



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

# **Annual Plan 2023/2024**



# **Bay of Plenty Civil Defence Emergency Management Annual Plan 2023-2024**

**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 deliverables for the 2023-2024 financial year for the implementation of the Bay of Plenty Civil Defence Emergency Management Group Plan 2018-2023.

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# Table of Contents

<b>He Kōrero Timatanga - .....</b>	<b>3</b>
<b>Introduction .....</b>	<b>3</b>
<b>He Wawata - Our vision.....</b>	<b>4</b>
<b>Kotahitanga - Togetherness.....</b>	<b>4</b>
<b>He Whāinga - Our goals .....</b>	<b>5</b>
<b>He Whai Tikanga - Our priorities .....</b>	<b>6</b>
<b>He Huanui - Our workstreams.....</b>	<b>6</b>
<b>Reduction - managing our risk exposure and promoting risk awareness and understanding. 7</b>	
<b>Reduction work stream project table .....</b>	<b>8</b>
<b>Readiness – enabling agencies and communities to be ready to respond in the case of an emergency.....</b>	<b>9</b>
<b>Readiness work stream project table.....</b>	<b>10</b>
<b>Response – enabling agencies and communities to respond effectively to an emergency. . 12</b>	
<b>Response work stream project table. ....</b>	<b>12</b>
<b>Recovery – enabling agencies and communities to recover from an emergency.....</b>	<b>14</b>
<b>Recovery work stream project table .....</b>	<b>14</b>
<b>Monitoring, Evaluation and Reporting– ensuring we are meeting our legislative requirements and building a culture of continuous improvement. ....</b>	<b>15</b>
<b>Monitoring and Evaluation work streams.....</b>	<b>15</b>
<b>Annual Activities .....</b>	<b>17</b>
<b>Budget .....</b>	<b>19</b>

# He Kōrero Timatanga -

## Introduction

The Bay of Plenty Civil Defence Emergency Management Group (*the CDEM Group*) Annual Plan (*the Annual Plan*) 2023-2024 sets out the CDEM Groups key operational work-streams, projects and initiatives linked to delivering of strategic objectives as set out in the Bay of Plenty CDEM Group Plan 2018-2023 (*the CDEM Group Plan*). It has been developed as a framework providing a collective direction to attain the shared outcomes of the CDEM Group Plan. This creates an aligned and mutually supportive pathway whilst at the same time supports local operational commitments and obligations.

The Annual Plan 2023-2024 focuses on the Bay of Plenty CDEM Group priority projects and deliverables for the 2023-2024 financial year. The measures and deliverables listed represent the highest priorities for the CDEM Group. Due to the broad scope of work that contributes to CDEM across the Bay of Plenty rohe, ongoing operational commitments of the CDEM Group are summarised in this plan. The projects and deliverables are generally led by Emergency Management Bay of Plenty however in certain cases a specific Local Authority may be the lead. The CDEM Local service delivery will be reflected in the respective member Local Authority annual work programmes.

Given the unpredictability of the operating environment, the CDEM Group must remain receptive to the impacts of emergency events, change, 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. To support this, the Annual Plan will be reviewed annually to ensure that the work that the CDEM Group is doing is contributing to the strategic goals and objectives of the CDEM Group Plan in the most effective and efficient manner.

Accountability for the tasks and projects within this Annual Plan will be monitored and reported upon by Emergency Management Bay of Plenty with Local Authorities reporting against their respective CDEM local work programs as required to the Bay of Plenty CDEM Group Joint Committee, Bay of Plenty CDEM Coordinating Executive Group, and Bay of Plenty CDEM Coordinating Executive Group Local Authorities Subcommittee to enable informed decision making and direction setting.

# He Wawata - Our vision

A safe, strong Bay of Plenty, together

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## Kotahitanga - Togetherness

The intent of the Annual Plan is to articulate the major activities that will achieve the goals and objectives of the CDEM Group Plan. This includes activities delivered by Emergency Management Bay of Plenty in partnership with Local Authorities.

The Annual Plan has been developed with consideration to the Bay of Plenty CDEM Partnership Agreement 2019, as well as considering the new role of the Department of Internal Affairs representing the Minister of Local Government.

Whilst the Partnership Agreement details the responsibilities of all the members of the CDEM Group individually, what remains at the core of the CDEM Group is the value of working together for safer, for more resilient communities. Building relationships and collaborating are therefore the key to the successfully delivering on the Annual Plan.

