



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

Bay of Plenty Civil Defence Emergency Management Group

Annual Report 2025-2026



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Bay of Plenty Civil Defence Emergency Management Group

C/O Emergency Management Bay of Plenty

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Contents

In Acknowledgement 4

The Regional Manager’s Message 4

Abstract 6

Civil Defence Emergency Management in the Bay of Plenty 7

Readiness 26

Reduction 33

Recovery 35

Monitoring and Evaluation 37

Financial Overview 38

More Good Mahi from Across the Rohe for 2025-2026 39

Appendix 1: Supplementary Information 52

Mihi

Whakataka te hau ki te uru,
Whakataka te hau ki te tonga,
Kia mākinakina ki uta,
Kia mātaratara ki tai
E hī ake ana te ataakura,
He tio, he huka, he hauhu,
Tihei Mauriora!

.....

Cease the winds from the west
Cease the winds from the south,
Let the breeze blow over the land
Let the red tipped dawn come
With a sharpened air,
A touch of frost, a promise of a
Glorious day.

In Acknowledgement

Tropical Depression 05F was a severe weather system that impacted the upper North Island in January 2026, bringing record-breaking rainfall, widespread flooding, and significant landslides across the Bay of Plenty. On 21–22 January, Tauranga and Western Bay of Plenty in particular, experienced unprecedented rainfall, resulting in loss of life, extensive damage, evacuations, and multiple States of Local Emergency in the region.

We acknowledge the tragic loss of eight lives, including six at Mount Maunganui Beachside Holiday Park and two in Welcome Bay. Our thoughts remain with the families, friends, and all those affected. In light of this loss, a number of inquiries are underway. BOPRC, Tauranga City Council, Western Bay of Plenty District Council, and Tauranga Moana iwi remain actively engaged in recovery, with the understanding that this will be a long-term process.

The impacts on communities have been significant. Homes, marae, businesses, farms, horticultural operations, and critical infrastructure have all been affected. Many people experienced evacuation, disruption, and ongoing uncertainty. As a result, there has been considerable strain on individuals, families, and livelihoods across Tauranga and the Western Bay of Plenty. Normal activities and annual plans have been disrupted, and the effects of this event are expected to continue for several years.

Since the weather event, the focus is on coordinated planning and delivery. Recovery plans reflect the shared commitment of councils and iwi to support communities and provide a foundation for recovery efforts. Work will continue in partnership with government, tangata whenua, iwi, the primary sector, businesses, and communities, with an emphasis on enabling locally led recovery wherever possible.

The safety and wellbeing of people and communities remain the highest priority. While recovery is already underway, it will take time, and there is a strong commitment to a coordinated, sustainable, and community-focused approach. At the heart of this effort is a continued focus on supporting communities with care, understanding, and a shared commitment to moving forward together.

The Regional Manager's Message

The 2025–2026 year was a challenging and defining period for emergency management in the Bay of Plenty.

Our region experienced significant emergency events throughout the year, including Tropical Depression 05F and Cyclone Vaianu, which challenged our communities, emergency services, local authorities, iwi, volunteers and businesses. Tragically, lives were lost, many people experienced disruption and hardship, and several communities now face a long road to recovery. Our thoughts remain with the families, whānau and communities affected by these events.

These events reinforced a reality that is becoming increasingly evident across Aotearoa New Zealand. Emergency management is operating in an environment shaped by more frequent and severe weather events. This is compounded by increasingly complex risks, growing interdependencies between critical systems, and ongoing legislative reform. The demands placed on communities, councils and emergency management agencies will continue to evolve, requiring us to think differently about how we build resilience and prepare for the future.

Despite these challenges, the Bay of Plenty CDEM Group demonstrated its strength. The achievements outlined in this report represent important progress towards the objectives of the Bay of Plenty CDEM Group Plan 2024–2029. Collectively, delivery of the annual work programme is strengthening partnerships, improving public preparedness, enhancing readiness, developing recovery capability, and supporting assurance work that drives continuous improvement. Together, these initiatives are helping build a more connected, capable and resilient Bay of Plenty that is better positioned to manage future emergencies.

The year also highlighted the importance of learning and continuous improvement. The Bay of Plenty CDEM Group continues to support inquiries, reviews and inquests relating to significant events that have impacted our communities. While these processes are often difficult, they are important for providing answers to those affected, acknowledging the experiences of impacted communities, and identifying opportunities to strengthen the emergency management system. We are committed to ensuring lessons identified are translated into meaningful improvements.

I would like to acknowledge and thank everyone who contributes to emergency management across the Bay of Plenty. Whether serving in governance, operational, advisory, volunteer, iwi, community or support roles, your dedication, professionalism and willingness to work together make a meaningful difference to the wellbeing of our region.

As we look ahead, our focus remains clear. We will continue to strengthen partnerships, invest in capability, support recovery, and enable a coordinated approach across risk reduction, readiness, response and recovery. Emergency Management Bay of Plenty's role is not to deliver resilience alone, but to connect and strengthen the emergency management system across the region. While the challenges facing our communities continue to evolve, so too will our collective ability to meet them.

Te Moana-a-toi, kia haumarū, kia kaha, mā tatau katoa
A safe, strong Bay of Plenty, together

Jonathan Gracie
Regional Manager
Emergency Management Bay of Plenty

Abstract

This Annual Report outlines the activities, achievements, and performance of the Bay of Plenty Civil Defence Emergency Management (CDEM) Group for the 2025–2026 financial year. This report is structured around the 4R's framework – Reduction, Readiness, Response and Recovery, supported by a strong Monitoring and Evaluation function to ensure continuous improvement and accountability.

During the reporting period, the Group delivered significant progress across all areas of Emergency Management. This included advancing risk reduction initiatives through the completion of tsunami inundation modelling and the Bay of Plenty HazardScape Report, strengthening readiness through enhanced public education, catastrophic planning, and operational capability development, improving response capability through updated tools and targeted training, and embedding recovery arrangements through the development of frameworks, plans, and guidance informed by recent events.

Building on this foundation, the 2025–2026 work programme is focused on strengthening capability, partnerships, and system maturity across the region. Priority initiatives include:

- Developing an initial Group Iwi Engagement Framework to strengthen partnerships with tangata whenua
- Enhancing public preparedness through delivery of the Public Education Plan, upgraded CDEM website, and region-wide implementation of the Community Emergency Hubs model
- Improving operational readiness through development of a Rapid Tsunami Assessment and Advisory Playbook, implementation of communication system improvements, and progression of Catastrophic Planning (Phase 2)
- Supporting the implementation of updated tsunami evacuation maps and improving public access to risk information
- Advancing organisational maturity through development and implementation of an Annual Assurance Plan and supporting SOPs, and supporting the review and implementation of the new Emergency Management legislative framework

In Reduction, the focus will be on translating HazardScape insights into actionable public education resources and strengthening integration with land-use planning through the development of regional guidance.

In Recovery, priorities include supporting the development of local recovery plans, progressing scalable planning templates in partnership with local authorities, and implementing relevant actions from the Whakaari Recovery Action Plan.

Collectively, these activities reflect a continued shift toward a more integrated, partnership-focused, and capability-driven approach to Emergency Management. The Group remains committed to strengthening resilience, enhancing system-wide readiness, and enabling communities across the Bay of Plenty to effectively prepare for, respond to, and recover from emergencies.

Civil Defence Emergency Management in the Bay of Plenty

The Civil Defence Emergency Management (CDEM) Act 2002 establishes the legislative framework for the management of emergency management activities across New Zealand. Within this framework, the Bay of Plenty Civil Defence Emergency Management Group is responsible for coordinating and delivering emergency management functions across the region, with all local authorities in the Bay of Plenty being constituent members of the Group.

Emergency Management Bay of Plenty (EMBOP) operates as the Group Emergency Management Office, delivering services on behalf of the Group to enable the effective fulfilment of its statutory responsibilities. These services include coordination and support functions, development of plans, policies and procedures, representation on behalf of the Group, delivery of the Group work programme, response capability planning, and hazard and risk analysis.

The Bay of Plenty CDEM Group Plan 2024–2029 provides the strategic direction and objectives for the Group. Its overarching purpose is to support the development of resilient communities and whānau across the region, through the delivery of comprehensive emergency management activities before, during, and after emergencies.

The Group Plan reflects a collaborative process, informed by the needs and aspirations of partners and communities. Its development has been supported through meaningful engagement with CDEM partners, emergency services, key agencies, community organisations, and individuals across the rohe, ensuring that the identified priorities and outcomes are regionally aligned.

The Group Plan has been developed in accordance with the requirements of section 49(2) of the CDEM Act 2002. It aligns with the National Disaster Resilience Strategy 2019 (Rautaki ā-Motu Manawaroa Aituā) and takes into account the CDEM Group Planning Director's Guidelines [DGL 09/18], as required under section 53 of the Act.

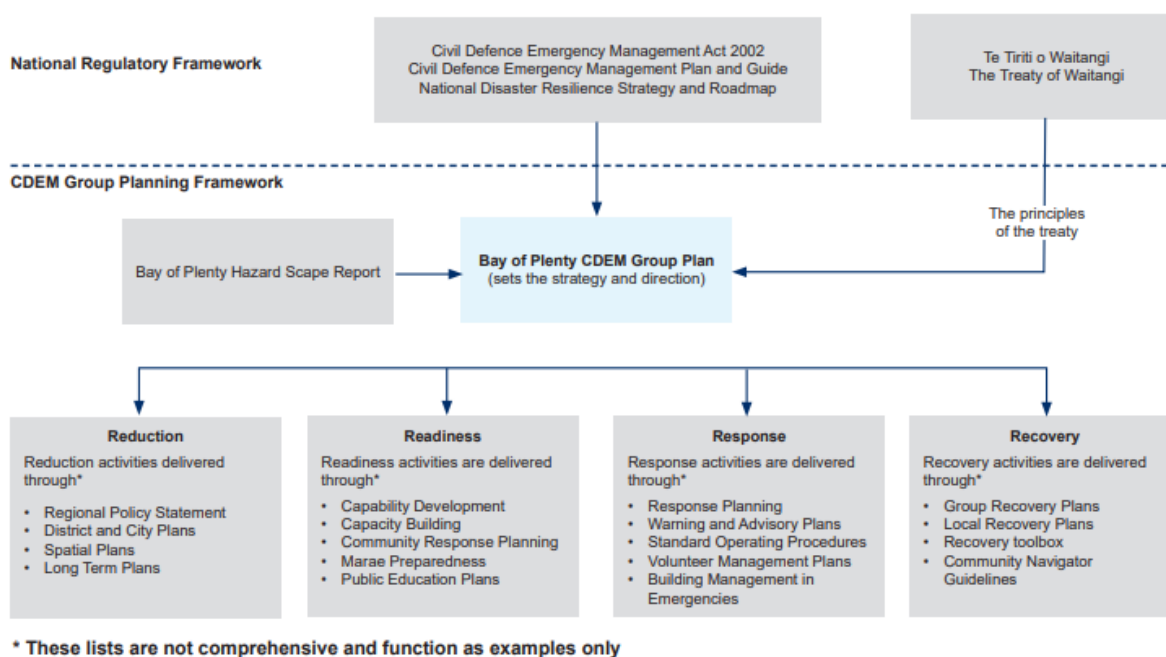


Figure 1. Demonstrates the Bay of Plenty CDEM Group Plan Alignment. The Bay of Plenty Group Plan 2024-2029 operates as a framework and a road map for navigating the Group in their efforts to achieve its established objectives and goals over the course of the next five years.

Bay Of Plenty CDEM Group Plan Strategic Objectives

A Strategic objective is a mid-term goal set to guide collective action across the four 4 Rs over the five-year plan period. These objectives translate the Group's vision and principles into focused outcomes. Each objective outlines a desired future state and provides the strategic direction that informs annual work programmes and council-level activities.

Reduction:

Strategic objectives

1. Build our community's knowledge and understanding of their hazards and risks, the economic and social impact of disaster and disruption, so they can make informed decisions to protect their taonga, lives and livelihoods.
2. Identify gaps in risk reduction policies at the regional and local levels and:
 - a. where responsible, make changes that decrease exposure to hazards
 - b. advocate with responsible agencies for change that decreases exposure to hazards.

Readiness:

Strategic objectives

3. Build and improve knowledge and skills within communities and businesses to prepare for, respond to and recover from emergencies.
4. The Bay of Plenty CDEM Group grows and maintains its capacity and capability to respond to emergencies in the Bay of Plenty.
5. Strengthen communications networks and information flow between and among the community and CDEM partners.
6. Enhance relationships and cooperation among the Bay of Plenty CDEM Group members, stakeholders, iwi, partners, community organisations and volunteers involved in the CDEM sector.

Response:

Strategic objectives

7. The Bay of Plenty CDEM Group collaborates effectively with elected officials, partners, stakeholders, iwi and volunteer groups during emergencies and delivers a coordinated response.
8. 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, to make decisions, and keep themselves and their whānau safe

Recovery:

Strategic objectives

9. The Bay of Plenty CDEM Group coordinates effectively with communities, partners, stakeholders, iwi and volunteer groups and supports them to undertake their recovery actions.
10. The Bay of Plenty CDEM Group has the capability and capacity required to enable effective recoveries.
11. Recovery planning is integrated across Reduction, Readiness and Response.
12. Ongoing relevant and timely recovery information and resources are provided to communities.

The Strategic Plan refers to the 4R's of emergency management as the foundation of our integrated approach to emergency management. It also described 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. The activities in the Annual Plan have therefore been aligned with the 4Rs of emergency management, and assurance:

- Reduction

- Readiness
- Recovery
- Response
- Monitoring & Evaluation.

