



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

Bay of Plenty CDEM Group Annual Plan 2026-2027

Bay of Plenty CDEM Group

Annual Plan

2026-2027

Authority: This Annual Plan has been issued by the Bay of Plenty Civil Defence Emergency Management Group Joint Committee pursuant to s17(i) of the Civil Defence Emergency Management (CDEM) Act 2002. It provides the key activities for the Group for the 2026-2027 financial year for the implementation of the Bay of Plenty Civil Defence Emergency Management Group Plan 2024-2029.

This document is not copyright and may be reproduced with acknowledgement. It is available on the Bay of Plenty CDEM Group website **www.bopcivildefence.govt.nz**

Table of Contents

He Kōrero Timatanga Introduction.....	3
He Whāinga - Our goals	4
Maintenance and Annual Deliverable Activities.....	4
He Huanui - Our Workstreams.....	5
Reduction activities.....	6
Readiness – Preparing Our Communities for An Emergency	8
Readiness activities	8
Response – Supporting Communities On Their Worst Day.....	10
Response activities.....	10
Recovery – Supporting Communities To Rebuild Their Lives.....	11
Recovery activities.....	11
Monitoring and Evaluation – Ensuring We Are Meeting Our Legislative Requirements and Building a Culture of Continuous Improvement	12
Monitoring and Evaluation Activities.....	12
Budget	13

He Kōrero Timatanga Introduction

About Bay of Plenty Civil Defence Emergency Management

The Civil Defence Emergency Management (CDEM) Act sets out how civil defence should be managed around New Zealand. In the Bay of Plenty, we have a Bay of Plenty Civil Defence Emergency Management CDEM Group (the Group) that manages activities. All councils in the Bay of Plenty are members of the Group.

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

EMBOP collaborates with Local Authority staff to implement the strategic direction of the Bay of Plenty CDEM Group Plan 2024–2029 and coordinates regional projects, including training, as outlined in the Bay of Plenty CDEM Partnership Agreement 2019. The Annual Plan reflects this agreement, emphasising collaboration and strong relationships as key to building safer, more resilient communities and ensuring its successful delivery.

The Bay of Plenty CDEM Group Annual Plan

The Bay of Plenty CDEM Group Annual Plan 2026–2027 outlines the key activities of the Bay of Plenty CDEM Group, aligned with the goals established in the Bay of Plenty CDEM Group Plan 2024–2029. It provides a framework for achieving the shared goals of the Group Plan 2024–2029, creating a unified approach that also supports local operations and responsibilities. EMBOP leads the Group office activities on behalf of the councils, often involving the Groups' members, as indicated by the engagement level in each projects' overview.

Given the extensive scope of work contributing to CDEM across the Bay of Plenty rohe, the ongoing operational commitments (maintenance and annual delivery activities) of EMBOP are not included in the Annual Plan. The local CDEM service delivery is incorporated into the respective Bay of Plenty CDEM Group members' annual Emergency Management Plan.

Given the unpredictability of the operating environment, the Bay of Plenty CDEM Group must remain receptive to the impacts of emergency events and able to review and adapt priorities and efforts to best meet the needs of communities. As such, the Annual Plan should be seen as a living document; one which may change as new information becomes available or new priorities arise.

Monitoring progress

To support this, the Annual Plan will be reviewed annually to ensure that the CDEM Group mahi is contributing to the goals and strategic objectives of the CDEM Group Plan 2024–2029 in an effective and efficient manner.

EMBOP will monitor and report on the activities outlined in this Annual Plan, providing quarterly performance monitoring updates to the Bay of Plenty CDEM Group Joint Committee, the Bay of Plenty CDEM Coordinating Executive Group, and the Bay of Plenty CDEM Coordinating Executive Group Local Authorities Subcommittee. This process ensures these committees are well-informed and able to make strategic decisions and provide clear direction.