# He Whāinga - Our goals

The following goals and objectives are set out in the Bay of Plenty CDEM Group Plan 2018-2023 (pages 23-29). Long-term goals are indicated on the left, with the medium-term objectives on the right.



# He Whai Tikanga - Our priorities

The CDEM Group will focus on the following priorities over the next two years:

- Priority 1: Empowering our communities to be prepared.
- Priority 2: Strengthening our emergency management capabilities and capacities.
- Priority 3: Implementing the Government's decisions and the Group Review's recommendations to improve our consistency in and delivery of CDEM outcomes.
- Priority 4: Enhancing our governance and management processes.
- Priority 5: Enhancing collective awareness and knowledge of our hazards.

## He Huanui - Our workstreams

To achieve the identified priorities above, the Annual Plan's activities have been aligned to the 4R's of comprehensive emergency management:

- Reduction
- Readiness
- Recovery
- Response

The work stream sections that follow provide the details of the activities the CDEM Group intend to progress. Each activity is assigned to an owner or group of owners.



Sourced from: FENZ Risk Reduction Strategy 2019-2029

*Note:* Territorial and Local Authorities – **Territorial Authorities** refers to the city and district councils within the Bay of Plenty, as well as the Minister of Local Government, while **Local Authorities** refers to the city, district and regional council within the Bay of Plenty as well as the Minister of Local Government.



# Reduction - managing our risk exposure and promoting risk awareness and understanding.

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

The **Bay of Plenty Natural Hazards Programme**, led by the Bay of Plenty Regional Council, is the foundational method for developing, collating, assessing, and sharing information on natural hazard risks within the Bay of Plenty Region. The current focus is on understanding the risks and consequences that earthquakes, tsunamis, and flooding pose to the Bay of Plenty region. The Bay of Plenty CDEM Group is also supporting the **ECLIPSE caldera research project**; a collaborative hazard-centric research project focused on caldera volcanoes.

The **Regional Hazard Risk Management Special Interest Group** forums/ workshops and the **Bay of Plenty Natural Hazard Forum** serve to ensure that the Bay of Plenty CDEM Group is well informed of evolving risk management activities and research.

As understanding about the natural hazards risks increases, Local Authorities will be more able to effectively **implement programmes to avoid or mitigate natural hazard risks** now and into the immediate

future as part of increasing the resilience. Part of this work involves Emergency Management Bay of Plenty conducting a policy analysis to examine how best the CDEM sector can engage with local government practices to mitigate natural hazard risk where possible.

The **BayHazards – Bay of Plenty Natural Hazards viewer** is an interactive map-based viewer for provision of natural hazard information that is easy to understand and accessible for the public. This viewer is in the process of being updated to allow the information to be more accessible to our communities.

Along with other ongoing workstreams, the Bay of Plenty Regional Council have several key infrastructure projects underway aimed at increasing our resilience and ability to manage our Natural Hazard Risk. These projects range from Dune Enhancement via Coast care to the management of the Bay of Plenty's numerous River Schemes.

## Reduction work stream project table

CDEM Group Objectives	Activities	Lead	Primary Support
Build the community's knowledge and understanding of their hazards and risks so they can make informed decisions	Develop the Bay of Plenty CDEM Group Hazard scape Report and use it to support a risk reduction public education campaign	<b>EMBOP</b>	<b>Local Authorities</b>
	Commissioning of Level 4, regionally consistent tsunami modelling for the entire Bay of Plenty coastline	<b>BOPRC</b>	<b>EMBOP Local Authorities</b>
	Develop the Bay of Plenty CDEM Group Regional Tsunami Evacuation Plan	<b>EMBOP</b>	<b>Local Authorities Emergency Services</b>
Identify gaps in risk reduction policy at the regional and local levels and: <ul style="list-style-type: none"> <li>• Where responsible, make changes that decrease exposure to hazards.</li> <li>• Advocate with responsible agencies for change that decreases exposure to hazards.</li> </ul>	Undertake an analysis of reduction legislation and policy to identify mechanisms in which the Group can decrease exposure to hazards.	<b>EMBOP</b>	<b>Local Authorities</b>
	Undertake a regional tsunami impact assessment with identification of economic, infrastructure, political, and social impacts for the Bay of Plenty	<b>EMBOP</b>	<b>Local Authorities</b>

# Readiness – enabling agencies and communities to be ready to respond in the case of an emergency.

This programme of work focuses on enhancing the readiness of the Bay of Plenty through empowering and engaging individuals, partners, organisations, and communities to make their own decisions on how they will prepare for and cope during an emergency.