The Annual Plan includes a greater focus on readiness activities because readiness forms the foundation for effective response and recovery. Many readiness activities directly support and enhance the Group's response and recovery capabilities by ensuring systems, staff, and communities are well prepared.

The 5-Year Group Plan Pulse Check for 2026

A comprehensive analysis of the delivery of Annual Plan activities over the past two years was conducted earlier in the year to assess where the Group is tracking in terms of completion and its associated alignment with the strategic outcomes set out in the Bay of Plenty CDEM Group Plan 2024–2029.

The analysis is underpinned by a clear line of sight approach, which recognises that the successful delivery of Annual Plan activities contributes directly to the achievement of the Group Plan goals. In turn, the collective achievement of these goals enables the Group to realise its broader strategic objectives and deliver on the intent of the Group Plan. This approach ensures that day-to-day operational and work programme delivery remains closely aligned to long-term strategic direction.

Now at the midpoint of the five-year planning cycle (**Figure 2.**), this work provides a timely “pulse check” on progress to date. It assesses the extent to which activities delivered across successive Annual Plans are contributing to the intended outcomes, and whether the Group remains on track to achieve its strategic objectives by 2029.

Importantly, this analysis also identifies areas where there is limited or no alignment between Annual Plan activities and specific Group Plan goals. These gaps highlight potential risks to achieving the full scope of the strategic intent and provide a valuable opportunity to inform future work programmes, ensuring that resources and effort are directed toward areas of greatest need.

Overall, this mid-cycle assessment supports a more deliberate and evidence-based approach to planning, enabling the Group to refine priorities, strengthen alignment across planning documents, and maintain confidence that it is progressing effectively toward its long-term resilience outcomes for the Bay of Plenty region.

The results of the Pulse Check analysis are identified in the **Appendix Section (Supplementary Table(s) 1-5)** of this report which articulates which Group Plan Goals have direct linkage to current delivered Annual Plan Activities in the past two years (24/25 AP and 25/26 AP) and which Goals require attention in the next three Annual Planning Cycles in order for the expectations of the 2024-2029 5-Year Group Plan to be achieved. Although some gaps and areas for improvement have been identified, there is a high level of confidence that the Group remains on track to deliver against its strategic objectives.

2024-2029 Group Road Map

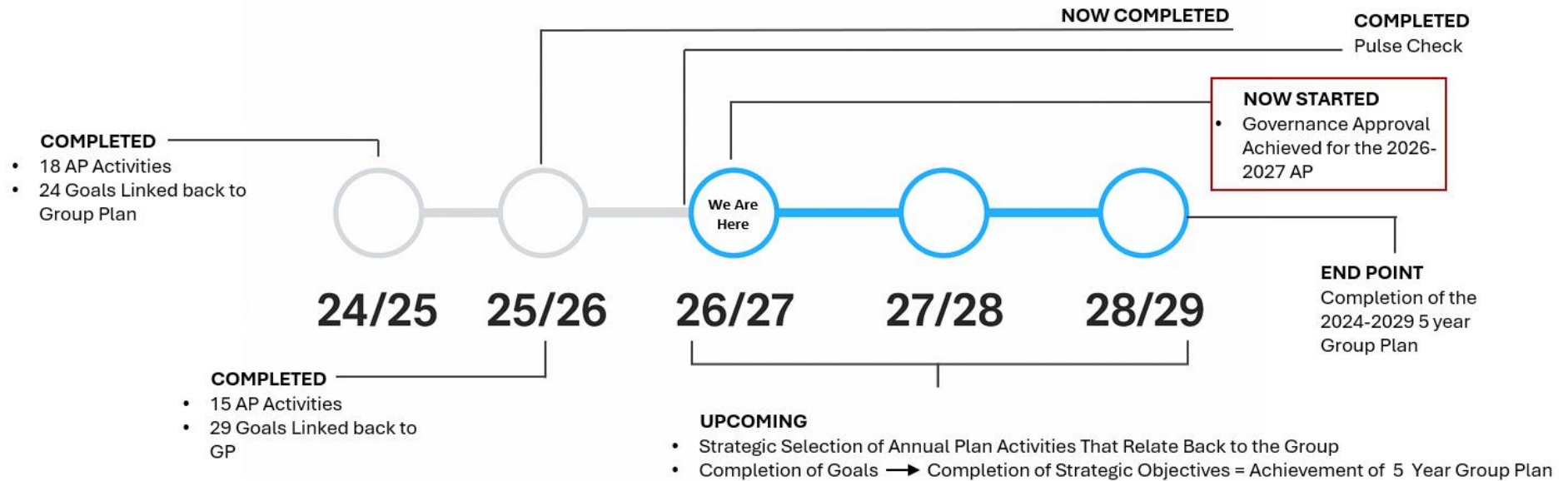


Figure 2. Provides a roadmap of where the Group is currently tracking along the 5-year projected timeline which began in 2024 and is anticipated to conclude in 2029. Additionally, it describes what has been completed by the Group each financial year in terms of Activities and how these activities tie back to the goals of the Group Plan. The red box demonstrates the midway pulse check detailed in this report. The years that are highlighted in blue indicate the upcoming working financial years and what is needed within this time frame to hit the desired metrics for 2029.

The Group 2025-2026 Annual Plan

This Annual Plan outlines the key activities and priorities for the Bay of Plenty Civil Defence Emergency Management (CDEM) Group for the 2025–2026 financial year. Central to this plan are **15 governance-approved work programme activities**, which collectively contribute to progressing the objectives of the Bay of Plenty CDEM Group Plan 2024–2029.

These activities have been developed to ensure a strong alignment between annual delivery and the Group's long-term strategic outcomes, with a continued focus on strengthening capability, enhancing partnerships, and improving system performance across the region. The results and progress against these activities are outlined in the sections that follow, structured in accordance with the 4Rs framework—Reduction, Readiness, Response, and Recovery—and supported by Monitoring and Evaluation.

The 15 (A) Annual Plan activities (2025/26) (**Table 1.**) are classified in blue (**Figure 3.**) below, and broken down by their respective categories (4 R's and M & E). The percentage of abundance of each of these activities relative to the departments they fall within is also shown in the pie chart in the figure below. This diagram also demonstrates the additional '*Foundational Workstream*' projects (B and C activities) that will be completed in the background by the Group but does not maintain the same degree of governance reporting unless otherwise specified (i.e., reported internally only). These Foundational Workstream activities are shown in orange (**Figure 3.**).

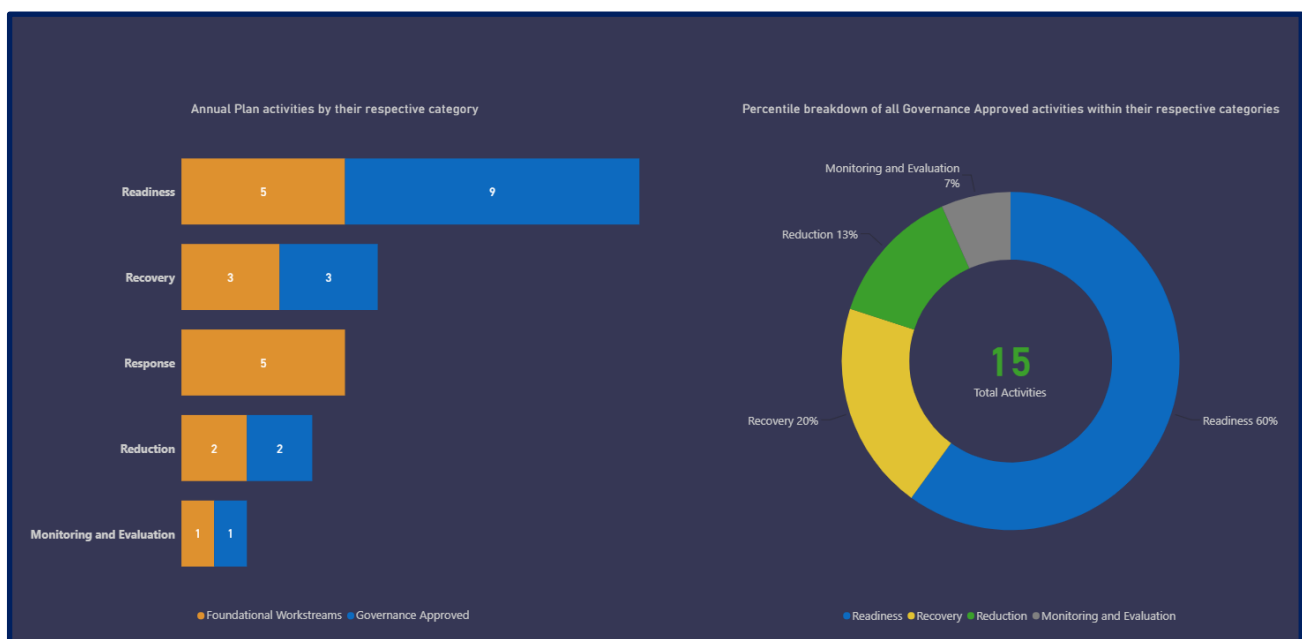


Figure 3. Demonstrates the relative distribution of all 15 of the 2025-2026 Annual Plan Activities across their respective categories (4 R's).

Table 1. All 18 of this year's 2025-2026 Governance Approved Annual Plan Activities across the 4R's. Please note that (*) symbol in the activity status column of this table also indicates that this item is a multi-year activity and extends across more than one financial year.

Activity #	Activity Name	Activity Status
Readiness		
1.	Begin the Development of Initial Group Iwi Engagement Framework	COMPLETE
2.	Develop and Deliver on the Bay of Plenty CDEM Group Public Education Plan	COMPLETE
3.	Complete the Upgrade of the Bay of Plenty CDEM Group Website	COMPLETE
4.	Develop and Implement a Rapid Tsunami Assessment and Advisory Playbook	COMPLETE
5.	Support Review and Analyse Implications of the New Emergency Management Bill and Implement Subsequent Actions	COMPLETE *
6.	Execute Action Points of the Group's Communication System Review	COMPLETE
7.	Community Emergency Hubs Model Is Implemented BOP-Wide	COMPLETE *
8.	Continue to Develop a Catastrophic Planning Program for the Bay of Plenty Region Phase 2.	COMPLETE *
9.	Update and Roll Out Revised Tsunami Evacuation Maps (Online & Signs)	COMPLETE *
Monitoring and Evaluation		
10.	Develop and Implement an Annual Group Assurance Plan & Standard Operating Procedure	COMPLETE *
Reduction		
11.	Develop and Socialise Public Education Risk Reduction Resources Derived from the BOPCDEM HazardScape Report	COMPLETE *
12.	Develop, Complete and Socialise a Regional Guideline for Engaging in Land Use Planning Processes	REPRIORITISED *
Recovery		
13.	Support, Facilitate the Development of the Local Recovery Plan	COMPLETE
14.	Develop a template with WBOPDC for Consideration by other Council Managers	COMPLETE
15.	Implement the Relevant Components of the Whakaari Recovery Action Plan Applicable to the Group and Communicate the Associated Actions to Relevant Stakeholders	COMPLETE

Annual Plan Activity Alignment with Group Plan Goals

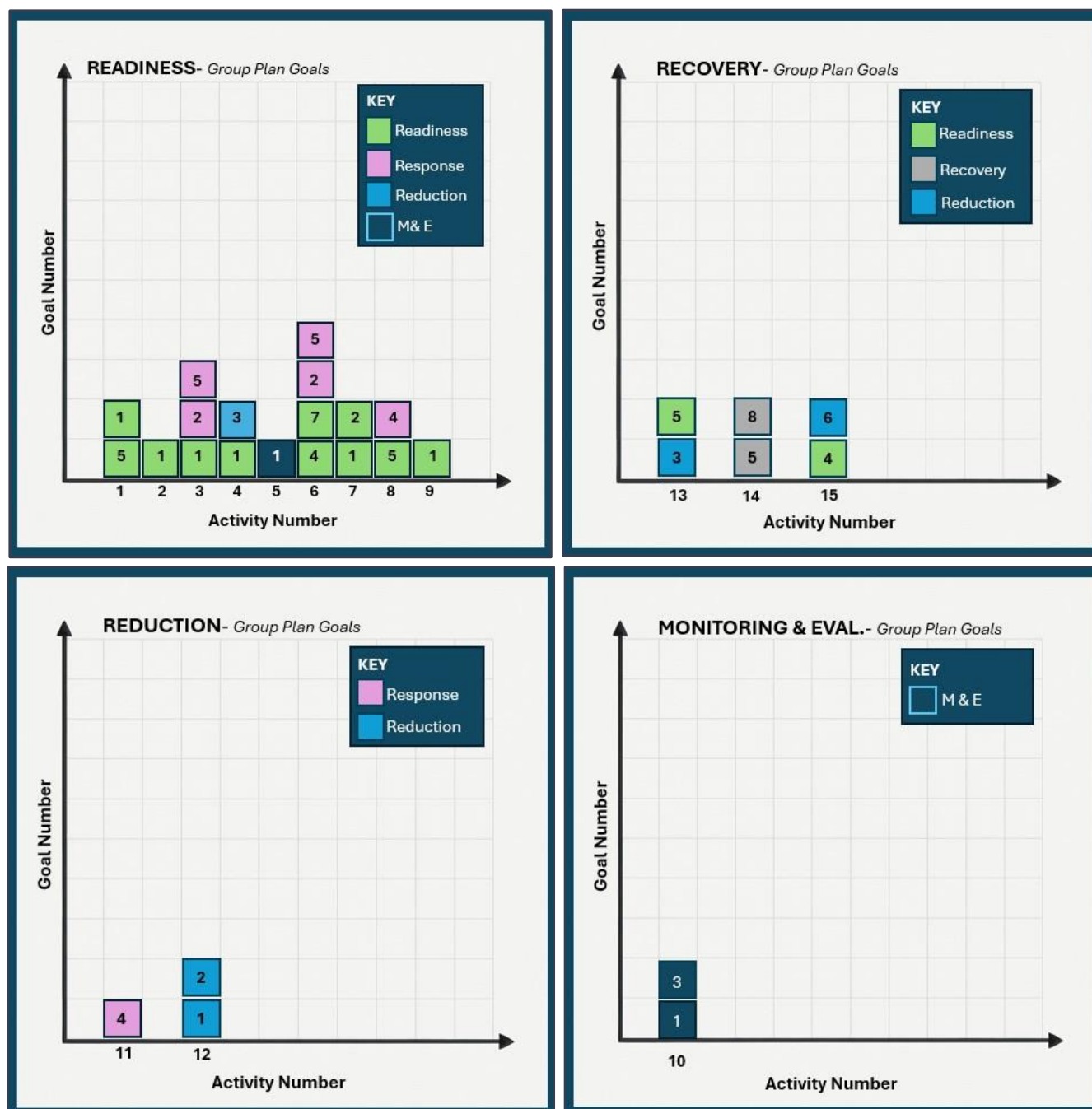


Figure 4. Demonstrates which 2025-2026 Annual Plan Activities link back to which specific Group Plan Goals (The details of each of these goals is shown in Supplementary Tables 1-5 in the Supplementary Section). This is used as a milestone metric over the course of the next 5 Years to assess the Group's progress in ensuring that the activities that are undertaken each financial year by the Group align with the endorsed framework of the Group Plan.