He Whāinga - Our Goals

The Bay of Plenty CDEM Group's strategic objectives are set out in the 4Rs section of the Group Plan 2024-2029. These overarching objectives guide the Group to achieve its vision and mission. The strategic objectives are detailed as goals in the 'Where do we want to be in 5 years' time' sections of the Group Plan. These five-year goals assist in prioritising activities, measuring progress, and providing assurance to effectively fulfil the Group's goals.

The activities in this Annual Plan are aligned with one or more of these five-year goals and are designed to be SMART (Specific, Measurable, Achievable, Relevant, Time-bound). This alignment ensures that every activity contributes directly to the strategic goals.

Activities in the draft Annual Plan are prioritised into Categories A, B, and C, with Category A being the highest priority and reported to all governance levels. Categories B and C are managed within EMBOP's operational capacity and are reported to the EMBOP Leadership Team, with updates to governance as needed. Any risks associated with not achieving Priority B and C tasks are also included in governance reporting to ensure transparency. This structure helps governance and EMBOP leadership to prioritise activities effectively, especially during emergency phases or capacity changes.

Additionally, this structure enables the Group to report on its progress in achieving the strategic objectives outlined in the Group Plan. Through regular assessment and reporting, the Group can demonstrate its advancement towards its long-term goals, ensuring accountability and transparency.

IAP2's Spectrum of Public Participation¹ is used to assist with the selection of the level of participation that defines EMBOP's engagement process with Group members.

Level of engagement	Description
None	No engagement at all required. Group office (EMBOP) only activities.
Inform	To provide the Group members with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.
Consult	To obtain the Group members' feedback on analysis, alternatives and/or decisions.
Involve	To work directly with the Group members throughout the process to ensure that the Groups' concerns and aspirations are consistently understood and considered.
Collaborate	To partner with the Group members in each aspect of the decision including the development of alternatives and the identification of the preferred solution.
Empower	To place final decision making in the hands of the Group members.

1. ¹ © IAP2 International Federation 2018.

Maintenance and Annual Deliverable Activities

EMBOP, as the Group Office, executes multiple operational commitments and standing activities that are delivered each year alongside our key activities highlighted in this Annual Plan.

The operational commitments include, but are not limited to, facilitating workshops, conducting CDEM training, and completing scheduled reviews of Group documents. EMBOP will report on these activities if/when requested, when significant changes of these activities occur, and/or where approval is required beyond the delegated authority of the Director, EMBOP.

He Huanui - Our Workstreams

The Bay of Plenty CDEM Group Plan 2024-2029 refers to the 4R's of emergency management as the foundation of our integrated approach to emergency management. It also describes how this approach is consistent with a holistic Māori world view because it requires a systemic approach to caring for people and land before, during and after an emergency.

This approach enables the Group to:

- Understand hazards and risks.
- Work to reduce the impact of hazards and build resilience in respect of those hazards.
- Build capability and capacity to provide coordinated, integrated, and effective response.
- Recover from emergencies.

In accordance with the CDEM Group Plan, the activities in the Group Annual Plan have been aligned with the 4Rs of comprehensive emergency management, and assurance:

- Reduction
- Readiness
- Recovery
- Response
- Monitor & Evaluation

Reduction – Reducing The Risk To Communities

Disaster risk reduction is aimed at preventing new, reducing existing disaster risk, and managing residual risk, all of which contribute to strengthening resilience (New Zealand's National Disaster Resilience Strategy).

The activities within this section enhance collective knowledge of natural hazard risks within the Bay of Plenty, the vulnerability and resilience of communities, and implement projects to reduce risks from natural hazards.

Key (Priority A) Activities Include:

The first phase of **the flood ready programme** will undertake an initial assessment of flood risk across the region to establish a clear understanding of existing flood-related information and identify key gaps. This activity will assist to prioritise future flood-related projects and guide public education and preparedness.