The CDEM Groups **Community Response Planning** and **Marae Preparedness Planning** frameworks, will continue to be the cornerstone for empowering communities to increase their resilience, connectedness, and response capacities.

Together with iwi, the CDEM Group has developed a **Te Ao Māori CDEM Framework** which has been built into the draft Bay of Plenty CDEM Group Plan 2023-2028. This framework is more cognizant of the role culture has across the 4 R's.

While the initial framework has been built, there have been a number of workstreams identified to fall from it that will include building relationships with Māori, iwi, hapū and whānau, capturing the most effective way of working with tangata whenua that can leverage these cultural values.

An assessment of the CDEM Groups approach to coordinating volunteers in emergency management has been conducted and will be integrated into an updated **Bay of Plenty CDEM Group Volunteer Plan** that will influence **Local Authority CDEM Volunteer Plans**.

Primary public education activities in the 2023-2024 will focus on supporting the annual **National ShakeOut Earthquake Drill** and **Tsunami Hikoi**, aiming to increase levels of community participation from the previous year.

Readiness success will be measured under the three Key performance Indicators of the Bay of Plenty CDEM Group:

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

KPI 1 primarily focuses on the need for Local Authorities to have a trained and tested workforce within their EOC's with an emphasis on training function managers further, while KPIs 2 and 3 focus on community readiness and the degree in which residents within the Bay of Plenty are prepared for the consequences of an emergency.

## Readiness work stream project table

CDEM Group Objectives	Activities	Lead	Primary Support
Enhance relationships and cooperation among the Bay of Plenty CDEM Group members, stakeholders, iwi, partners, community organisations and volunteers involved in CDEM.	Coordinate and enable a Te Ao Māori approach to Emergency Management, as outlined in the Bay of Plenty CDEM Group Plan, to: <ul style="list-style-type: none"> <li>- Progress Iwi engagement at group and local level</li> <li>- Support Local Authorities with Marae Preparedness</li> </ul>	<b>EMBOP</b>	<b>Local Authorities</b>
	Identify mechanisms to represent Iwi and māori in decision making across the 4R's of Emergency Management.	<b>EMBOP</b>	<b>Local Authorities</b>
	Support Te Puni Kokiri to increase Iwi capacity to respond in an emergency event: <ul style="list-style-type: none"> <li>- Emergency equipment caches</li> </ul>	<b>TPK EMBOP</b>	<b>Local Authorities</b>
Strengthen communication networks between and among the community and CDEM partners.	Development and implementation of the Bay of Plenty CDEM Group Situational Viewer primarily focused on: <ul style="list-style-type: none"> <li>- Awareness and monitoring of hazards and consequences in readiness</li> <li>- Common Operating Picture in response</li> </ul>	<b>EMBOP</b>	<b>BOPRC</b>
The Bay of Plenty CDEM Group has the capacity and capability to respond to emergencies in the Bay of Plenty.	Develop and implement a CDEM regional deployable response capability for supporting emergency coordination / operation centres	<b>EMBOP</b>	<b>Local Authorities</b>
	Participate in the NEMA lead Catastrophic Event Planning work programme	<b>EMBOP</b>	<b>Local Authorities</b>
	Develop and implement the Bay of Plenty CDEM Group Planning framework	<b>EMBOP</b>	<b>Local Authorities</b>
	Undertake an audit of plans against the Bay of Plenty CDEM Group Planning framework to determine planning priorities and maintenance schedule.	<b>EMBOP</b>	<b>Local Authorities</b>