Western Bay of Plenty District Council Emergency Management

Across the 2025–2026 reporting period, WBOPDC continued to deliver a comprehensive emergency management work programme aligned with the Bay of Plenty CDEM Group Plan, spanning reduction, readiness, response and recovery.

Reduction activities focused on long-term risk management, including a district-wide stormwater level of service review to better understand and manage flood exposure, and integration of natural hazard risk into spatial planning processes. The Council also progressed externally funded resilience initiatives, including the Community Renewable Energy Fund, which is supporting energy resilience through solar installations at seven Community Emergency Hubs. These initiatives reflect a strong focus on proactive risk reduction and sustainable community resilience outcomes.

Readiness efforts remained a key priority, with continued expansion and support of Community Emergency Hubs, delivery of staff and volunteer training, and extensive community engagement through events, schools, and public education programmes. Staff continue to build relationships with iwi, hapu and marae to ensure ongoing support and connectedness.



WBOPDC held their first in house 'Readiness Week' in January 2026, which further strengthened EOC capacity and capability, although delivery was at times impacted by Severe Weather event operational demands. The early part of the year was marked by significant response activity, particularly during the January 2026 severe weather event and subsequent events in March and April, which resulted in a Local State of Emergency, widespread infrastructure and property impacts, and ongoing community disruption. These events tested EOC capability and contributed to increased operational experience.

Recovery efforts across the Western Bay of Plenty District are ongoing following the 2026 severe weather events, with a coordinated, individual-centred approach focused on restoring wellbeing, rebuilding essential infrastructure, and strengthening long-term resilience. This has included the establishment of WBOPDC's first dedicated Recovery Office, supported by a team of Navigators providing hands-on, personalised support to affected residents. Council is working closely with tangata whenua, government agencies, and community partners to deliver targeted assistance, clear public information, and practical support for households and businesses. Priority work includes repairing and improving roads and three waters assets, assessing and stabilising land and properties, and supporting displaced residents, while ensuring decisions are informed by technical expertise and mātauranga Māori. Recovery is being delivered across four key areas: people and communities, infrastructure, partnership with tangata whenua, and the natural and built environment, with ongoing monitoring, funding alignment, and community engagement to ensure recovery actions are timely, transparent, and responsive to evolving needs.



Overall, the year demonstrated a shift from building capacity to strengthening operational capability, supported by real-world activations, training, and continuous improvement. Strong community response, growing resilience initiatives, and improved coordination across agencies position WBOPDC well to continue enhancing emergency management capability and supporting community outcomes across the district.

Tauranga City Council Emergency Management

2025-2026 produced a year of accomplishments that the Emergency Management Team and wider Council should be proud of for their effort and commitment. The year also provided some significant challenges that tested our resolve and resilience in the face of significant events that will shape the city for many years.

Highlighting the Importance of Home Preparedness

Connections with the community throughout the year have provided us with the opportunity to actively promote the importance of home preparedness. The 'Get Ready' program aims to educate individuals, families, communities, schools, workplaces and marae about the importance of having an emergency plan across several natural hazard scenarios that may occur in our City.

The emergency management team prioritise this national messaging throughout all community engagement activities alongside our successful Virtual Reality experiences. This year, the team have attended more than 50 community engagements (forums, community events, schools visits etc), reaching approx. 6,500 individuals.



Community engagement activities throughout the year – Kapa Haka Nationals, Mangatawa Marae with their new resilience kit, VR activation at Waikato University and tsunami map changes and information at the Tauranga Home Show.

Demonstrated Capability of Emergency Operations Centre During Response

Three activations in the first half of 2026 proved that the team's focus on recruitment, training and preparedness of volunteer staff, ensured that our response to these events was as effective as possible and demonstrated our capability to manage the responses.

The Mauao and Welcome Bay landslide response in January proved to be the biggest challenge for the Emergency Management Team and wider council. It has been many years since an event of that size and scale has impacted on the City and Council can be extremely proud of the way that staff and stakeholders responded to such a tragic event.



Landslides on the base track of Mauao & Community Reflection event – January 2026

These activations have also shown the importance of building and identifying working relationships with internal council departments and external stakeholders and agencies. With an estimated 50 additional council staff undertaking training to join the Emergency Operations Centre ranks, we will continue to maintain our capability and readiness for the next response.

Tsunami Evacuation Planning & Progress

The team have been very active in the tsunami evacuation and planning space throughout the year. The release of new tsunami inundation modelling and subsequent updates to tsunami evacuation zones across the city has resulted in additional community engagement. The team hosted several public drop-in sessions combined with an 8,000+ direct mail campaign to residents whose LIM's were impacted as a result of the new data being made available.

Behind the scenes, the emergency management team have created a Project Steering Group alongside the Planning and Transport teams to better understand the challenges associated with tsunami evacuation across the city and to identify potential enhancements and improvements. Targeted community groups such as schools, residential villages and businesses have been playing a key role in identifying current issues and assisting with finding solutions.

Looking at the year head, community preparedness and resilience will continue to be a priority for the team. Our engagement with iwi/marae, multi-ethnic, disabled and many other segments of the community is critical to ensure that members of the community are aware of what they can do help themselves and each other when disaster strikes.

Alongside maintaining our EOC capability in response, Council and the Emergency Management team will consider the integration of natural hazard data and reports to strengthen how emergency management planning and response are delivered. This represents a more science-based approach to emergency management planning and delivery, rather than relying primarily on past practices or assumptions. This approach will shape data-driven decision-making at every stage. This shift also encourages continuous learning, with lessons from previous events actively shaping future plans and capabilities.

Rotorua Lakes Council Emergency Management

Introduction

During the 2025–2026 reporting period, Rotorua Lakes Council continued to deliver a comprehensive emergency management work programme aligned with the Bay of Plenty Civil Defence Emergency Management (CDEM) Group Plan. Activities were delivered across all four components of the 4Rs framework: Reduction, Readiness, Response and Recovery.

Reduction

Reduction initiatives included strengthening the district's long-term resilience through improved understanding of flood risk and integration of natural hazard information into planning processes. These initiatives strengthen community resilience by reducing vulnerability to future emergencies while supporting more sustainable community infrastructure.

Readiness

Readiness remains both a key priority and focus for activity. Within Council, the focus has been on increasing both the capacity and capability of Council staff to ensure an effective Emergency Operations Centre (EOC) can be established in the event of an emergency.



Emergency Operations Centre Training, July 2025

The second area of focus has been on increasing community resilience and readiness. This has been progressed through a number of initiatives, including the continued expansion of the Community Emergency Hub network.



Community Emergency Hub Training, Waikite Valley, 2025

Other readiness initiatives include:

- **Whakakāia te kete rokiroki project** (Marae Preparedness & Resilience Project). This project involved a partnership between Council and local iwi, supported by the National Resilience Fund. This project focused on enhancing emergency preparedness of Te Arawa Marae.
- **Local Welfare Committee.** This group meets quarterly and plays an important role in maintaining communication and relationships across a broad network of community agencies that would be engaged to provide support in an emergency event.
- **Migrant Communities Engagement and Education.** This is a new group that was established in late 2025 to focus on engagement and education of migrant communities in respect of emergency preparedness. This initiative is another collaborative effort involving FENZ, police, the Rotorua Multi-cultural Council and Council Emergency Management staff.
- **Emergency Management Day.** This event brought together emergency services including LandSAR, Coastguard, and CDEM personnel in order to both raise awareness of how the various agencies work together in an emergency; and provide an opportunity to engage the community on the importance of personal preparedness for an emergency event.

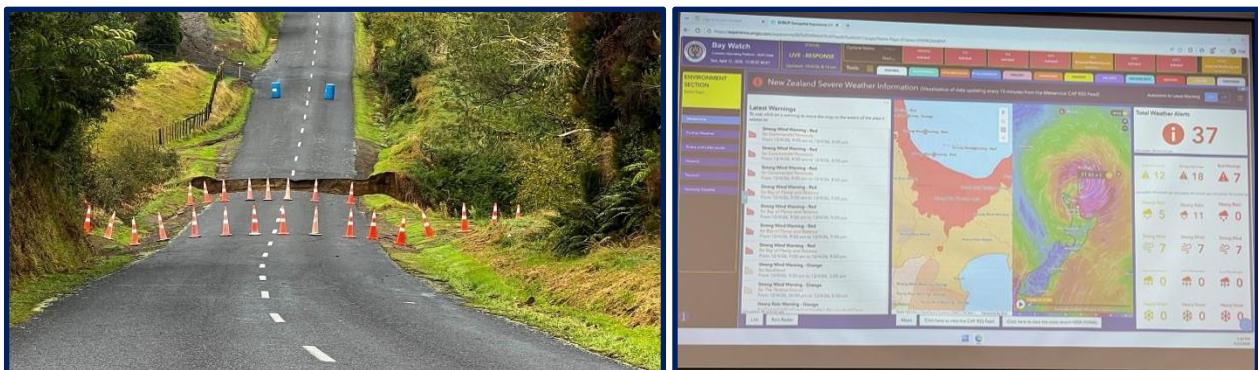


Emergency Services Day, Village Green (left) and Launch of Mamuku Community Emergency Hub (right)

Response

The Rotorua Emergency Operations Centre (EOC) was activated on six occasions during the reporting period – all for severe weather events. On several occasions Rotorua EOC staff supported other Districts in the Bay of Plenty with local emergencies.

Those events provided opportunities to test systems and engage with partner agencies – including emergency services - to discuss learnings and opportunities for closer collaboration.



Damaged Road in Waikite Valley, April 2026 following Cyclone Vaianu (left) and Incident Monitoring Screen in the Rotorua EOC, Cyclone Vaianu, April 2026.

Whakatāne District Council Emergency Management

Supporting a Resilient and Prepared Community

During 2025–2026, Emergency Management Whakatāne remained committed to enhancing the safety, resilience, and preparedness of our communities. Working alongside iwi and hapū, Emergency Management Bay of Plenty, emergency services, community organisations, schools, marae, and volunteers, the team continued to strengthen partnerships and build capability across the district.

Reduction

WDC turned climate and natural hazard information into practical decision-making tools. We published the District Climate Change Risk Assessment and launched the Adaptation Explorer, giving staff and the public direct access to climate risk data, supported by community workshops.

Council strengthened resilience through solar projects at six key Council facilities plus several community sites, including marae, halls and Te Teko Racecourse, securing significant EECA funding and coordinating delivery across multiple partners and iwi including Tūhoe and Ngāti Awa.

WDC completed the Whakatāne District Landslide Trigger Action Response Plan. The externally peer-reviewed plan applies to rainfall-triggered shallow slips, deep-seated landslides and slope instability in Whakatāne, Ōhope and Matatā. We also produced a flood evacuation protocol with Bay of Plenty Regional Council and emergency partners. Together these provide clear triggers for monitoring, public information, EOC activation and evacuation.

Readiness

Council maintained a highly capable Emergency Operations Centre, with over 100 trained and rostered staff, additional Controllers (4) and Response Managers (2), and locally delivered emergency management training. Communications resilience was strengthened through permanent Starlink installation at the EOC, five community-based Starlink units including training programs (to Matatā, Edgecumbe, Waiōhau, Galatea and Murupara CERT teams), a deployable communications trailer and generator, and continued development of the alternate EOC.

Community readiness was expanded through CERT support, emergency hubs, community emergency caches and preparedness containers now positioned on high ground with lighting and power supply capabilities. We expanded resilience equipment across the district with CERT teams and working with Te Puna Ora o Mataatua and Te Runanga o Ngāti Awa. CE's signed an Emergency Response Plan between WDC and Ngāti Manawa. Council continued extensive community engagement with schools, marae, kōhanga reo, disability groups and community organisations. We presented a ShakeOut 2025 prize to Matatā Public School, delivering a Civil Defence wheelie bin of emergency supplies and reinforcing school-based preparedness and coordinated the Whakatāne Civil Defence Emergency Services Open Day at Whakatāne High School with a strong disability-community focus. Grab bags (Getaway Kits) were highlighted as an important preparedness measure at many events throughout the year.

Tsunami preparedness advanced significantly with evacuation maps approved by the CE, installation of the first evacuation signs, and planning for more than 200 route and information signs district-wide.

