



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 2025-2026

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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 2025-2026 financial year for the implementation of the Bay of Plenty Civil Defence Emergency Management Group Plan 2024-2029.

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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 2025–2026 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:

Following the delivery of the Bay of Plenty tsunami inundation modelling results by GNS Science, Emergency Management Bay of Plenty, in collaboration with local authorities, will use this data to **update tsunami evacuation zones**. Once completed, the new evacuation zones will be released to the public to enhance community preparedness and safety.

The activity of **engaging the CDEM Group in Land Use Planning** ensures that hazard risk reduction, resilience-building, and emergency management considerations are effectively integrated into planning decisions. By proactively engaging with planners, and stakeholders, the CDEM Group can help shape land use strategies that mitigate risks, enhance community preparedness, and support long-term resilience across the region.

For the 2025/26 financial year, EMBOP, on behalf of the Group, will deliver the **BOPCDEM HazardScape Report**. This report will summarise key information about our hazards in a clear and accessible manner for our communities. As part of the roll out of this report, workshops will be held with local authorities to ensure that the material is in the best format to support the development of public education materials, ensuring a consistent, region-wide approach to the communication of hazard information. The report will serve as a central reference point, providing easily understood hazard insights grounded in historical events.

In parallel, the Group will continue its review of the **Bay of Plenty CDEM Risk Assessment**. This work will involve a series of workshops with sector partners and subject matter experts from across the Group, fostering a deeper understanding of the risks associated with various hazards throughout the Bay of Plenty.

Reduction activities

Activities	Period	Priority	Engagement
Update and roll out revised tsunami evacuation maps (online & signs)	25/26	A	Collaborate
Develop, complete and socialise a regional guideline for engaging in Land Use planning processes	25/26	A	Involve
Develop and socialise public education risk reduction resources derived from the BOPCDEM HazardScape Report	25/26	A	Collaborate
Review and update the BOPCDEM Group related Hazard plans and execute a gap analysis	25-27	B	Involve
Work with Bay of Plenty Regional Council to understand & communicate hazard projects and mapping to the Bay of Plenty community.	25/26	C	Collaborate
Deliver BOPCDEM Group Risk assessment workshops	25-29	C	Collaborate

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 next phase of **the catastrophic planning work programme**, developed in the previous annual plan cycle, will be completed to further strengthen regional response capabilities. This phase focuses on refining command, control, coordination, and communication processes, as well as intelligence and reconnaissance functions, ensuring a structured and effective approach to managing catastrophic events at a regional level.

The Group updates its **public information plan periodically** in support of group PIM capability and consistency. Public Information for Emergency management encourages communities to take steps that will help them before, during, and after emergencies through relevant and accessible information. As with all our work, CDEM public Information aims to protect life and property by fostering a culture of preparedness and encouraging community resilience across individuals, whanau and community groups.

Our ongoing activities include supporting national initiatives such as the annual ShakeOut Earthquake Drill along with local and regional work which is tailored to community needs. For the next year, we will be especially focused on how we can better-reach members of the community who do not have a good understanding of CDEM and the Bay of Plenty's hazardscape. This ties in with work being done for PIM (Public Information Management) in response, where we are expanding our traditional communications channels to help reach more people during emergencies.

A related piece of ongoing work is a comprehensive review of **Group social media and web platforms**. We have already begun to enhance our social media presence, and we are at the scoping stage of a website upgrade project which aims to ensure we remain a trusted source of clear, accurate, relevant and timely information for our communities.

Continuing from the Annual Plan 2024-2025, the Group is implementing the **Community Emergency Hub model** in the region. This community-led approach is essential for strengthening local disaster response and recovery by fostering collaboration and empowering communities to manage emergencies when external assistance is delayed or unavailable. To ensure a consistent regional and nationally aligned approach, the Group will provide templates, information, and guidance materials. This will help standardise implementation across the region and enhance overall community preparedness.

The development of a **CDEM Group Geospatial Plan**, Guide, or Framework will provide a structured approach to the use of the Geographic information system (GIS) within the Group. This document will clarify roles, responsibilities, and expectations for Emergency Management GIS, ensuring alignment and effectiveness both during routine operations and emergency response.

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.