<b>CDEM Group Objectives</b>	<b>Activities</b>	<b>Lead</b>	<b>Primary Support</b>
The Bay of Plenty CDEM Group has the capacity and capability to respond to emergencies in the Bay of Plenty.	Develop the Bay of Plenty CDEM Group Response Coordination Plan <sup>1</sup>	<b>EMBOP</b>	<b>Local Authorities</b>
	Develop the Bay of Plenty CDEM Group Disaster Waste Management Plan <sup>2</sup>	<b>EMBOP</b>	<b>Local Authorities</b>
	Review the Bay of Plenty CDEM Group Mass Evacuation Plan 2014 <sup>2</sup>	<b>EMBOP</b>	<b>Local Authorities</b>
	Develop and adopt the Bay of Plenty CDEM Group Volunteer Management Plan <sup>2</sup>	<b>EMBOP</b>	<b>Local Authorities</b>
Build and improve knowledge and skills within communities and businesses to prepare for, respond to and recover from emergencies.	Develop and implement a Major Hazard Facility Readiness Programme	<b>EMBOP</b>	<b>TCC, KDC, RLC,</b>
	Participate in ECLISPE Caldera Volcano Response Planning including the development and exercising of an interagency response plan.	<b>EMBOP</b>	<b>BOPRC, RLC</b>
	Develop and implement a Bay of Plenty CDEM Group guideline for receiving and incorporating science advice.	<b>EMBOP</b>	<b>Local Authorities</b>
Build and improve knowledge and skills within communities and businesses to prepare for, respond to and recover from emergencies.	Undertake a system review of the Bay of Plenty CDEM Contacts App to improve capability	<b>EMBOP</b>	<b>-</b>
	Develop the Bay of Plenty CDEM Group Delegations Manual.	<b>EMBOP</b>	<b>Local Authorities</b>
Enhance relationships and cooperation among the Bay of Plenty CDEM Group members, stakeholders, iwi, partners, community organisations and volunteers involved in CDEM.	Implement and test the Bay of Plenty Regional CDEM Fuel Plan 2023-2026.	<b>EMBOP</b>	<b>-</b>
	Develop Bay of Plenty CDEM Group Welfare sub-functional plans for: <ul style="list-style-type: none"> <li>- Registration, Needs assessment, Emergency shelter, and Household goods and services.</li> <li>- Revise the Group Warning System to ensure effective and timely alerting</li> </ul>	<b>EMBOP</b>	<b>Local Authorities</b>

<sup>1</sup> Supporting Plan to the Bay of Plenty CDEM Group Plan 2023-2028

<sup>2</sup> Supporting Plan to the Bay of Plenty CDEM Response Coordination Plan

# Response – enabling agencies and communities to respond effectively to an emergency.

This programme of work focuses on ensuring effective collaborative pre-emergency planning is conducted. It includes development of functional GECC and EOC standard operating procedures, and appropriately tests organisational capability and coordination plans. It also ensures problems are identified and subsequently addressed in partnership with LAs across the emergency management system.

To enable staff within the CDEM Group to respond effectively, **Standard Operating Procedures (SOPs)** will continue to be developed to align to National direction and the Bay of Plenty CDEM Group **Response Coordination Plan**.

With technology becoming an increasingly important tool for response, a review of the **technological response support systems** is ongoing to ensure the Group can continue to issue timely public information and warnings. **Live tests of our public alerting capabilities** will also be conducted.

Success will be measured through post event, post exercise and post training reports or reviews.

## Response work stream project table.

CDEM Group Objectives	Activities	Lead	Primary Support
The Bay of Plenty CDEM Group works effectively with partners, stakeholders, iwi and volunteer groups during emergencies and delivers a coordinated response.	Implementation and testing of Initial Action Plans for responses to: <ul style="list-style-type: none"> <li>- Tsunami,</li> <li>- Volcanic,</li> <li>- Earthquake,</li> <li>- Severe Weather,</li> <li>- Flooding.</li> </ul>	EMBOP	Local Authorities
	Review and implement changes to CDEM Group Controller's Appointment and Development Policy.	EMBOP	Local Authorities

CDEM Group Objectives	Activities	Lead	Primary Support
	Prepare for and participate in the NEMA led Exercise Ru Whenua.	<b>NEMA</b>	<b>EMBOP Local Authorities</b>
The Bay of Plenty CDEM Group works effectively with partners, stakeholders, iwi and volunteer groups during emergencies and delivers a coordinated response.	Undertake a review of the Bay of Plenty CDEM Group emergency deployable assets to identify options to increase response capability.	<b>EMBOP</b>	<b>Local Authorities</b>
	Provide a mobile emergency operations centre to enhance the Bay of Plenty CDEM Group response capability	<b>EMBOP</b>	<b>BOPRC</b>
	Develop business case for a Joint Emergency Management Centre with EMBOP, FENZ and TCC	<b>EMBOP, FENZ, TCC</b>	<b>BOPRC</b>
	Develop business case for a NZRT-16 / EMBOP operational base at Tauranga Airport	<b>EMBOP</b>	<b>BOPRC TCC</b>
	Establish New Zealand Response Team (NZRT) Capability across the Bay of Plenty in collaboration with Waikato CDEM Group	<b>EMBOP</b>	<b>-</b>
	Support the New Zealand Response Team 16 to gain National Accreditation through the National Emergency Management Agency	<b>EMBOP</b>	<b>-</b>
CDEM is a trusted and accessible source of information in an emergency event. Communities are provided with the information they need when they need it, in order to make decisions, and keep themselves and their whānau safe.	Undertake a review of communities vulnerable to digital connectivity "black spots" and identify options to reduce the risk of potential exposure.	<b>EMBOP</b>	<b>Local Authorities BOPLG</b>

# Recovery – enabling agencies and communities to recover from an emergency.

This programme of work is enabling agencies and communities to be ready to recover from an emergency.

