BAY OF PLENTY EMERGENCY MANAGEMENT GROUP

CIVIL DEFENCE CD

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Business Resilience Enhancement Framework

Business Resilience Enhancement Framework

Authority: This framework has been issued by the Director, Emergency Management Bay of Plenty pursuant to s17(1)(c) of the Civil Defence Emergency Management (CDEM) Act 2002. It aids businesses within the Bay of Plenty region in the development of business continuity plans and processes before, during, and after an emergency.

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Bay of Plenty Civil Defence Emergency Management Group
C/O Emergency Management Bay of Plenty
PO Box 364, Whakatāne 3158, New Zealand

About this resource

The purpose of the framework is to provide information and document resources for businesses within the Bay of Plenty region to enhance their organisation's resilience to civil defence emergencies. The framework provides an overview for businesses of the key facets required to prepare for, respond to and recover from emergencies. Practical resources for businesses are included.

The framework focuses on small businesses (19 or less full-time equivalent employees) as they are often characterised as having smaller financial resources and customer bases and are subsequently more vulnerable to emergencies relative to larger organisations. The framework is directed towards businesses from the corner dairy to the dairy farm but is still applicable to larger organisations.

The framework discusses the different business components and key actions to consider over three distinct phases of an emergency. The phases include before, during and after an emergency. This document and resources are intended to expand and adapt overtime as business practitioners use this resource and provide feedback.

Acknowledgements

We wish to acknowledge those who contributed their time, energy, and resources to this project.

We would like to thank the Business Focus Group, a group of business experts, who contributed their extensive knowledge, experience, time, and insights to the development of the framework without which this work would not be possible.

We would also like to acknowledge Wellington Emergency Management Recovery Office (WREMO) for significant contribution to the Business Resilience Guide templates.

Disclaimer

DISCLAIMER

This Framework and its resources are not intended to override nor replace an agencies, authorities, or businesses emergency plan or business continuity plans. This 'Framework' is intended to be complimentary to existing practices.

Your organisation's policies, procedures, authorisations, and legal due diligence requirements must be exercised before the use and application of this Framework and documentation it contains.

Contents

Terminology

Term	Definition
Business	A **business** is an entity engaged in one, or predominantly one, kind of economic activity at a single physical site or base.
Business Continuity Plan (BCP)	A plan that consists of the critical information and procedures a business needs to continue operating during and after an unplanned disruptive event and preplanning to minimise the impact of disruption
Civil defence emergency management (CDEM)	**Civil Defence Emergency Management** means the activities that guard against, prevent, overcome, or recover from any hazard, harm or loss that may be associated with an emergency. Refer to s4 CDEM Act 2002 for a comprehensive definition.
Civil Defence Emergency Management Group (CDEM Group)	**CDEM Groups** are required under the CDEM Act 2002 and are made up of elected representatives of member authorities, such as Mayors, Chairpersons or their delegates.
Emergency	**Emergency**[1] means a situation that — a) is the result of any happening, whether natural or otherwise, including, without limitation, any explosion, earthquake, eruption, tsunami, land movement, flood, storm, tornado, cyclone, serious fire, leakage or spillage of any dangerous gas or substance, technological failure, infestation, plague, epidemic, failure of or disruption to an emergency service or a lifeline utility, or actual or imminent attack or warlike act, and b) causes or may cause loss of life or injury or illness or distress or in any way endangers the safety of the public or property in New Zealand or any part of New Zealand, and c) cannot be dealt with by emergency services, or otherwise requires a significant and co-ordinated response under the CDEM Act 2002.
Emergency Management Bay of Plenty	Emergency Management Bay of Plenty is the Group Emergency Management Office (GEMO) which is responsible for delivering a range of services on behalf of the CDEM Group
Emergency Plan	A plan that ensures that the business has procedures in place to respond to an emergency event such as fire, tsunami, earthquake and other hazards.[2]
Infrastructure	Business **infrastructure** are the facilities, structures and services that you used to operate businesses. They include the physical parts of businesses as well as services and software (i.e., buildings, vehicles, technology – including software).
People	**People** can include your employees, neighbours, competitors, businesses within your supply chain and any other people or businesses you interact with.
Recovery	Recovery involves the coordinated efforts and processes used to bring about the immediate, medium and long-term holistic regeneration and enhancement of a community following an emergency.
Supply chain	The network of people and organisations who are involved with supplying and delivering businesses with products and services. This can range from sourcing raw materials to distribution of products to the consumer or requiring specialist training or expertise.
Business Systems	A business **system** is a process of how to do something in an organisation that is important or contributes to the business's success. There are a range of business systems with common examples such as payroll or inventory systems. A system includes the process and the tools, people and strategies required for the system to run smoothly.
Wellbeing	*Wellbeing is when people are able to lead fulfilling lives with purpose, balance and meaning to them*[3]

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[1] *CDEM Act 2002 s4.*
[2] *https://getready.govt.nz/prepared/work*
[3] *NZ Government Wellbeing Budget 2019*

1 Introduction

Civil Defence emergencies can cause significant disruption to all areas of our lives, including businesses. While we are not able to predict when emergencies will happen and how they will affect us, we can take steps to better prepare ourselves to try and limit any adverse effects.