Response

WDC responded to multiple weather events throughout the year, using each activation to strengthen EOC capability and improve operational readiness.

During Cyclone Vaianu, Council declared a local state of emergency, coordinated evacuations, welfare centres, public information, lifeline disruptions and multi-agency response. Around 270 properties were evacuated, welfare centres established, major road closures managed and critical public information maintained throughout the event.

Post-event debriefs and reviews were carried out to identify lessons and opportunities for improvement, ensuring response capability continues to evolve and strengthen.

Recovery

Council have drafted the Whakatāne District Recovery Framework, aligning it with regional planning while tailoring it to local communities, hazards and recovery arrangements.

Throughout the year we worked with community partners, iwi authorities, social service organisations, and regional agencies to strengthen recovery planning and capability. Lessons identified through exercises and

activations have informed future planning, helping ensure communities are better positioned to recover quickly and effectively following emergencies. These partnerships continue to create stronger foundations for long-term community resilience and wellbeing.

Council's investment in resilience—including the Local Growth Strategy, community hubs, CERTs, solar resilience sites, emergency caches and the Adaptation Explorer—has strengthened our ability to recover quickly from future events.

Looking Ahead

In 2026/27, WDC will complete the district tsunami signage programme, further embed climate adaptation into planning and decision-making, expand community resilience initiatives, strengthen EOC capability, sign off our district Recovery Framework, and partner with Eastern Bay Community Foundation on a Recovery fund agreement. We will complete our Alternate EOC site fit-out and install solar at more Council and community sites.

We will continue to strengthen community resilience through collaboration, innovation, and continuous improvement. By working together with our communities, partners, volunteers, and emergency services, we are building a safer and more prepared Whakatāne District for future generations.

Ngā mihi nui to our community volunteers, CERT members, emergency services, iwi and hapū partners, local organisations, and council staff whose commitment and support contribute to a stronger, more resilient Whakatāne District.





Kawerau District Emergency Management

Across the 2025–2026 reporting period, Kawerau District Council continued to strengthen its emergency management capability across reduction, readiness, response, and recovery, with a strong emphasis on local relationships, community-led preparedness, and practical response arrangements. The appointment of a dedicated Emergency Management Officer in October 2025 provided a renewed focus for the district, supporting the development of a whole-of-Kawerau emergency readiness and response model that recognises the importance of local knowledge, mana whenua leadership, marae, community organisations, emergency services and partner agencies.

A key achievement has been the strengthening of relationships with Tūwharetoa ki Kawerau Settlement Trust, Tūwharetoa ki Kawerau Hauora, local emergency services, and wider community partners. These relationships have helped build a more connected local response network and were demonstrated during the January, February, March, and April weather events, when marae were able to be placed on standby with staffing within 30 minutes. We wish to acknowledge Tuwharetoa ki Kawerau Hauora CEO and team, and in particular 'Matatu' team and kaumatua who recently received an official award recognising the immense positive impact the KAEA programme has had on community. He ahua Rangatira koutou.

KAEA Programme



The standout achievement for the year was the development and delivery of the KAEA programme, a community leadership and emergency preparedness initiative centred on kaumātua as emergency ambassadors. The programme recognises kaumātua as respected leaders, knowledge holders, and trusted connectors within whānau and community networks, and provides a culturally grounded pathway for strengthening preparedness at the household, marae and community level.

Delivered over nine weeks of wānanga, KAEA combined emergency management training with cultural wellbeing components including whakapapa, karakia, rongoā, and kawa me ōna tikanga. The programme

supported participants to understand emergency planning through a te ao Māori lens, including the use of tukutuku to tell the story of preparedness and response in a way that reflects the learning, values, and identity of the community. Blue emergency “go bags” were also included as a practical preparedness tool, along with personally completed easy reference household medical and emergency plan.

KAEA has helped establish a strong foundation for local emergency leadership by linking cultural knowledge, whānau resilience, and practical emergency readiness.

Integrated Training Framework



Council has coordinated local training delivery based in Kawerau, with participation from Council staff, hauora staff, skilled local residents, and amateur radio communications, increasing EOC capability.

Marae preparedness and response training discussions continued to develop positively, with planning underway for further delivery from October onward. Community Emergency Hub signage aligned with Whakatāne District will also be used across Kawerau to support consistency across the Bay of Plenty emergency management area.

Welfare and community resilience were also strengthened through the re-establishment of the Eastern Bay of Plenty Local Welfare Committee, coordinated by the Kawerau District Council Emergency Management Officer. This was a significant piece of work enabling stronger local welfare arrangements, improved relationships with partner agencies involved in emergency welfare delivery, and better preparedness planning for vulnerable communities.

Overall, the year represented a significant step forward for Kawerau District Council Emergency Management. The work programme has shifted from identifying capability gaps to building practical local readiness, with the KAEA programme providing a strong example of culturally grounded, community-led resilience. Strengthened relationships, improved welfare coordination, regional participation, and growing organisational preparedness position Kawerau well to continue enhancing emergency management capability and supporting community outcomes across the district.

Ōpōtiki District Council Emergency Management

During the 2025-2026 period, Ōpōtiki District Council continued to deliver an emergency management programme aligned with the Bay of Plenty Civil Defence Emergency Management (CDEM) Group's strategic priorities and objectives.

Reduction

Our goal is to strengthen community resilience by increasing awareness and understanding of natural hazards, particularly flood risks that can impact our district. Through education, engagement, and collaboration with communities, we encourage individuals, whānau, and neighbourhoods to understand the hazards they may face and take practical steps to reduce their vulnerability.

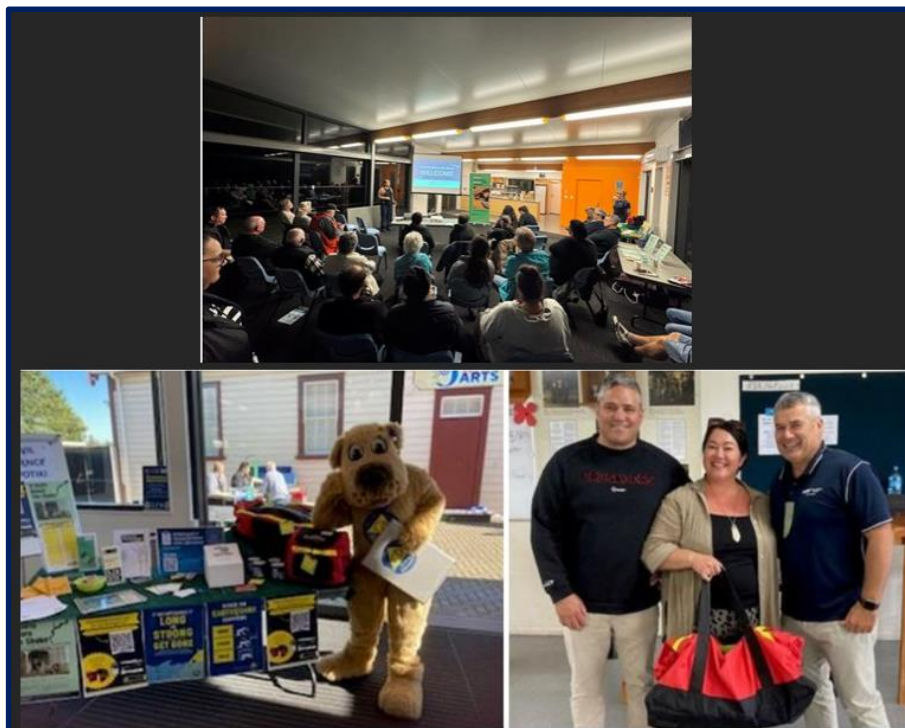
Readiness

Ōpōtiki District Council strengthened its emergency management capability through the appointment of a full time Emergency Management Officer (EMO). This dedicated role has enhanced the Council's ability to support community preparedness, coordinate emergency management initiatives, and strengthen relationships with partner agencies and local communities.

Community Readiness and Preparedness

We continue to actively engage with our communities to build awareness, strengthen resilience, and encourage preparedness within homes and neighbourhoods. Through ongoing community engagement, we have worked alongside local organisations, groups, and whānau to promote the importance of being prepared for emergencies and natural hazards.

Our team has delivered awareness presentations focused on earthquake preparedness, including the key safety message of “Long or Strong, Get Gone”, ensuring people understand how to respond quickly and safely during significant earthquake events.



We have also attended a range of community events, creating opportunities to connect directly with our people, share information about natural disaster risks, and discuss practical steps that individuals and families can take to prepare. These conversations help increase awareness of local hazards and reinforce the importance of emergency plans, household emergency supplies and strong neighbourhood support.



As part of strengthening community resilience, we continue to encourage the establishment of Community Hubs throughout our district. Community Hubs play an important role in supporting neighbourhoods during and after an emergency by providing a place where people can connect, share information, access support, and work together when normal services may be disrupted.

We are proud to acknowledge Roimata Marae as the first Community Hub within our community. This is a significant milestone in our preparedness journey and provides a strong foundation for expanding the Community Hub network across the district. The development of additional Community Hubs will further strengthen local capability, empower communities to support one another, and enhance our collective resilience during emergency events.

Response

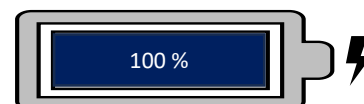
During the 2025-2026 period, the Ōpōtiki Emergency Operations Team was activated six times in response to severe weather events affecting the district. These activations enabled the team to coordinate emergency management activities, monitor evolving situations, and support community safety and wellbeing.

Each event provided valuable opportunities to test and evaluate our emergency management systems, process, and communication channels. The activations also strengthen collaborations with partner agencies, allowing us to work together effectively, share information, and coordinate response efforts.

Following each event, debriefs were conducted with partner agencies to identify successes, discuss challenges, and capture key lessons learned. These learnings continue to inform improvements to our planning, response arrangements, and operational readiness, ensuring we are better prepared for future emergencies.



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 public (New Zealand’s National Disaster Resilience Strategy 2019). 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.

Activity	Status
1. Begin the Development of Initial Group Iwi Engagement Framework	COMPLETE
2. Develop and Deliver on the Bay of Plenty CDEM Group Public Education Plan	COMPLETE
3. Complete the Upgrade of the Bay of Plenty CDEM Group Website	COMPLETE
4. Develop and Implement a Rapid Tsunami Assessment and Advisory Playbook	COMPLETE
5. Support Review and Analyse Implications of the New Emergency Management Bill and Implement Subsequent Actions	COMPLETE
6. Execute Action Points of the Group’s Communication System Review	COMPLETE
7. Community Emergency Hubs Model Is Implemented BOP-Wide	COMPLETE
8. Continue to Develop a Catastrophic Planning Program for the Bay of Plenty Region Phase 2.	COMPLETE
9. Update and Roll Out Revised Tsunami Evacuation Maps (Online & Signs)	COMPLETE

1. Begin the Development of Initial Group Iwi Engagement Framework

The architectural concept embedded in this framework is based off of the role and purpose of the 'Pou or Pou Whenua (Pillar) that serves and holds the connections between Iwi and BOPCDEM anchoring the importance of enduring, trusted relationships that are grounded in Te Tiriti o Waitangi, reflected in Mana Ōrite/Taurite (Equity) and reciprocal relationships (Tauutuutu). The Pou provides a reminder and a visible expression of shared responsibility of genuine and meaningful iwi engagement across the emergency management system.

The purpose of this framework/relationship is to establish a consistent, system-wide approach to iwi engagement that embeds Te Tiriti-based partnership into everyday practice, decision-making, and accountability across governance, planning, response, and recovery within the BOPCDEM system and to foster genuine and meaningful relationships with Iwi, Hapū, Marae and Whānau within Te Moananui a Toi rohe (Bay of Plenty region) that contributes towards Strengthening Community Resilience.

The development of the BOPCDEM Group Iwi Relationship Framework began in February this year and was

mildly impacted by responses in terms of the development time. The framework was sent for feedback in April involving certain identified members within the BOPCDEM group for input: Te Amorangi BOPRC; Planning Manager & Response Manager, ODC; Local Council Māori Partnerships GM's (RLC and TCC); Māori Group Controllers; Local EOC Controller (KDC) and members from the Te Arawa CDEM contact. As of the end of April/early May this feedback was received and collated. Wider input from local EMO/Local Council Māori Partnership Teams & EMBOP LT was received and the final Framework was socialised at EMBOP governance meetings.

Additionally, there are current actions that are connected to the Framework that are already in the action/planning phase:

1. Three Iwi Representation co-opted onto CEG - before CEG Hui 28 Aug 2026
2. Marae Training Package - Currently being developed with Cap Dev, Principal Advisor Welfare and Community Resilience Advisor
3. Development of the Tākaihere Advisory Group to support the Iwi/Māori Representation Function in GECC

2. Develop and Deliver on the Bay of Plenty CDEM Group Public Education Plan

The Group updates a shared public education calendar monthly in support of community preparedness and resilience, giving councils content and coordination in support of public education across the region. The calendar provides consistent planned readiness messaging so group councils can work together on key themes and preparedness goals without duplication.

There has been a focus on video content throughout this financial year, alongside introducing content on Instagram, to reach a broader audience and demographic than our current Facebook page allows. There has also been paid campaigns over summer, and to promote the new tsunami evacuation maps. Audiences on Facebook continue to grow, with over 8,700 new followers (6,000 more followers than the previous financial year), bringing the total to just over 60,000 people.