## Recovery work stream project table

CDEM Group Objectives	Activities	Lead	Primary Support
The Bay of Plenty CDEM Group has the capability and capacity required to enable effective recoveries.	Continued development of Recovery toolbox including the development of: - Transition Templates, - Recovery Plan Template, - Recovery Operational Guide	EMBOP	Local Authorities
	Review and update the Bay of Plenty CDEM Group Recovery Plan 2015. – (Supporting Plan to the Bay of Plenty CDEM Group Plan 2023-2028)	EMBOP	Local Authorities
	Consider and implement recommendations from the Whaakari/White Island Volcanic Eruption Recovery Review 2023	EMBOP	Local Authorities
	Review and implement changes to CDEM Group Recovery Managers Appointment and Development Policy.	EMBOP	Local Authorities



# Monitoring, Evaluation and Reporting– ensuring we are meeting our legislative requirements and building a culture of continuous improvement.

This programme of work is focused on ensuring compliance with the CDEM Act 2002 and legislative provisions relevant to the purpose of this Act within the Bay of Plenty CDEM Group area and ensuring continuous improvement of the Bay of Plenty CDEM Group and management processes to ensure their effectiveness, transparency, and consistency.

As part of the CDEM Groups focus on continual improvement, the development of a **Bay of Plenty CDEM Group Assurance Framework** will continue in the next financial year. This aims to enhance monitoring and evaluation processes and identify opportunities for collaborative improvement. It will also embed a culture of continuous improvement and ensure the delivery of effective CDEM outcomes for communities within the Bay of Plenty rohe.

This programme also ensures we are meeting our legislative requirements and engaging with the National Emergency Management Agency (NEMA) on the review of key legislation in the CDEM space. Reporting against the legislative requirements, the Bay of Plenty CDEM Group Plan 2018-2023 and the Bay of Plenty CDEM Group Annual Plan 2023-2024 will be provided to the Bay of Plenty CDEM Group Joint Committee at the quarterly meetings.

## Monitoring and Evaluation work streams

CDEM Group Objectives	Activities	Lead	Primary Support
Assurance – monitoring compliance with any relevant legislative requirements.	Review and publish the Bay of Plenty CDEM Group Plan 2023-2028.	<b>EMBOP</b>	<b>Local Authorities</b>
	Engage, as appropriate and required, with the National Emergency Management Agency led review of the Civil Defence Emergency Management Act.	<b>EMBOP</b>	<b>Local Authorities</b>
	Engage, as appropriate and required, with the National Emergency Management Agency led review of the National CDEM Plan Order.	<b>EMBOP</b>	<b>Local Authorities</b>

CDEM Group Objectives	Activities	Primary	Primary Support
Assurance – monitoring compliance with any relevant legislative requirements.	Engage, as appropriate and required, with the National Emergency Management Agency led review of the Disaster Resilience Strategy Road Map Development.	<b>EMBOP</b>	<b>Local Authorities</b>
	Engage, as appropriate and required, on regulatory reforms and reviews with implications for the CDEM Sector. Local Government Reforms, Resource Management Act Review etc	<b>EMBOP</b>	<b>Local Authorities</b>
Performance – assessing the Bay of Plenty CDEM Groups performance during response and recovery, whether Bay of Plenty CDEM Groups' Annual Plan is being carried out according to needs and requirements.	Develop and implement a CDEM Group Assurance Framework.	<b>EMBOP</b>	<b>Local Authorities</b>
	Establish continuous improvement system ensuring the coordination and implementation of recommendations from post event, post exercise, and post training reports or reviews.	<b>EMBOP</b>	<b>Local Authorities</b>

# Annual Activities

The following table provides details of the key Operational Commitments and standing Activities that support our work programme. These are delivered each year alongside our key projects and initiatives highlighted in the Annual Plan.