This regional business resilience enhancement framework provides resources for businesses to increase resilience within their organisation prior to, during and after an emergency. This framework will assist businesses to identify their vulnerabilities, if there was a significant disruption, and to build their capacity to respond and improve their outcomes.

This section sets out the purpose and intended outcomes and audience of the regional business resilience enhancement framework. The remaining sections include the framework and useful material and resources to assist businesses before, during and after emergencies.

2 Bay of Plenty - Businesses

There are nearly 40,000 registered businesses within the Bay of Plenty, 96% of which are considered small businesses. In 2021, Businesses within the Bay of Plenty generated a GDP valued at $17,552m. These businesses ranged from having no direct staff to organisations employing over 100 staff[4].

Bay of Plenty businesses have a key role in community development and can play a significant part in emergency management by reducing risk and promoting resilient behaviour within the wider community. They are also essential during recovery if they can continue operating and employing staff.

3 Bay of Plenty - Hazardscape

The Bay of Plenty is exposed to a wide range of hazards[5] varying from severe weather to storm surge, earthquake, and tsunami. Businesses within the Bay of Plenty need to be aware of the hazards they are exposed to. This will assist businesses in understanding and preparing for the different effects from hazards.

Businesses should also consider the role climate change will have on increasing the severity and frequency of particular hazards the Bay of Plenty region is exposed to, including flooding, heatwaves, drought, and wildfire. New risks, associated with sea-level rise, ocean warming, increased temperatures and changes in rainfall across the region, will emerge. These risks will need to be considered by businesses when planning for emergencies.

The following hazards list is not exhaustive, and some hazards may or may not apply to your business directly but could apply to your suppliers or essential services. A number of hazards may also have significant impacts and consequences such as tsunami directly or indirectly to businesses. Note that not all hazards listed are natural hazards but are included because the consequences and impacts may be similar. The business continuity plan should include considering those risks and hazards that could seriously compromise the future operation or business viability. This framework provides an opportunity to consider and think about a broad range of business risks.

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[4] *Data sourced from Infometrics Bay of Plenty Regional Economic Profile* https://rep.infometrics.co.nz/bay-of-plenty-region
[5] *The Bay of Plenty Civil Defence Emergency Management Group Plan*

3.1 Potential Hazards to Businesses

Potential Hazards to business
Tsunami – Local & Distal
Human Pandemic
Volcanic – Local & Distal
Dam Failure
Major Accident (Marine/Port)
Earthquake
Plant & Animal Pests & Diseases
Drought
Windstorm (including tornado)
Storm Surge
Flooding - River/Stream/Catchments
Coastal Erosion
Lifeline Utility Failure
Hazardous Substances Release
Slope Instability (Landslide, Debris Flow, Slumping)
Civil Unrest/Terrorism/Anti-social behaviour/Robberies
Major Transport Accident (Air, Road, Rail)
Rural Fire
Geothermal
Urban Fire
Cyber Attack / Spam / Ransomware /Identity theft/ IT failure

Table 1 – Potential hazards to consider for business.

4 Strategies and Plans

The framework aligns with both national and local current civil defence and emergency management strategies and plans.

The **National Disaster Resilience Strategy** outlines the vision and long-term goals for civil defence emergency management in New Zealand. Objective 13 of the strategy emphasises the importance of building resilience within different groups including businesses.

"*Enable and empower individuals, households, organisations, and businesses to build their resilience, paying particular attention to those people and groups who may be disproportionately affected by disasters.*"

The **Bay of Plenty Civil Defence Emergency Management Group Plan** sets out how the Bay of Plenty Civil Defence Emergency Management Group works together with the community to prepare for and respond to disasters in the Bay of Plenty. The plan includes a readiness strategic objective to:

"*Build and improve knowledge and skills within communities and businesses to prepare for, respond to and recover from emergencies.*"

5 Civil Defence Emergency Phases

This section focuses on the actions for businesses over the distinct phases of a civil defence emergency. Each phase requires a different approach of how businesses prepare for, respond to, and recover from an emergency. There are three different phases of a civil defence emergency, including:

- **Before an emergency**: Also termed the reduction and readiness phases. The period before an emergency is the best time to identify the risks to the business and prepare for any effects.

- **During an emergency:** This is the point when businesses begin response to the event. It includes the actions during or immediately after the emergency. For some businesses, the immediate impact may be short and for others may be lengthy during this phase.