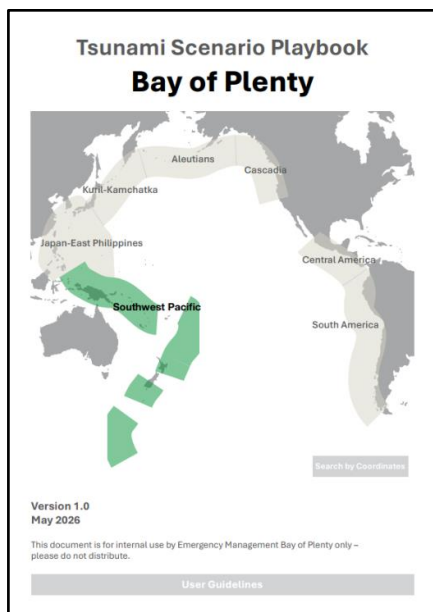


3. Complete the Upgrade of the Bay of Plenty CDEM Group Website

There has been significant progress in upgrading the Bay of Plenty CDEM Group website during the 2025-2026 financial year. The strategic review and business case has now been completed for this multi-year project, and we are now moving into the development and building phase for FY2627. This project has required group-wide feedback and research to ensure the website is accessible and optimised for our communities. Small additions have been made throughout the financial year, including necessary accessibility fixes, easier navigation for emergency event details and the addition of a blog to house news articles and videos.

EMBOP have now contracted the website development agency, “Effect”, to design and build the upgraded website, which will be built for a mobile-first audience. Effect have built multiple websites for CDEM groups across the rohe and have ample customer testimonials and experiences to ensure our website is fit for purpose. The new website is set for delivery in Q1 of FY2627.

4. Develop and Implement a Rapid Tsunami Assessment and Advisory Playbook



The development of the EMBOP Tsunami Playbook grew out of a desire, by the Group Controller and EMBOP Duty staff, to have access to more tools that enable earlier information to be shared with community in the event of a regional source earthquake which has potential to generate a tsunami. Our ultimate goal is to maximise that amount of time communities have to evacuate, if ever they need to.

Currently tsunami warnings are issued by a centralised process facilitated by the National

Emergency Management Agency, NEMA, in conjunction with Earth Science New Zealand, ESNZ. These processes can take some time to verify a range of scientific information that indicate whether or not a tsunami has been generated by an earthquake in and around the Pacific Basin. Of course, any delay in verification and then public notification can negatively impact the time the coastal communities might have to evacuate.

The Playbook, developed by Earth Science New Zealand in conjunction with EMBOP, now enables Duty Emergency Management staff to quickly ascertain whether there is potential tsunami risk to coastal communities in the Bay of Plenty, following a regional source earthquake. The detailed and extensive modelling that ESNZ have compiled will give the duty team information to assist decision making regarding the issue of an emergency management alert (EMA), as quickly as within ten minutes. That information by itself won't be the decision-making tool, rather it will form a suite of checks and balances for the Duty Controller to take into consideration before a final decision to issue, or not, an EMA. There is significant interest in this tool from other coastal Emergency Management Groups.

The application of this tool represents a significant improvement in level of service to our community, to enhance our ability to build a 'safe, strong Bay of Plenty together'.

5. Support Review and Analyse Implications of the New Emergency Management Bill and Implement Subsequent Actions

EMBOP Group Office continue to monitor the progress of the Emergency Management Bill through the Select Committee and Parliamentary processes. The Bill, when enacted, will introduce numerous changes for how BOPCDEM Group and the individual Councils which make up the Group, prepare for and respond to increasing emergency events.

The Select Committee process concluded in early June when they reported back to Parliament, having received 309 written submissions and 82 oral submissions, including one from our Joint Committee Chair, Mayor Tunui. It is worth noting that several of our submission points appear to have been adopted by the Select Committee, a pleasing outcome.

At the time of writing, we await the second reading of the Bill and continue to work in preparation for implementation of the new Act when it becomes law.

6. Execute Action Points of the Group's Communication System Review

A review of the current communication systems has identified several risks that cannot be fully assessed or mitigated until key external dependencies are resolved. These dependencies relate primarily to parallel system reviews being undertaken by BOPRC. The communication system review will be finalised when the BOPRC radio system review is completed.

Key Risks – Two-Way Radio:

- Ageing radio hardware, with current devices no longer supported by the manufacturer.
- Analogue radio infrastructure that is unable to support modern communication features or enhancements.
- Limited user understanding of the system's purpose, capabilities, limitations, and benefits, reducing overall system effectiveness.
- BOPRC EDS and field team radio system review, which is in progress with no confirmed timeline. The outcomes of this review is expected to significantly influence the future configuration and requirements of the EMBOP system.

7. Community Emergency Hubs Model is Implemented BOP-Wide

The Community Emergency Hubs model has been implemented Bay of Plenty wide and is now complete. All Councils have implemented this community response model with ongoing engagement to establish further CEHs. Over the past year the number of Community Emergency Hubs across our region have continued to increase, with all Councils engaging with local communities to implement this community response model. The Bay of Plenty has 30 active community emergency hubs (or hybrid model), with fully trained teams and resources. A further 18 are currently engaged across the region to progress with workshops and training.

Significant weather events at the beginning of the year tested the effectiveness of many Community Emergency Hubs across the region to various levels, from being on standby to full activation, providing significant support to those affected in areas impacted by severe weather.

Western Bay of Plenty

Currently have 17 active community emergency hubs with trained Community Volunteers . Another three groups are planning engagement in the next year. A number of CEHs activated earlier this year to respond to the severe weather events. Waihi Beach RSA provided significant support to the community over this period, providing for up to 80 people at one stage. Hub team members carried out their hub roles to provide 24 hour support to evacuees. This included providing overnight accommodation, meals, bedding, and any welfare needs, along with updates and information both internally and externally. Other CEHs that also went on standby or activated over this period were Katikati Baptist Church, Ōmokoroa Pavillion, Tuapiro Marae, Pukehina Beach Hall and Te Puke War Memorial Hall. All CEHs are mapped on the Western Bay of Plenty website along with CEH information.

Active CEHs

- Waihi Beach RSA
- Athenree Homestead
- Bowentown Boatclub
- Tuapiro Marae, Katikati
- Katikati Baptist Church
- Ōmokoroa Pavillion
- Matakana Island Te Awanui Hauora Trust
- Pirirakau Hauora, Te Puna
- Pyes Pa Hall
- Oropi Memorial Hall
- Te Puke War Memorial Hall

- Paengaroa Domain
- Maketu Gentlemens Club
- Pukehina Beach Hall
- Pongakawa Hall
- Whakamarama Hall
- Otamarakau School

Proposed CEH in the next year.

- Ohauiti Hall
- Omanawa Hall
- Waitao Road Group

Tauranga City Council

Currently have 4 Active Community Emergency Hubs, with 3 further hubs proposed to begin training. All CEHs are mapped on the Tauranga City Council website along with CEH information. C3 Church and Matua Bowls Club activated in preparation for Cyclone Vaianu, however no response was required.

Active CEH

- St John's Anglican Church, Bureta
- Matua Bowls Club
- Otumoetai (C3 Church / The Atrium and Otumoetai College)
- Te Kura o Manunu

Proposed CEH

- Welcome Bay
- Ohauti
- Maungatapu

Rotorua Lakes Council

Currently have 3 active community emergency hubs and are engaging with communities across the district to establish further hubs. Staff have attended a number of community events, including the Mamaku Car Show and the Rotorua Emergency Services Day, providing information and resources to promote community emergency hubs. The Rotorua Lakes Council website has also been updated with information on Community Emergency Hubs – what they are, how they operate and how to get involved.

Active CEH

- Waikete Valley
- Lake Okareka
- Mamaku

Proposed CEH in the next year.

- Ngongotaha
- Rotoiti
- Rotoehu
- Lake Tarawera
- Rotoma
- Kaharoa

Kawerau District Council

Kawerau have an already established community response model in place that incorporates the whole District. Emergency Hub resources and signage are available to run a community response hybrid model if necessary.

Whakatane District Council

Whakatane have five established community response teams across the district, with Community Response Plans.

- Matata
- Galatea
- Murupara
- Edgecumbe
- Waiohau

These teams have been provided with the Community Emergency Hub resources and signage. Workshops and training are programmed for the next quarter to develop a hybrid model utilising the hub resources for community response. Engagement has commenced with Te Teko racecourse to start Community Emergency Hub training. This hub will include a major animal welfare component.

Opotiki District Council

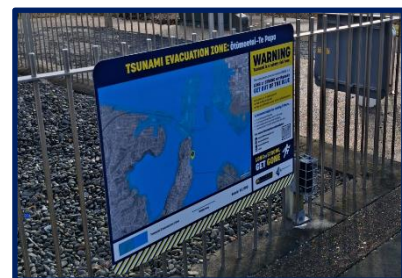
Roimata Marae in Kutarere, is the first hub to be established in the Opotiki District. A further five marae along the coast will be confirmed as Community Emergency Hubs for training and for resources to be provided.

8. Continue to Develop a Catastrophic Planning Program for the Bay of Plenty Region Phase 2

The catastrophic planning project will provide a framework for how the Bay of Plenty Civil Defence Emergency Management Group will coordinate a response to a catastrophic event that impacts our region. The impacts caused from a catastrophic event on the Bay of Plenty will be widespread and devastating. It will overwhelm the emergency management system and will require a scale of response not yet seen or experienced in New Zealand. While we cannot predict when or where such an event will occur, we can try to plan for how our region will respond. The first year of the two-year project has been completed with the project tracking for completion in early to mid-2026.

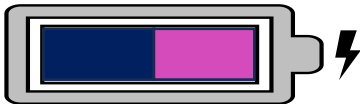
9. Update and Roll Out Revised Tsunami Evacuation Maps (Online and Signs)

The updated tsunami evacuation zone maps for the Bay of Plenty region were rolled out in mid-April 2026. The maps reflect the most up to date information from recently completed tsunami modelling. This was a significant milestone for the tsunami ready programme and has been over three years in the making. A large-scale communication campaign promoted the release of the new tsunami evacuation maps. It featured social media content (both organic and paid), radio advertising across coastal communities, digital adverts on news media sites and a mix of both digital billboards and physical signboards across the rohe. There was also awareness messaging on two bus backs, that followed routes around Tauranga and Whakatane. Local councils complimented the Group-run campaign with locally-led advertising and content.



In order to promote the new tsunami evacuation maps, a large-scale communication campaign took place. It featured social media content (both organic and paid), radio advertising across coastal communities, digital adverts on news media sites and a mix of both digital billboards and physical signboards across the rohe. There was also awareness messaging on two bus backs, that followed routes around Tauranga and Whakatane. Local councils complimented the Group-run campaign with locally-led advertising and content.

Reduction



“Reducing the Risk to Our 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 2019). 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.

Activity	Status
10. Develop, Complete and Socialize a Regional Guideline for Engaging in Land Use Planning Processes	Reprioritised 26/27
11. Develop and Socialise Public Education Risk Reduction Resources Derived from the BOPCDEM HazardScape Report	COMPLETE

1. Develop, Complete and Socialize a Regional Guideline for Engaging in Land Use Planning Processes

This initiative was established to strengthen and standardise the Bay of Plenty CDEM Group's engagement in land use planning processes. A review of current practice identified that participation across the Group was largely undertaken on an ad hoc basis, creating inconsistency in how natural hazard risk considerations were incorporated into Land Use planning decisions.

The intended outcome was to establish a coordinated Group CDEM approach, supported by common guidance, resources, and review processes. This would enable Emergency Management Offices (EMOs) and partner councils to consistently advocate for the effective consideration of natural hazard risk through land use planning and resource consent processes.

During the year, an options paper was presented to the Coordinating Executive Group (CEG), outlining potential approaches for CDEM engagement in land use planning. CEG endorsed an approach focused on supporting council consent and environmental planning teams through the development of CDEM-specific guidance, checklists, and key considerations for use during resource consent assessments.

Following this direction, Emergency Management Bay of Plenty (EMBOP) developed a project scope and identified a cross-council working group to progress the work. While the foundations for delivery were established, further development was deferred due to competing organisational priorities, including response and recovery activities across the region and broader resource constraints within member organisations.

Recognising the strategic importance of this work, the activity has been reprioritised and retained as an 'A' priority within the Bay of Plenty CDEM Group Annual Plan 2026/27.

2. Develop and Socialise Public Education Risk Reduction Resources Derived from the BOPCDEM HazardScape Report

The Bay of Plenty Hazardscape Report was developed during the 2024/25 financial year to outline the diverse range of hazards in our rohe that pose a risk to our communities. We acknowledge that there are different learning needs within our community, and in an effort to ensure hazard risk information is accessible for everyone, we are currently delivering a bite-size HazardScape video series. Each video highlights one of the hazards that our rohe faces (for example, earthquake,

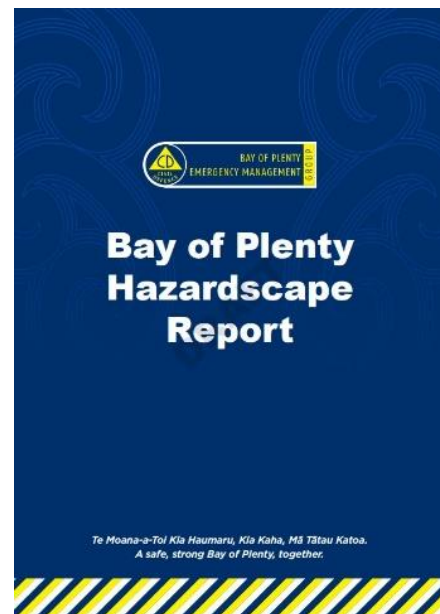
tsunami, severe weather, and critical infrastructure failure), discusses what the hazard is, what causes it to occur, and shares some tips or actions to take that can help individuals, whānau, and communities prepare and respond to hazard events.