During the 2026/27 financial year, Emergency Management Bay of Plenty on behalf of the Bay of Plenty CDEM Group will continue to deliver a structured **risk assessment programme** to strengthen understanding and management of priority hazards across the region.

This includes facilitated multi-agency workshops aligned with NEMA's Risk Assessment Guidance (DGL 23/22) to ensure consistent, evidence-based risk analysis. This risk assessment programme supports improved decision-making, clearer risk ownership, and better integration of risk information into CDEM planning and readiness activities.

The development of the Regional Guideline for Land Use Planning was started back in 2025 and is in the engagement phase which due to impacts from consecutive emergency responses, was met with significant delays. It will now be completed in this financial year.

The **Update of the Bay of Plenty Regional Tsunami Impact Assessment** will use the new tsunami evacuation zone to understand the potential impacts to the Bay of Plenty, such as the number of directly affected households, impacts on key infrastructure and implications for the social and natural environments. The assessment will assist with evacuation planning, public education and decision making during a response.

Reduction Activities

Activities	Period	Priority	Engagement
Initial Assessment of the 'Flood Ready' Programme	26-28	A	Collaborate
Deliver BOPCDEM Group Risk Assessment Workshops.	25-29	A	Collaborate
Develop, Complete and Socialise a Regional Guideline for Engaging in Land Use Planning Processes	25-27	A	Collaborate

Update Regional Tsunami Impact Assessment	26-27	B	Involve

Readiness – Preparing Our Communities for An Emergency

Readiness includes developing operational systems and capabilities before an emergency happens. It includes making arrangements with emergency services, Lifeline Utilities, and other agencies, and developing self-help and response arrangements for the general public (New Zealand's National Disaster Resilience Strategy 2019).

Key (Priority A) Activities Include:

The proposed **Emergency Management Bill** is expected to generate a significant amount of work as the Bill is developed and consulted on this year. It is anticipated that the new Bill will become law in 2026, there is uncertainty at this stage around impacts on Group and its member councils. Subsequent activities may be required to ensure compliance and alignment with the new legislation, which may necessitate a reprioritisation of activities of this Annual plan.

The final phase of **the catastrophic planning work programme**, developed in previous annual plan cycles, will be completed to further strengthen regional response capabilities. This phase focuses on completing the remaining workstreams (International assistance, Mass relief and Life safety) for a complete catastrophic planning document that aligns with the national handbook and ensures a structured and effective approach to managing catastrophic events at a regional level.

Begin the development of **initial Group Iwi engagement framework**

Initial Group Iwi Engagement Framework has now evolved into a Māori Responsiveness Framework which aligns to the Group Plan Diagram of the Tane Mahuta analogy and BOPRC's He Korowai Mātauranga Framework.

As part of the ongoing review cycle for our response and operational plans, **the Bay of Plenty Group Evacuation Plan will be reviewed** for the 2026/27 year. Firstly, this plan will be reviewed for currency and relevancy, then updated to ensure alignment with DGL 07/08, Mass Evacuation Planning for CDEM Groups. This work will also be aligned and included, where relevant, in Catastrophic planning workstreams.

Develop and facilitate a CIMS Intelligence course to support the increase in Intelligence function capability and maturity within the Group. This activity addresses a current gaps in training and supports more effective information analysis, situational awareness, and decision-making during emergency responses.

The website upgrade project aims to ensure we remain a trusted source of clear, accurate, relevant and timely information for our communities. A comprehensive review of Group website took place in AP25/26, alongside focus groups to determine the most important changes and updates required.

Small changes that could be easily fixed were made throughout the year, including broken links, iconography added to emergency messaging and the introduction of a blog/ news hub. A wireframe proposal was also created, and a review of all the website content is in progress. With the introduction of the Hazardscape resource, the website content will also be edited to mirror these key messages. Key milestones have been determined and will be worked on throughout the duration of FY26/27.