Activity Area	Activity	Measure	Lead
Monitoring, Evaluation and Reporting	Support CDEM Committees with strategic, operation advice, reporting and secretariat support to the following forums: <ul style="list-style-type: none"> <li>- Bay of Plenty CDEM Group Joint Committee</li> <li>- Bay of Plenty CDEM Group Coordinating Executive Group</li> <li>- Bay of Plenty CDEM Coordinating Executive Group Local Authorities Sub-Committee</li> </ul>	Quarterly meetings:	EMBOP and BOPRC
Readiness	Chair/ host Bay of Plenty Regional Emergency Management Coordination Committee meetings	Quarterly	EMBOP
Readiness	Attend/ participate in Local Emergency Services Committee meetings	Quarterly	Local Authorities EMBOP
Monitoring, Evaluation and Reporting	Chair/ host Bay of Plenty CDEM Welfare Coordination Group meetings	Bi-monthly	EMBOP
Monitoring, Evaluation and Reporting	Chair/ host an annual Bay of Plenty CDEM Welfare responsible agencies forum	Annual	EMBOP
Readiness	Host/ coordinate Bay of Plenty CDEM Group Public Information Management forum	Annual	EMBOP
Recovery	Chair/ host Bay of Plenty CDEM Group Recovery Manager meetings	Quarterly	EMBOP
Recovery	Chair/ host an annual Bay of Plenty CDEM Group Recovery forum	Annual	EMBOP
Readiness / Reduction	Host and provide secretariat support to the Bay of Plenty Lifelines Group meetings	Quarterly	EMBOP
Reduction	Chair natural hazard forum meetings, including secretariat support	Minimum of two per year	BOPRC
Reduction	Attend Caldera Advisory Group meetings	Monthly	EMBOP, RLC, BOPRC

Activity Area	Activity	Measure	Lead
Readiness/Response	Maintain a regional CDEM Duty system capability for: <ul style="list-style-type: none"> <li>- disseminating information to the public</li> <li>- liaising with CDEM partners</li> <li>- disseminating warnings/ advisories</li> <li>- initiating response coordination</li> </ul>	24/7 Duty coverage of: <ul style="list-style-type: none"> <li>Duty Controller</li> <li>Duty Manager</li> <li>Duty Public Information Manager</li> </ul>	EMBOP BOPRC
Readiness	Participate in national Emergency Mobile Alerting tests and conduct testing of regional alerting tools.	As required.	EMBOP & Local Authorities
Readiness	Conduct annual audits and activation checks of the GECC and Local EOCs	Annual	EMBOP
Readiness	Testing of established radio and satellite networks	Radio network – weekly Regular (weekly) Satellite network - monthly tests	EMBOP & Local Authorities
Monitoring, Evaluation and Reporting.	Review and publish the Bay of Plenty CDEM Group Annual Plan 2024-2025	Annual	EMBOP and Local Authorities
Monitoring, Evaluation and Reporting.	Coordinate monitoring and reporting on the Bay of Plenty CDEM Group Annual Plan 2023-2024 progress.	Monthly	EMBOP
Monitoring, Evaluation and Reporting.	Provide monitoring and reporting on the Bay of Plenty CDEM Group Annual 2023-2024 Plan progress.	Monthly	Local Authorities
Readiness	Review and publish the Bay of Plenty CDEM Group Public Education Plan 2024-2025	Annual	EMBOP and Local Authorities
Readiness	Review and publish the Bay of Plenty CDM Group CDEM Group Capability Development Plan 2024-2025	Annual.	EMBOP and Local Authorities
Readiness	Review and publish the Bay of Plenty CDEM Group Checklist Compendium 2024-2025	Annual.	EMBOP

# Budget

The Bay of Plenty CDEM Group budgets for the 2023-2024 financial period are outlined in Table 1 below.

*Table 1 The Bay of Plenty Civil Defence Emergency Management Group for the 2023-2024 Financial Period.*

	Local Authority	2023-2024
Bay of Plenty CDEM Group Budget	Emergency Management Bay of Plenty	\$ 3,806,000

- \* The Bay of Plenty Regional CDEM Rate is collected by Bay of Plenty Regional Council on behalf of the Bay of Plenty CDEM Group.

Note: The financial budgets for CDEM Local service delivery is contained in the respective member Local Authority work programmes.

*Table 2 Bay of Plenty Lifelines Budget for the 2023-2024 Financial Period.*

Bay of Plenty Lifelines Group	Contributions
Surplus held in reserves	\$ 60,197
2022/23 Anticipated Member Contributions*	≈ \$ 21,678
Total	\$ 81,875

\*The membership contributions figure relies on members paying their voluntary contributions, the member contribution figure is therefore based on 2021-22 contributions, this is expected to be approximately 50% of the invoiced to members (\$43,356.00).



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