The videos published on the Group website and social media channels thus far are an initial HazardScape video which outlines what the

HazardScape Report is and how it can be used, and a tsunami hazard video. An earthquake hazard video is nearing completion and will be the next video released in the series.

Furthermore, social media stills and graphics from the HazardScape series are being used for ongoing public education purposes on the Group website and social media channels ensuring consistency across all hazard-related content for our audience.

HazardScape content has been published to the BOP CDEM Group Content Calendar housed in Trello and has been socialised with our local Emergency Management Officers so they can use the resources both internally for local council staff training and awareness, and externally with their communities.



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.

Activity	Status
12. Develop a Template with WBOPDC for Consideration by Other Council Managers	COMPLETE
13. Implement the Relevant Components of the Whakaari Recovery Action Plan Applicable to the Group and Communicate the Associated Actions to Relevant Stakeholders	COMPLETE
14. Support, Facilitate the Development of the Local Recovery Plan	COMPLETE

12. Develop a Template with WBOPDC for Consideration by Other Council Managers

A Western Bay of Plenty Recovery Framework template was developed in 2025. Subsequently, Western Bay of Plenty District Council developed, operationalised, and approved their local recovery framework which strongly aligns with the BOP CDEM Group Recovery Framework 2025. Based on this framework, draft local frameworks were provided to all other Group Councils for consideration and development. There is no obligation for Councils to follow the same format or template, however the primary intent is that all local frameworks must align with the BOP CDEM Group Recovery Framework 2025.

The BOP CDEM Group Recovery Framework (GRF) establishes shared principles and operational expectations for recovery across member councils, ensuring regional coherence while allowing flexibility for local application. The Western Bay of Plenty District Council Recovery Framework reflects its Council's governance structures and Council's operational practices, and seamlessly aligns with the Group Framework, whilst maintaining its own autonomy.

The Western Bay of Plenty Recovery Framework was implemented for the Tropical Depression 05F weather event in January 2026, and the framework provided the guidance, direction, and operational structure for recovery going forward.

13. Implement the Relevant Components of the Whakaari Recovery Action Plan Applicable to the Group and Communicate the Associated Actions to Relevant Stakeholders

The “Whakaari Recovery Action Plan 2025” follows on from the “Review of the of the Whakaari White Island Eruption Recovery Report”, that identified 25 recovery lessons to be considered, to improve future recovery approaches and outcomes.

During 2024/25 financial year, the BOP CDEM Group significantly strengthened the overall Group recovery processes. In this regard, the “Action Plan's” identified components were substantively incorporated into “BOP CDEM Group Recovery Framework 2025 (GRF)”. The Action Plan's key categories were: Governance; Engagement with Iwi; Roles and Responsibilities; and Capability. The Whakaari review and action plan lessons were key in informing and ensuring a robust Group recovery approach and framework development.

The Group Recovery Framework was widely socialised with the Group's Councils and stakeholders and was

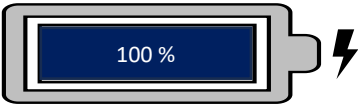
approved at BOP CDEM Joint Committee 4 July 2025.

The purpose of the BOP CDEM Group Recovery Framework 2025 overall is to outline a sound recovery framework across the Bay of Plenty CDEM Group (the Group) by confirming the recovery arrangements, including roles and responsibilities, structures, and processes, required to support recovery management, leadership and coordination, specifically at the Regional/Group level.

14. Support, Facilitate the Development of the Local Recovery Plan

Please see the previous paragraph under **12. Develop a Template with WBOPDC for Consideration by Other Council Managers**, as these two activities strongly overlap and their summary is merged together.

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 Bay of Plenty CDEM Group's effectiveness, transparency, and consistency.

Activity	Status
15. Develop and Implement an Annual Group Assurance Plan and Standard Operating Procedures	Completed

15. Develop and Implement the Bay of Plenty Group Assurance Plan and Standard Operating Procedures.

Following our Assurance Framework that BOPCDEM published in 2024, we have developed an Assurance SOP to guide how our Group would carry out our Assurance requirements. This SOP touches on the Assurance Activities that we record and monitor, as well as our schedule for BOPCDEM Document and SOP reviews. These activities are divided the same way as our framework, separating activities that are legislative, ensuring requirements of the CDEM Act and Group standards are met, performance driven, largely focusing on our operational systems, and outcomes based, such as reports and data/outputs we create.

A large part of creating this SOP was also driven by collating our Group documents and Assurance Activities in what we have called our “Assurance Hub” on Excel. This was so they can all be efficiently managed in one location. It is important we have a procedure in place that identifies people responsible and sets the cadence for time frames and reporting to our leadership to maintain best practice and ensure we are continuously improving. This piece of work is very much subject to change with what NEMA has been working on at the national level to help provide consistency across CDEM Groups.

Financial Overview

Bay of Plenty CDEM Group *	Year Ended 30 June 2026	
	Annual Budget \$000	YTD Actual \$000
Targeted Rates	5,332	5,332
Recoveries	80	61
Total Operating Revenue	5,412	5,393
Total Operating Expenditure	5,412	5,404
Net Surplus (deficit)	0	(11)
Emergency Management Reserves		
Opening Balance 1 July 2025 (8334&8347)	1,616	1,839
<i>Made up off:</i>		
NEMA	329	379
Accumulated prior year surplus (deficit)	1,287	1,460
Plus Current Year Surplus (deficit)	0	(11)
	1,616	1,828
<i>Disclaimer: The Financial results presented are unaudited</i>		

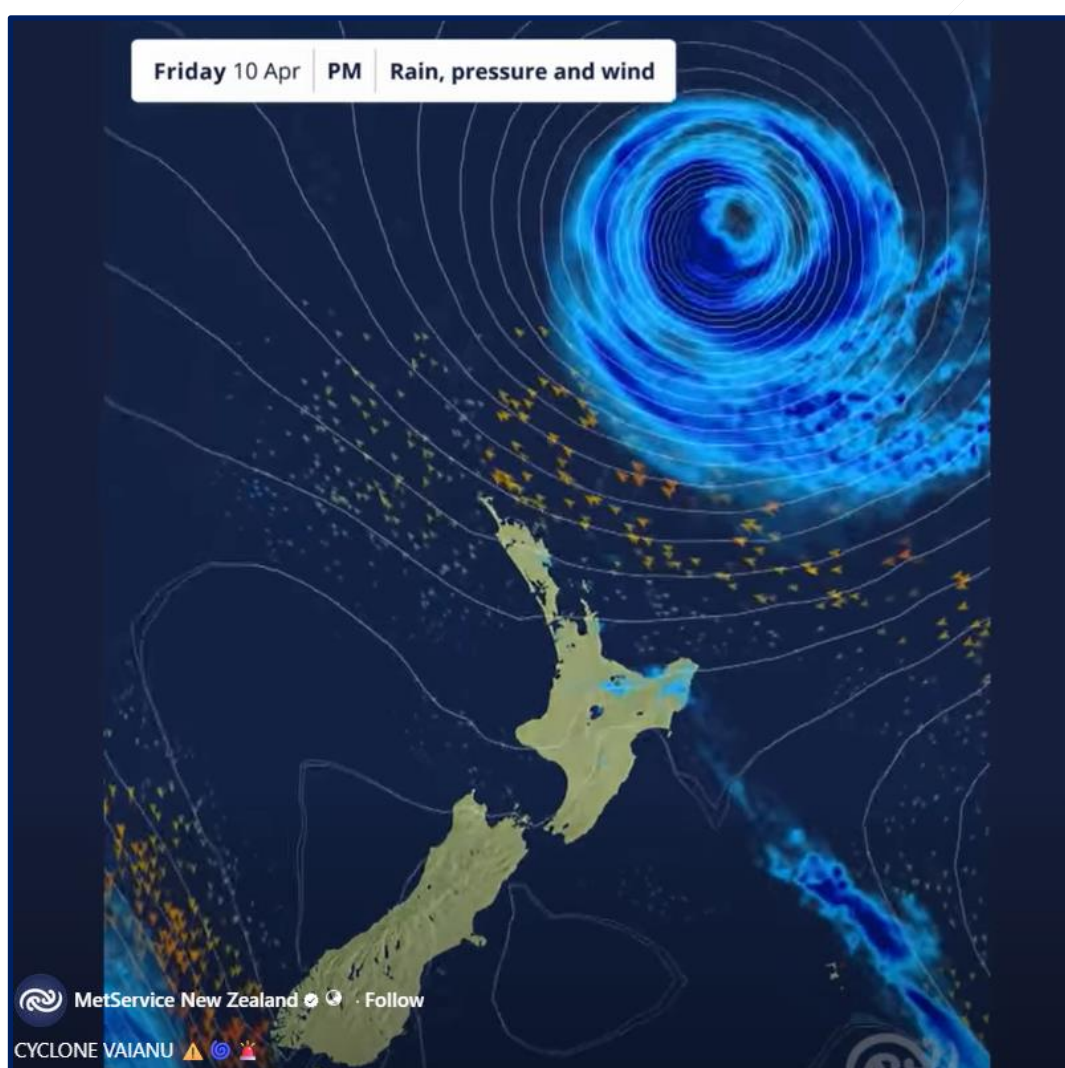
***The Result is Subject to the Finalisation of the Audit in December 2027.**

More Good Mahi from Across the Rohe for 2025-2026

This section of the report provides an opportunity to highlight the breadth of work delivered by Emergency Management Bay of Plenty (EMBOP) that sits beyond formal governance reporting. It recognises the significant contributions of the EMBOP team, whose collective expertise, experience, and ongoing capability development underpin the effectiveness of the Group's work across the region.

It also serves as a point of reflection on the continuous learning that emerges from each emergency event, acknowledging the lessons identified through response activities and the ongoing commitment to applying these insights to strengthen future practice.

Emergency Responses



Cyclone Vaianu

Cyclone Vaianu was a Category 3 tropical cyclone that tracked south from the Pacific and crossed the North Island on Sunday 12 April 2026, making landfall near the Māketū Peninsula in the Bay of Plenty. The system transitioned into an extra-tropical cyclone while maintaining significant intensity, producing a multi-hazard event characterised by damaging winds exceeding 130 km/h, short-duration, high-intensity rainfall (generally 100–150mm across BOP), and large coastal swells of 6–8 metres and storm surge conditions. The Bay of

Plenty was identified as one of the primary impact regions nationally, alongside Coromandel. Approximately 270 households were subject to mandatory evacuation in Ōhope and Thornton due to life-safety risk from coastal inundation. Additional self-evacuation occurred in low-lying areas ahead of peak conditions. Community Emergency Hubs and marae supported ~60 displaced individuals. There were no confirmed fatalities, reflecting effective early warning and evacuation compliance. Life safety risk was high but successfully mitigated through proactive evacuation and preparedness. Power outages affected thousands of households across BOP and adjacent regions. Localised outages persisted post-event, particularly in eastern districts. There were widespread road closures due to flooding, debris, and slips. Multiple communities were temporarily isolated during peak impact. Early severe weather warnings were effective across the community. Activation of the GECC and local EOC's was efficient, evacuations were timely, and pre-positioning of response resources and public messaging was well established and quick to mobilise. The post event summary indicated that the proactive CDEM led decision making may have significantly reduced potential consequences. Though the economic impact was regionally significant it was not considered major, aided by the storm's near-miss trajectory. Cyclone Vaianu should be considered a serious but moderated impact event, providing important lessons for future cyclone preparedness, coastal risk management and lifeline resilience planning.



Tropical Low 05F

We acknowledge the tragic loss of eight lives, including six at Mount Maunganui Beachside Holiday Park and two in Welcome Bay. Our thoughts remain with the families, friends, and all those affected by this tragedy. Tropical Low 05F impacted the upper North Island between 21–22 January 2026, producing an extreme rainfall-driven emergency event across the Bay of Plenty.

The system was characterised by very high-intensity rainfall, with some locations recording over 250–270mm in 24 hours (including Tauranga), short-duration rainfall rates equivalent to multiple months of rain within ~12 hours, embedded convective features leading to highly localised but severe impacts. A State of Local Emergency was declared on 21 January 2026 across Bay of Plenty in anticipation of severe impacts. The primary hazards of this event were severe surface flooding, flash flooding in urban and low-lying environments, landslides and slope failure, driven by saturated ground conditions, debris flows affecting residential and recreational areas, infrastructure failure due to hydrological overload, transport disruption, widespread property

damage, critical risk to life in areas exposed to slope instability and flooding. Unlike Cyclone Vaianu (wind/coastal driven), 05F was a rainfall-dominated event with extreme hydrological intensity, producing rapid-onset and high-consequence hazards. Tragically, 9 fatalities were recorded across the region as a result of landslides (including Mount Maunganui and Pāpāmoa areas) and floodwaters. From a Pre-Event Readiness standpoint, forecasting identified risk of heavy rainfall, prompting. This led to the early activation of the GECC and EOCs. Emergency Mobile Alert (EMA) issued to public, and a State of Local Emergency declared proactively on 21 January. The full-scale emergency response included Search and Rescue operations (including USAR), and multi-agency deployments across the region. (Police, FENZ, NZDF support). This emergency response was considered complex due to the rapid escalation of overnight event timing, multiple concurrent incidents, a high demand on emergency services, and notable welfare and evacuation support. This was further compounded by simultaneous hazard types and the spend and onset of the impacts.

The Transition to recovery included a 28-day transition period declared to maintain emergency powers with the establishment of government-supported rebuild programmes. The primary focus was based on housing and infrastructure rebuild, risk reduction (land instability and planning controls) and ongoing Inquiries into fatal landslides. Recovery phase is long-term and complex, with governance oversight required over multiple years.

This event demonstrates the increasing frequency of short-duration extreme rainfall events in NZ.