Full Review of the Training and exercise framework 2022-2027 In line with the Assurance Framework, a full review of the framework will be conducted.

Finalise the implementation of the Community Emergency Hubs model The Hub project is ongoing. Further engagement with Territorial Authorities is required to clarify what full implementation entails.

The Coordinating Executive Group (CEG) has requested that Emergency Management Bay of Plenty (EMBOP), as the Group Office, identify funding support available to community groups and

iwi/hapū to help build community resilience and reduce exposure to hazard risk. EMBOP will investigate available options and prepare a consolidated list of centrally and locally sourced funding providers. The Group Office will also seek support from NEMA to clarify what support is available through central government funding agencies. This work will be combined with the existing Recovery funders list to provide a single resource that Group members can use in discussion with their communities. The completed resource will be presented to CEG to close the action.

Readiness Activities

Activities	Period	Priority	Engagement	
Support, Review and Analyse Implications of the New Emergency Management Bill and Implement Subsequent Actions	26/27	A	Collaborate	Budgetary Requirements Unknown
Continue to Develop a Catastrophic Planning Program for the Bay of Plenty Region	24/27	A	Involve	
Continue the Development of Initial Group Iwi Engagement Framework	25-27	A	Involve	
Revise the Bay of Plenty Evacuation Plan	26-27	A	Involve	
Complete the Strategic Review and Business Case for the Upgrade of the Bay of Plenty CDEM Group Website	25-27	A	Consult	
Full Review of the Training and Exercise Framework 2022-2027	26-27	A	Consult	
Finalise the Implementation of the Community Emergency Hubs Model	25-27	A	Collaborate	
Full Review of the Bay of Plenty CDEM Group Fuel Plan	26/27	A	Involve	
-	-	-	-	
Support the NZRT with Retaining Their National Accreditation	26/27	B	Inform	
Develop the Group Welfare Framework	26/27	B	Collaborate	
Engage in the Outcome of RMA Reform - CDEM Impacts/Changes.	26/27	B	Collaborate	
Develop Social Media Plan	26/27	C	Collaborate	
Execute Action Points of the Group's Communication Systems Review	25-27	C	Consult	
Work with Bay of Plenty Regional Council to Understand & Communicate Hazard Projects & Mapping to the Bay of Plenty Community.	26/27	C	Collaborate	

Response – Supporting Communities on Their Worst Day

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

Key Activities (Priority A and B) Include:

Developing the Group’s Public Information GIS tool will improve the accessibility and usability of public-facing information during emergency responses. This activity will involve defining user needs, functional requirements and data sources for a Public Information GIS capability, followed by the development of the tool. The tool will significantly enhance the ease with which the public can access timely, accurate, and location-specific information during emergency events.

Scope the Bay of Plenty CDEM Group Operational Directive

Scope the development of a Bay of Plenty CDEM Group Operational Directive to establish a single, authoritative source of truth for how the Group coordinates, directs, and delivers emergency response. This work will define the structure, content, and governance of a consolidated, living doctrine that brings together the Group’s strategic framework, operational directives, and supporting procedures, ensuring consistency, accountability, and operational readiness across the region.

Develop BOPCDEM Group Common Operating Picture (COP) programme

The Bay of Plenty CDEM Group Office will scope a COP Programme which explores holistically uplifting The Groups response operating systems. This project seeks to enable better responses through GIS and information management systems which are better connected, accessible, and flexible.

Note that most activities mentioned in the Readiness section directly impact the effectiveness of the Response phase by ensuring clear roles, streamlined communication, and well-prepared resources.