- **After an emergency:** The time when the business begins the recovery process from the emergency. This phase includes planning for both short- and long-term timeframes which can extend over an extensive time period.

Further detail follows in the next sections. Each phase focuses on the different business components including people, infrastructure, systems, and supply chains.

5.1 BEFORE a civil defence emergency (business continuity planning)

The period before an emergency provides the best time to identify and eliminate or reduce risks to the business from hazards. The Bay of Plenty is subject to numerous hazards, and it can seem daunting to think about how the business would prepare for different emergency scenarios.

However, emergencies will often have similar consequences. For example, an earthquake, tsunami, and flood are different hazards, but they may all require an alternative temporary site for the business to continue operating. It is important to understand what hazards may affect the business, staff, and all those responsible and reliant on the business.

This section focuses on planning for an emergency. In particular, understanding what the potential hazards that exist that may lead to a civil defence emergency.

This framework may also assist a business to prepare for other risks such as IT failures, denial of service attacks, ransomware, anti-social behaviour etc).

The aim of this phase of preparation is to assist with identifying the steps that can be taken to eliminate or reduce the magnitude of impacts and to think about how the business currently operates and what can be done to better prepare for an emergency.

5.1.1 Business Continuity Plan

A business continuity plan (BCP) consists of the critical information, checklists, and procedures a business needs to have in place to be in a better position to continue operating during and after an unplanned disruptive event. The BCP is the key focus of this framework.

5.1.2 Business Emergency Plan (s)

An emergency plan(s) is also required to help protect and keep staff safe during an emergency[6]. This is a health and safety requirement.

The detail in the emergency plan will depend on the business, including location, number of staff and the business operation. The emergency plan should include evacuation procedures, emergency contact details and where to find emergency supplies. It is important to ensure the emergency plan is updated and practised on a regular basis and staff are engaged in the process. The business and staff should be encouraged to think about personal preparedness for themselves and their household[7].

Note

This business resilience framework and the associated business continuity plan references the emergency plan but does not include the emergency plan(s) nor its planning details, which a business should have documented separately.

Refer to link for developing emergency plan(s):

https://getready.govt.nz/prepared/work

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[6] *https://getready.govt.nz/prepared/work*

[7] *Auckland Emergency Management: Takatū ana te mahi – Work Ready*
https://www.aucklandemergencymanagement.govt.nz/get-prepared/get-work-ready/#item1

5.1.3 People

People and relationships are significant and important assets of any business. It is important for businesses to ensure the health, safety and wellbeing of employees and others who the business interact with on a regular basis.

"People" extends beyond business owners, management, and staff. People include key customers, competitors, neighbours and suppliers, agencies, and even community groups. These relationships may help businesses to better prepare for an emergency and will be significant if an emergency occurs[8].

5.1.4 Systems, Infrastructure and Supply Chains

The systems, infrastructure and supply chains for each individual business will be unique. It is important to understand these parts of the business, in particular, what components are essential to keep the business operating including any specialist items.

This information will help to recognise the greatest risks to the business and identify alternative options which will feed into the business continuity plan. Alternative options could range from:

- Identifying alternative buildings or transport if facilities and vehicles were no longer available,

- Ensuring stock is stored at more than one location,

- Having backups of essential digital information,

- Slightly altering the business's services or products, or

- Using more than one supplier for any products or services the business relies on.

Also consider the businesses clients and customers. Identify who the main client and customer base are and how the business would be able to continue supporting them in an emergency. The business may need to diversify its client and customer base if there is potential that they will be significantly disrupted.

Ensuring the risks to the business are understood will help to identify solutions and address any potential issues before an emergency occurs. This information should be included in your business continuity plan and be accessible to staff.

You will need to be able to access your business continuity plan during and after an emergency.

5.1.5 Sensitive Business Information

Each business will have its own sensitive and vital business information ranging from accessing the business, banking, insurance, contact details, customer details.

It is critical that the business securely store its information in preferably multiple ways and potentially separate locations to ensure that the business continues to operate after an emergency.

There may be circumstances where there is no internet, power, water, communications, and access to perform monetary transactions, especially in the short term.

A template of sensitive information is provided for business consideration, and each business must decide how to ensure what information is relevant and has priority. This information must be maintained and securely stored.

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[8] *Resilient Organisations: Shut happens* *https://www.resorgs.org.nz/shut-happens/*

5.1.6   Key actions

The following diagram shows the key components for preparing a business continuity plan BEFORE an emergency event.