Kamchatka Russian Earthquake & Whakatāne Flood Activation

On 29 July Emergency Management Bay of Plenty were operating in Mode 2 gaining oversight and monitoring the potential for flooding risk near Ngangotaha, Rotorua as a large weather system moved over New Zealand bringing with it an anticipated 150-200 mm of rain. This warning stayed in place until the following day with the addition of a further 80-120 mm of rain. This resulted in a series of road closures including State Highway 2 (Waimana Gorge), and no access between Whakatane and Opoitiki due to significant flooding.

On 30 July at 11:25 am (NZT) an 8.0 magnitude earthquake occurred off the east coast of Kamchatka Russia. Primary analysis of the modelling of the earthquake indicated that at that magnitude (8.0) there was unlikely

to be a threat to New Zealand shores. However, this magnitude was quickly revised to a magnitude of 8.8 (nearly 10 times more energy than a M8.0) prompting a rapid reassessment of the data by expert scientists which now indicated a real possibility for a tsunami impact to New Zealand. The earthquake was classed as a megathrust rupture, or a massive earthquake that occurs at a subduction zone where one tectonic plate slides beneath another. The 2011 Tohoku-Oki and 2004 Indian Ocean earthquakes are similar examples of megathrust earthquakes. Shortly after the earthquake occurred the DART buoys or real-time deep ocean tsunami monitoring system detected a tsunami in the north Pacific. New Zealand scientists quickly evaluated the tsunami amplitude forecast map which shows patterning of tsunami energy distribution across the Pacific Ocean. This indicates the potential travel time, and direction of a prospective tsunami wave. Some regions of the Pacific experienced waves of up to 3-5 metres and more than two million people were evacuated from coastal areas. Respectively the damage was considered relatively minimal for an earthquake of this magnitude. The tsunami wave travelled more than 10,000 kms over a 13.5 hour period prior to reaching New Zealand shores.

NEMA issued a National Tsunami Advisory advising that New Zealand coastal areas may be subjected to strong and unusual currents and unpredictable surges. Fortunately, no parts of New Zealand required evacuation, with the largest recorded wave being 55cm near the Chatham Islands. However, this is not to suggest that small tsunami's do not come with their own inherent risk. Even a 10-50 cm tsunami can still move a substantial amount of water. Additionally, these tsunami surges are not always visually obvious from shore and can pose a significant threat to persons swimming, wading or in small boats when these surges occur.

On 30 July the GECC (Group Emergency Coordination Centre) was activated in support of the ongoing weather event and flooding (Waioatahe) as well as the Kamchatka Russian Earthquake.

Bay of Plenty Lifeline Utilities Group - North Island Priority Routes Project

The Bay of Plenty Lifeline Utilities Group (BOPLUG), in collaboration with North Island Lifeline Groups, participated in the Priority Routes Project facilitated by the New Zealand Lifelines Council and supported by the National Emergency Management Agency (NEMA). The project aimed to identify and align critical transport routes to be prioritised for reopening following a disaster. These routes are essential for ensuring regional access for the movement of resources and for maintaining regional connectivity, cross regional boundary connectivity and ensure access to essential services, including hospitals and lifeline utility infrastructure.

In the Bay of Plenty, workshops were held involving council roading teams, lifeline utility providers, and CDEM Group representatives to collaboratively define priority routes across the region. These engagements enhanced coordination, built shared understanding of interdependencies, and supported evidence-based decision-making. To ensure alignment with neighbouring regions, additional online moderation workshops were conducted, contributing to the development of a coordinated North Island priority routes map enabling a more coordinated and effective response to future disruption events.



Reviews & Submissions

Emergency Management Bay of Plenty (EMBOP) has continued to play an active role in shaping national and regional policy direction through targeted reviews, submissions, and engagement across a range of key workstreams. This has included both written and verbal contributions to support strengthening emergency management frameworks and ensuring regional and local perspectives are represented in national decision-making processes.

Key areas of involvement have included:

- **Emergency Management Bill No. 2** – Emergency Management Bay of Plenty prepared and lodged two comprehensive written submissions on the proposed legislation, highlighting regional

considerations, operational implications, and opportunities to strengthen the Bill. In addition, the Joint Committee Chair, Mayor Faylene Tunui, delivered an oral submission reinforcing key messages.

- **New Zealand Infrastructure Commission Draft Infrastructure Plan** – A detailed review of the Draft Infrastructure Plan was undertaken, with feedback provided to ensure that resilience, risk reduction, and emergency management considerations are appropriately embedded within long-term infrastructure planning at a national level.
- **Section 33 of the Guide to the National Civil Defence Emergency Management Plan** – Input was provided on the review of Section 33, focusing on ensuring response and recovery funding arrangements are clear, fair, timely and support community wellbeing during emergency responses and to broaden coverage to include recovery activities.
- **Ministry of Business, Innovation and Employment Draft Fuel Security Plan** – Emergency Management Bay of Plenty contributed feedback on the Draft Fuel Security Plan, with particular emphasis on supply chain resilience, continuity of critical services, and regional impacts during disruption scenarios.
- **NEMA Disaster Waste Management Guidelines** – A review of the draft Disaster Waste Management Guidelines to support practical implementation at a regional and local level was completed. This included consideration of operational feasibility, roles and responsibilities.
- **National Emergency Management Agency (NEMA) Operational Delivery** – Ongoing engagement was maintained with NEMA regarding operational delivery models, providing regional insights and feedback to support continuous improvement in national emergency management capability and coordination.

Middle East Conflict Fuel Supply Disruption

The current New Zealand fuel crisis began in late February due to conflict in the Middle East, which disrupted global oil supply chains and contributed to instability in international fuel markets. These disruptions have led to sustained increases in fuel prices and concerns about supply reliability across the country. In response, Emergency Management Bay of Plenty worked to support the National Emergency Management Agency (NEMA) as part of the coordinated national response led by Ministry of Business, Innovation and Employment (MBIE).

A dedicated fuel cell was established to provide a structured forum for monitoring the situation and assessing regional impacts. This group focused on identifying and analysing risks specific to the Bay of Plenty, including potential impacts on critical infrastructure, essential services, and vulnerable communities. A review of existing data and assumptions contained within the Bay of Plenty CDEM Group Regional Fuel Plan commenced and this will continue with the release of the new National Fuel Plan and critical customers bands developed by Ministry of Business, Innovation and Employment (MBIE).



Southland Deployment

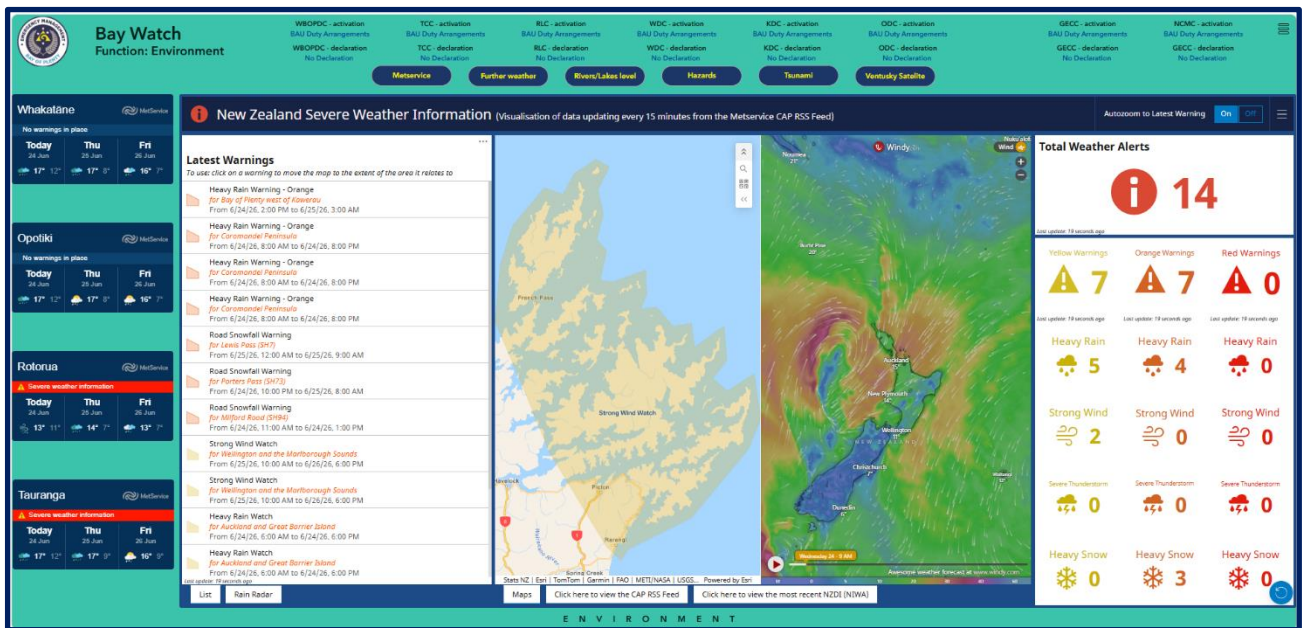
10 members of the Bay of Plenty Civil Defence Emergency Management Group were deployed down to Invercargill to assist in the Southland Local State of Emergency, after the October 23rd Severe Wind Event. Deployments across Civil Defence Emergency Management groups play a critical role in supporting and strengthening New Zealand's resilience to emergencies and natural hazards. Internally, it also fosters whanaungatanga and ensures communities receive the support they need when it matters most. Thank you to those who deployed to Southland, and to those who played pivotal support roles.



Emergency Management Team Day

Emergency Management Team Day

Last week, we held our quarterly Emergency Management Team Day, bringing together professional EM teams from across our rohe. While we also hold frequent forums and meetings for specialist areas like lifelines and recovery, days like this are a great way to connect and collaborate, which nurtures effective Emergency Management. The day consisted of a Public Information Management (PIM) refresher exercise, a project and workstream planning workshop and a debrief on the tragic events of January 2026. Nga mihi nui to all who attended, and a special shout out to our EMBOP team mascot, Eddie.



GIS Space

During this period, a number of initiatives have been underway to strengthen geospatial capability and support operational readiness across the Emergency Management function. Work is in progress, in collaboration with Bay of Plenty Regional Council, to establish a backup of the ArcGIS Online platform. This will enhance the resilience of geospatial data and critical tools such as BayWatch. Improvements are also being made to the structure and usability of BayWatch, including the implementation of consistent naming conventions and the development of metadata for platform content. These changes are intended to make the system more accessible and easier to use, particularly for GIS professionals outside of EM BOP who may need to utilise it during a response.

Alongside this, the BayWatch interface is being refreshed using user experience (UX) best practice, with a focus on making navigation more intuitive for new users. Engagement with existing users is also helping to ensure that the platform continues to meet operational needs and remains fit for purpose. Development of an end-to-end Rapid Building Assessment (RBA) solution is also underway, with input from district councils that undertook RBAs during the January response helping to inform a practical and consistent approach. In addition, GIS capability is contributing to workshops and wider discussions relating to the Emergency Management Sector Operational System (EMS-OS), supporting ongoing development and alignment with operational requirements.



Annual Welfare Forum

The Emergency Management Bay of Plenty Annual Welfare Forum for the 2025/26 financial year was held on 30 October 2025 in conjunction with the Bay of Plenty Primary Sector Coordination Group. The forum theme, Rural Response: Strengthening Connections to Support Rural Communities When It Matters Most, reflected a shared focus on enhancing preparedness and coordination across the rural sector. The purpose of the forum was to improve clarity around emergency welfare coordination within the Bay of Plenty, with particular emphasis on rural sector readiness. The programme was designed to build understanding of emergency activation processes, agency roles and responsibilities, and key communication pathways, thereby strengthening collaboration and preparedness across participating organisations.

The forum featured presentations from a range of agencies, including Emergency Management Bay of Plenty, Health New Zealand, the Ministry of Social Development, the Ministry of Business, Innovation and Employment (Temporary Accommodation Services), Federated Farmers of New Zealand, New Zealand Kiwifruit Growers Incorporated, the Ministry for Primary Industries, and the Rural Support Trust. In addition to presentations on welfare support services during emergencies, the forum included a capability-building activity focused on space weather and its potential impacts on rural communities and organisations across the region. Overall, the forum was highly successful in enhancing readiness and strengthening welfare response capability within the Bay of Plenty. It contributed to improved coordination and preparedness, particularly for emergencies that present complex challenges for rural communities.



Caldera Advisory Group exercise

Caldera Advisory Group

Last Wednesday the Caldera Advisory Group (CAG) conducted a tabletop exercise focused on caldera unrest in Te Ahi Tupua, the Taupō Volcanic Zone. Caldera unrest refers to a range of localised hazards, such as seismicity (earthquakes), deformation, changes to hydrothermal systems and more. These unrest periods can last from months to year, which present unique challenges and can have a cumulative effect on the area impacted. The exercise looked to test agency coordination in the early stages of volcanic unrest, guided by our newly developed Caldera Unrest Response Plan. It was a great opportunity to explore roles, communication pathways, and key assumptions in a collaborative environment. The session, chaired by our very own Ben Neave and attended by GNS Science, Waikato Civil Defence and Emergency Management Group, Health New Zealand | Te Whatu Ora, Toi Te Ora Public Health, National Emergency Management Agency (NZ) and more, provided a valuable opportunity for discussions on how we can strengthen our resilience to these unrest events now and into the future.



Community Engagement

Stan visited a local primary school to chat to some tamariki about staying safe during an emergency. The very knowledgeable kiddos already knew exactly what to do in the event of an earthquake or tsunami, which was awesome to see and hear. Prepping for emergencies doesn't have to be scary. NEMA, the National Emergency Management Agency (NZ) has created the 'What's the Plan, Stan?' resource to support schools, teachers and students to develop the knowledge and skills to prepare for emergency events. You can find the resource on their Get Ready website: <https://lnkd.in/gsePq7BA>.



