Budget (\$)	Actual (\$)
Member Contributions	40,641	33,550
Total Operating Revenue	40,641	33,550
Total Operating Expenditure	40,642	42,732
Net Surplus (deficit)	(1)	(9,182)

Bay of Plenty Lifelines Group Reserve Account		
Opening Balance	80,379	80,379
Surplus transferred	(1)	(9,182)
Closing Balance	80,378	71,197
Debtor write off		(11,000)
Final invoice – (catering)		(337)
Updated Closing Balance		59,860