Readiness activities

Activities	Period	Priority	Engagement
Continue to develop a Catastrophic Planning program for the Bay of Plenty Region	25/26	A	Involve
Begin the development of initial Group Iwi engagement framework	25-27	A	Involve
Develop and deliver on the Bay of Plenty CDEM Group Public Information Plan	25/26	A	Involve
Community Emergency Hubs model is implemented Bay of Plenty-wide	25/26	A	Empower
Complete the strategic review and business case for the upgrade of the Bay of Plenty CDEM Group Website	25/26	A	Consult
Support, review and analyse implications of the new Emergency Management Bill and implement subsequent actions	25/26	A	Collaborate
Complete scope a BOPCDEM Group Geospatial Guide/Plan	25/26	B	Consult
Generate a development programme for elected members	24-26	B	Consult
Review and present outcomes of the regional response structure. With a particular view on EM capacity, capability and equity across the regions EOC's	25/26	B	Consult
Develop and deliver Emergency Management Officer media training	25/26	B	Information
Develop and deliver 'how to facilitate' community meeting training for elected members, controllers and Recovery Managers	25/26	B	Information
Operationalise a mobile emergency operations centre to enhance the Bay of Plenty CDEM Group response capability	25/26	B	Collaborate
Implement & socialise the BOPCDEM Group Business resilience Framework & collateral	25/26	B	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:

A review of the current radio **communication systems** within the BOP CDEM Group, including interoperability with local office communications and community remote stations, has been completed. During this financial period, an upgrade proposal will be developed for approval. This activity will ensure the Group maintains a robust emergency communication system, remaining operational in the event of communication failure.

In line with the Groups' Assurance Framework, the **Group Emergency Coordination Centre (GECC) Checklist Compendium** will be reviewed. It will ensure currency, alignment with National direction and Emergency event reviews from around the country. This work enhances the Group's efficiency and effectiveness during responses.

The development and implementation of the **Rapid tsunami assessment and advisory playbook** will deliver a mechanism to rapidly assess local and regional sourced earthquakes. It will embed an agile practice plan for the Group around Emergency mobile alerts (EMA), should those earthquakes pose a tsunami risk to the Bay of Plenty.

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
Execute action points of the Group's Comms systems review	25/26	A	None
Develop and implement a Rapid tsunami assessment and advisory playbook	25/26	A	Inform
Update and enhance GECC offline GIS capabilities	25/26	B	None
Scope and exercise a trial of Joint information Centre Concept for Public Information Management (PIM) in a response.	25/26	C	Consult
Develop and implement a GECC Checklist Compendium	25/26	C	Consult

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.

Key activities (priority A) include:

Last financial year, the Group Recovery Plan was updated (now called Group Recovery Framework). During this annual plan period, the focus is shifting to assist **the development and review of the Local Recovery Plans**. These will delineate tailored recovery arrangements specific to each locality. The Group is committed to providing support and guidance throughout the process of developing these plans, ensuring that they are comprehensive, effective, and aligned with regional and national guidelines.

Following the development of an action plan based on the **Whakaari Recovery Review Report 2023**, key lessons from this financial year will be prioritised, scoped and actioned. Where appropriate, these learnings will be integrated within the Group's scope of influence and responsibilities.

These continuous improvements will incorporate best practices identified during the recovery phases of emergency events. By embedding these enhancements into the Recovery Toolkit, the Group will strengthen its recovery capabilities and capacity to improve future recovery efforts in similar situations.

Recovery activities

Activities	Period	Priority	Engagement
Support, facilitate the development of Local Recovery Plans	25/26	A	Empower
Implement the relevant components of the Whakaari Recovery Action Plan applicable to the Group and communicate the associated actions to relevant stakeholders	25/26	A	Consult
Develop and socialise the Recovery funding database	25/26	B	Collaborate
Develop and complete Recovery debrief process Standard Operating procedure	25/26	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.

The Bay of Plenty CDEM Group Assurance Framework has been finalised and will now transition into the implementation and integration phase. This activity will strengthen monitoring and evaluation processes, identify opportunities for collaborative improvement, and embed a culture of continuous enhancement. It will also ensure the effective delivery of CDEM outcomes for communities across the Bay of Plenty rohe.

As part of the Assurance activities, the Group will conduct an inventory of the Group's planning documents to assess their relevance and determine the need for updates or revisions. This process will also include establishing a structured review schedule to ensure documents remain current and aligned with organisational requirements.

Monitoring and Evaluation Activities

Activities	Period	Priority	Engagement
Develop and implement an Annual Group Assurance plan & Standard operating procedure	25/26	A	Consult
Complete an audit of BOPCDEM Group Plans and develop review plan schedule and prioritisation list for the Annual plan 26/27	25/26	B	Inform

Budget

The Bay of Plenty CDEM Group budget for the 2025-2026 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 2025-2026 Financial Period.

	Budget
Bay of Plenty CDEM Group	\$ 5,167,686.00



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