Response Activities

Activities	Period	Priority	Engagement	
Develop a Public Information GIS Hub for Public Awareness During an Event.	26-27	A	Involve	
Scope the Bay of Plenty CDEM Group Operational Directive	26-27	A	Collaborate	
Develop BOPCDEM Group Common Operating Picture Programme	26-28	A	Collaborate	No Budget Requirements for 26/27. Budget Allocation for 27/28 Needed
–	–	–	–	–
Review and Update EMBOP Response Plans for Incorporation into Group Response Coordination Plan	26-27	B	Involve	
–	–	–	–	–

Recovery – Supporting Communities to Rebuild Their Lives

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

Recovery Planning

With the Group Recovery Framework now updated and embedded, alongside **established Local Recovery Frameworks**, the focus for the AP26/27 period is to continue supporting and empowering local recovery managers to develop, finalise, and implement their frameworks. This builds on the momentum established in AP25/26, where delivery is already well advanced across the region.

Priority will also be given to the development of a coordinated **Recovery Exercise Suite** to strengthen Recovery capability across the Bay of Plenty. This will leverage insights and relationships gained following the January 2026 severe weather event, with exercises designed to test and enhance leadership performance, transition arrangements, and recovery planning outputs at both regional and local levels.

In parallel, following the development of the Group's Navigational Services Guide, the next phase will focus on **scoping and developing training material**. This will lift navigator capability and capacity across the region, ensuring consistent and effective application of the Guide in a recovery context.

Recovery Activities

Activities	Period	Priority	Engagement
Development of an exercise suite to support the training of Recovery Managers across the Group	26/27	A	Consult
Scope the development of training material for Navigational Services for Recovery in the Bay of Plenty	26/27	A	Collaborate
Continue supporting the development of Local Recovery Frameworks	25-27	A	Empower
-	-	-	-
Wider socialisation and communication of the Business Resilience toolbox with small business across the Bay of Plenty	26/27	B	Inform
Facilitate Training for Recovery Personnel	26/27	B	Consult

Monitoring and Evaluation – Ensuring We Are Meeting Our Legislative Requirements and Building a Culture of Continuous Improvement

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

Key Activities (Priority A and B) Include:

The Strategic Risk Management Framework will become a core governance tool that enables the Group to proactively identify, assess, and manage strategic risks that could affect the delivery of its objectives. It facilitates risk prioritisation, oversight of mitigation actions, and informed strategic decision-making.

The Group will monitor, analyse, and evaluate the implications of the **Emergency Management Systems Improvement Program (EMSIP)** as part of the Group's assurance framework. This workstream will consolidate available information from the National Emergency Management Agency (NEMA) on EMSIP and translate emerging insights into Group and Council planning to support the seamless and well-managed implementation of forecast system-wide changes.

The activity will be supported through close liaison with NEMA via REMA and the NEMA National Office, alongside a series of locally facilitated "what if" workshops. These engagements will enable early identification of impacts, strengthen alignment across the Group and Councils, and support longer-term planning and preparedness.

Monitoring and Evaluation Activities

Activities	Period	Priority	Engagement
Develop and Maintain a Group Strategic Risk Management Framework	26/27	A	Consult
Monitor, Analyse and Evaluate the Impact on the BOPCDEM Group on the EMSIP Work Programme	26/27	A	Involve
Adopt, as Appropriate and Required, with the National Emergency Management Agency Led Review of the National CDEM Plan Order	26/27	B	Involve
Develop a 'Lessons Learnt' from Whakaari Coronial Inquiry	26/27	C	Consult

Budget

The Bay of Plenty CDEM Group budget for the 2026-2027 financial period is outlined in Table 1 below. The Group's budget is funded through a regional targeted rate. This targeted rate is administered and collected by the Bay of Plenty Regional Council on behalf of the Group.

Please be advised that the financial budgets for local CDEM service delivery are incorporated within the respective Annual Plans of each Group member Local Authority, in accordance with the Bay of Plenty CDEM Group Partnership Agreement 2019.

Table 1: The Bay of Plenty CDEM Group budget for the 2026-2027 Financial Period.

	Budget
Bay of Plenty CDEM Group	TBC



bopcivildefence.govt.nz

facebook.com/bopcivildefence

twitter.com/bopcivildefence