NZRT16

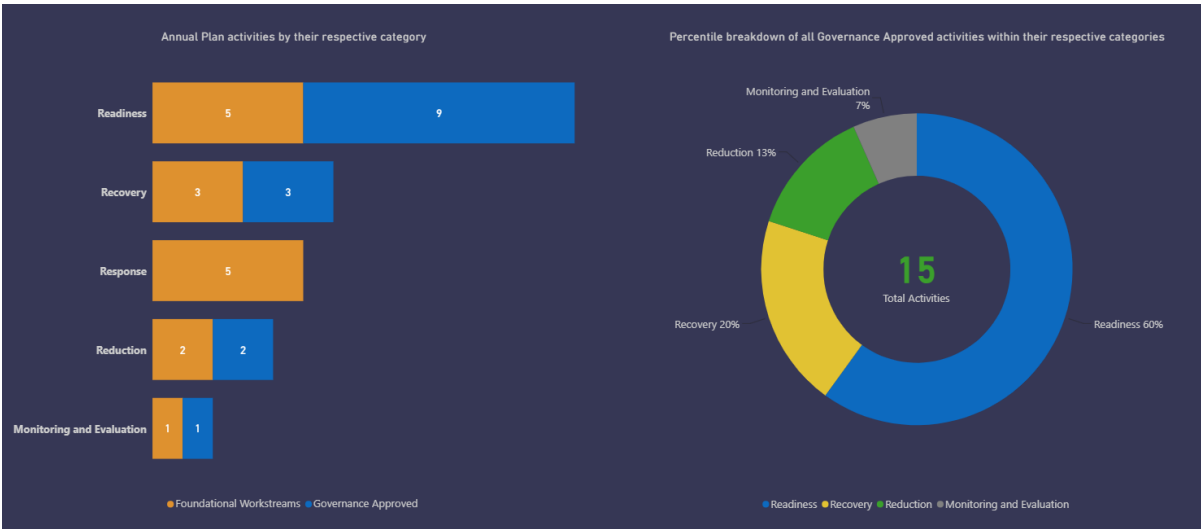
NZRT16 had an active and successful start to the year, demonstrating its value as a specialist emergency response capability for both the Bay of Plenty and New Zealand's wider emergency management system. Between January and April, team members responded to multiple emergency events, providing skilled personnel to support response operations when communities needed it most. These deployments showcased the professionalism, adaptability, and commitment of NZRT16 members, who consistently stepped forward to support response efforts while balancing their personal and professional commitments.

Alongside operational deployments, the team continued to strengthen its capability through ongoing readiness activities, equipment maintenance, and workforce engagement. Maintaining a deployable team requires significant commitment behind the scenes, and the continued dedication of team members has ensured NZRT16 remains ready to respond at short notice. The period also marked continued progress toward the team's future sustainability, with early planning commencing for the 2027 reaccreditation cycle. This forward-looking approach will help ensure NZRT16 continues to meet national standards and remains a highly capable response asset for years to come. The achievements of NZRT16 during this period reflect the strength of its people. Through multiple deployments, ongoing readiness activities, and a commitment to continuous improvement, the team has continued to provide a trusted and valued capability that enhances the resilience of communities across the Bay of Plenty.

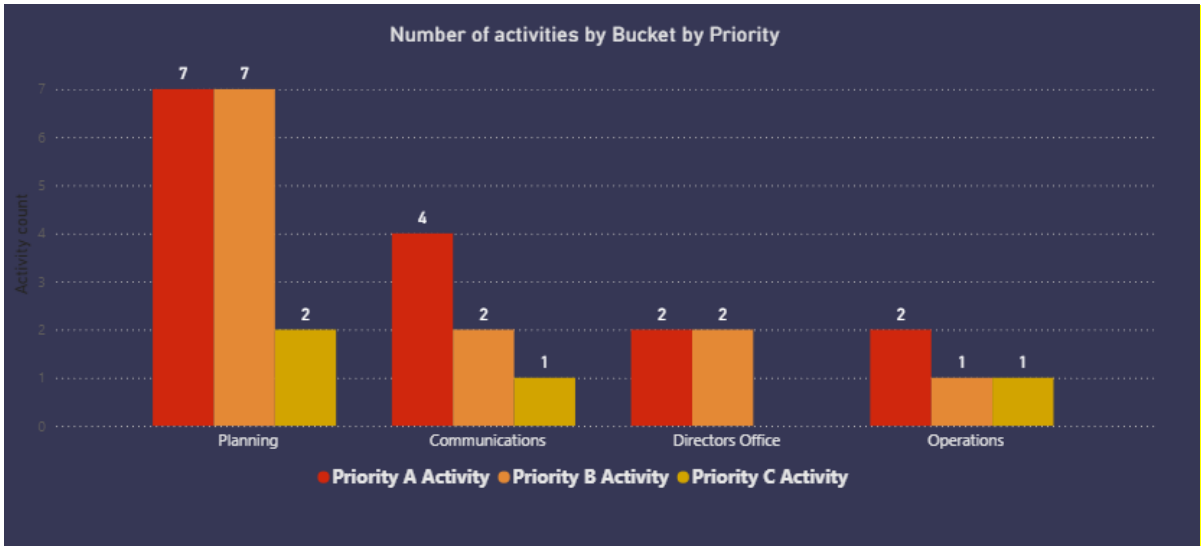
Appendix 1:

Supplementary Information

The data below describes the distribution of all Governance Approved/Reported on High Priority 'A' activities and on-reported Foundational Workstream activities (B & C) across each of the 4R's (Reduction, Readiness, Response and Recovery) in addition to 'monitoring and evaluation' for this financial year 2025-2026. For this years Annual Plan 2025-2026 there are 15 High Priority A activities shown in Blue in Supplementary Figure 1. Foundational Workstream (B & C) activities are displayed in Orange 9Supplementary Figure 1.).



Supplementary Figure 1. Describes the 2025/2026 Annual Plan Activities by category (4 R's), with the governance approved (to be reported on) items (High Priority) in blue in comparison to the additional non-reported annual plan Foundational Workstream items in orange.



Supplementary Figure 2. Also describes the 2025/2026 Annual Plan Projects by department with the governance approved (to be reported on) items (High Priority) in red in comparison to the additional non-reported annual plan items (Supplementary) in orange and yellow (B and C items).

Linking it Back to the Group Plan

In the tables below, each of the goals per each of the 4R categories (Reduction, Readiness, Response, Recovery and Monitoring and Evaluation) have been identified and mapped back against the activities that they relate to across this **(2025/2026)** and last years (2024/2025) Annual Plan's. Activities from last year's Annual Plan 2024-2025 that relate back to a Group Plan Goal are labelled in *italics*. Activities from this year's Annual Plan 2025-2026 are shown in **Bold**. If there is a red dot next to a goal it indicates that currently there are not activities that achieve this goal at this time and is an area of focus across the next three financial years in order to meet the expectations of the 5-Year Group Plan 2024-2029..

Supplementary Table 1. Reduction Group Plan goals and objectives.

REDUCTION -Group Plan Objectives		2024-2025 Activities that Link to the Group Plan
1.	A detailed analysis of the Bay of Plenty's hazards has been completed. The research is freely accessible, understandable and is used to engage the community and stakeholders in risk management to support the development of a sound understanding of hazards and risks.	Activity 12 (AP 25/26) <i>Activity 1, 2 & 3 (AP 24/25)</i>
2.	Communities and businesses understand their risks and hazards, the ability or inability to mitigate risks, and the implications of climate change and its effect on the frequency and severity of events in the future. Communities and businesses have taken steps to reduce impacts.	Activity 12 (AP 25/26) <i>Activity 1 (AP 24/25)</i>
3.	All members of Bay of Plenty CDEM Group are collectively engaged in risk reduction activities. Members are working collaboratively to ensure emergency management views are included in new and existing risk reduction policy and activities, using local authorities' mechanisms such as regional and district plans.	Activity 4 & 13 (AP 25/26)
4.	The Bay of Plenty CDEM Group is advocating for risk reduction through local, regional and national planning frameworks and is partnering with research institutions, Lifeline Utilities and key stakeholders in risk research projects.	
5.	The Bay of Plenty Lifeline Utilities Group members are utilising risk assessments and vulnerability studies to improve organisational resilience, with a focus on managing their interdependencies to reduce service disruption.	
6.	Lessons learnt in response and recovery are being integrated into risk reduction work after an emergency.	Activity 15 (AP 25/26)

Supplementary Table 2. Readiness Group Plan goals and objectives.

READINESS -Group Plan Objectives		2024-2025 Activities that Link to the Group Plan
1.	All communities are actively supported to improve their disaster resilience with emergency information accessible, clear, relevant, and trusted, including the promotion and delivery of culturally and linguistically appropriate educational preparedness campaigns.	Activity 1, 2, 3, 4, 7 & 9 (AP 25/26)
2.	Iwi are supported to develop response plans that enable a coordinated response and ensure iwi and their communities are active partners in response and recovery. These response plans are hapū and whānau centric, enabling the incorporation of tikanga rather than a CDEM template-based approach.	Activity 7 (AP 25/26)
3.	The Bay of Plenty Business Resilience Framework is in place and businesses are actively supported to improve their disaster resilience.	
4.	"Emergency Managers, Elected Officials, council and other staff understand, are prepared for, and are qualified for their role in an emergency event. With Emergency Management Bay of Plenty ensuring: – ongoing training and development opportunities are in place – regular exercises are held, and lessons learnt are identified, actioned and integrated into response arrangements – consistent templates and resources."	Activity 6 & 15 (AP 25/26) <i>Activity 5, 6, 7 & 8 (AP 24/25)</i>
5.	Relationships with stakeholders and iwi partners are strong and there is a mutual understanding of roles and responsibilities to ensure effective and coordinated responses.	Activity 1, 8 & 13 (AP 25/26) <i>Activity 6 (AP 24/25)</i>

6.	Training is in place for iwi partners that provides a co-designed, focused and targeted avenue for iwi capacity building.	
7.	Established networks are in place to support two-way communication with stakeholders and communities.	Activity 6 (AP 25/26) <i>Activity 4 (AP 24/25)</i>
8.	The Bay of Plenty CDEM Group is prepared to lead and support volunteer coordination during an emergency event.	

Supplementary Table 3. Response Group Plan goals and objectives.

RESPONSE -Group Plan Objectives		2024-2025 Activities that Link to the Group Plan
1.	Bay of Plenty residents are enabled to support themselves, their whānau and the wider community during emergencies.	
2.	Multiple communication tools are utilised effectively during response and messages can reach those who need them, with relevant and tailored localised emergency messaging. We continue to adapt to the available technology and the needs of our communities.	Activity 3 & 6 (AP 25/26) <i>Activity 8 & 4 (AP 24/25)</i>
3.	The public recognises messages from the CDEM Group as trustworthy accurate, relevant, timely and accessible and they have knowledge of the public alerting tools used to issue warnings and acts accordingly.	<i>Activity 4 (AP 24/25)</i>
4.	The Bay of Plenty Response Planning Framework is in place, the framework provides direction on what Response Plans are required at what level, and response planning is integrated across stakeholders.	Activity 8 & 11 (AP 25/26)
5.	Operational systems and processes are in place that ensure a consistent and efficient regional response including a Common Operating Picture for all stakeholders.	Activity 3 & 6 (AP 25/26) <i>Activity 10 & 11 (AP 24/25)</i>
6.	Debriefing and review processes are in place that ensure lessons are identified, resolutions implemented to ensure the Bay of Plenty CDEM Group is continuously improving.	

Supplementary Table 4. Recovery Group Plan goals and objectives.

RECOVERY -Group Plan Objectives		2024-2025 Activities that Link to the Group Plan
1.	Communities are engaged early in the recovery process to ensure recovery is tailored for the affected community and is based on the four environments (social/community, built, natural/rural, and economic).	
2.	The Bay of Plenty CDEM Group has a consistent approach to recovery processes and planning.	
3.	We have worked with Central Government partners to identify ongoing sustainable all of government recovery funding streams. We understand the application processes and are able to advocate for our community's needs.	
4.	Through continuous improvement and by implementing 'lessons learnt' recovery considerations are included in emergency planning across Reduction, Readiness and Response.	<i>Activity 12 & 13 (AP 24/25)</i>
5.	CDEM partners and stakeholders are engaged, understand and have implemented recovery structures and frameworks as appropriate.	Activity 14 (AP 25/26)
6.	CDEM partners and stakeholders are engaged in training and exercises that focus on recovery including the transition from response to recovery.	<i>Activity 15 (AP 24/25)</i>
7.	CDEM Recovery Staff are identified, trained, exercised and experienced, and are supported with tools and resources.	
8.	Debriefing and review processes are in place that ensure lessons are identified, resolutions implemented to ensure the Bay of Plenty CDEM Group is continuously improving.	Activity 14 (AP 25/26) <i>Activity 13 (AP 24/25)</i>

Supplementary Table 5. Monitoring and Evaluation Group Plan goals and objectives.

MONITORING & EVALUATION -Group Plan Objectives	2024-2025 Activities that Link to the Group Plan
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1.	Assurance - monitoring compliance with any relevant legislative requirements.	Activity 10 & 5 (AP 25/26) <i>Activity 12, 16, 17 & 18 (AP 24/25)</i>
2.	Performance, for example - assessing the Bay of Plenty CDEM Groups performance during business as usual, response and recovery.	<i>Activity 1 (AP 24/25)</i>
3.	Outcomes - monitoring and evaluating progress towards objectives detailed in the Bay of Plenty CDEM Group Plan.	Activity 10 (AP 25/26)

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