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┌─────────────────────────────────────────────────┐
│   ┌─────────────────────────────────────────┐   │
│   │     Developing your Continuity Plan     │   │
│   └─────────────────────────────────────────┘   │
│                        │                         │
│   ┌─────────────────────────────────────────┐   │
│   │     Understand your hazards and risks    │   │
│   └─────────────────────────────────────────┘   │
│                        │                         │
│   ┌─────────────────────────────────────────┐   │
│   │        Understand your business         │   │
│   └─────────────────────────────────────────┘   │
│                        │                         │
│   ┌─────────────────────────────────────────┐   │
│   │         identify what is essential       │   │
│   └─────────────────────────────────────────┘   │
│                        │                         │
│   ┌─────────────────────────────────────────┐   │
│   │  Identify the risks and consider alternatives │
│   └─────────────────────────────────────────┘   │
│                        │                         │
│   ┌─────────────────────────────────────────┐   │
│   │            Stay connected               │   │
│   └─────────────────────────────────────────┘   │
└─────────────────────────────────────────────────┘
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Figure 1: Key actions for assisting businesses to prepare for a civil defence emergency.

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5.2 DURING a civil defence emergency

A civil defence emergency can have unprecedented impacts. It is important to remember that a civil defence emergency is not an everyday occurrence and everything that follows will be anything but "normal." Keep monitoring the event and checking reliable and credible information sources for regular updates.

The focus for people during and immediately after an emergency will be on their loved ones and making sure our friends and family are safe. Focus may then change to other important parts of people's lives such as personal possessions and businesses. The first action is about assessing and understanding how the business has been affected by the emergency.

This section focuses on responding to an emergency during the event and in the immediate aftermath. This includes identifying which parts of the business have been impacted and the magnitude of those effects. The aim of this phase will be to think about what actions are needed to take to assess the impacts on the business immediately following an emergency.

5.2.1 People

The immediate focus, from a business owner and business operator perspective, following an emergency should be on the health and safety of all business staff. Remember that an emergency could occur at any point in time and may not be during normal business operating hours.

After the initial emergency response and the activation of the businesses emergency plan and safety is assured then shortly thereafter the business starts to activate its business continuity plan. It begins with contacting staff and other people who regularly interact with the business. They will also likely be trying to contact their family and friends and their employment may not be a high priority for them at this stage.

There could be a range of different scenarios that the business is faced with, including being unable to operate or operating at a reduced capacity due the owner, management, staff, or suppliers not being able to work. Assess who is available and the potential for anyone else to help. Open the businesses communication networks and reach out to others and ask for help if the business needs to. People will not be able to help the business if they do not understand the situation the business is in and facing. Equally, the business may be able to help others who require assistance[9].

5.2.2 Systems, Infrastructure and Supply Chains

An assessment of any damage and potential disruption to the business components is required, if it is safe to do so, following an emergency. The initial assessment should be focused on the specific business, particularly on the extent of any damage to the business infrastructure and which of the systems are no longer functional and why. The assessment will help to identify at what capacity the business can still operate.

All businesses will be affected differently during an emergency. There may be a scenario where the business is unscathed with minimal disruption. However, other businesses and people who are part of the businesses supply chain, including clients and customer base, may have undergone significant disruption which will affect how they operate. Contact with other businesses who a business works with and rely on to check how they have been affected is essential. This process will enable assessment of any potential breakdowns in the supply chain and implications on the business.

 Initial assessments will allow implementation of the business's continuity plan and begin identifying solutions to address any challenges. Note that any plans will likely need amending and may not address all situations or have all the solutions, particularly for unexpected challenges.

Ongoing communication is vital with competitors, neighbours, suppliers and, in particular, the customer and client base to provide updates and help maintain relationships.

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[9] *Resilient Organisations: Quick start guides – Leveraging your social capital during a crisis.*
https://www.resorgs.org.nz/wp-content/uploads/2020/04/QuickStart-4-COVID-19.pdf

5.2.3 Key actions

The following diagram provides an overview of the sequence of key actions that will assist during a civil defence emergency.

```
┌─────────────────────────────────────────────┐
│        Monitor the emergency                  │
└─────────────────────────────────────────────┘
                     │
┌─────────────────────────────────────────────┐
│   Implement your emergency plan procedures    │
└─────────────────────────────────────────────┘
                     │
┌─────────────────────────────────────────────┐
│   Activate your business continuity plan (BCP)│
└─────────────────────────────────────────────┘
                     │
┌─────────────────────────────────────────────┐
│        identify business implications         │
└─────────────────────────────────────────────┘
                     │
┌─────────────────────────────────────────────┐
│   Assess disruption to other connected        │
│              businesses                        │
└─────────────────────────────────────────────┘
                     │
┌─────────────────────────────────────────────┐
│           Keep communicating                  │
└─────────────────────────────────────────────┘
                     │
┌─────────────────────────────────────────────┐
│   Monitor your staff and your wellbeing       │
└─────────────────────────────────────────────┘
```
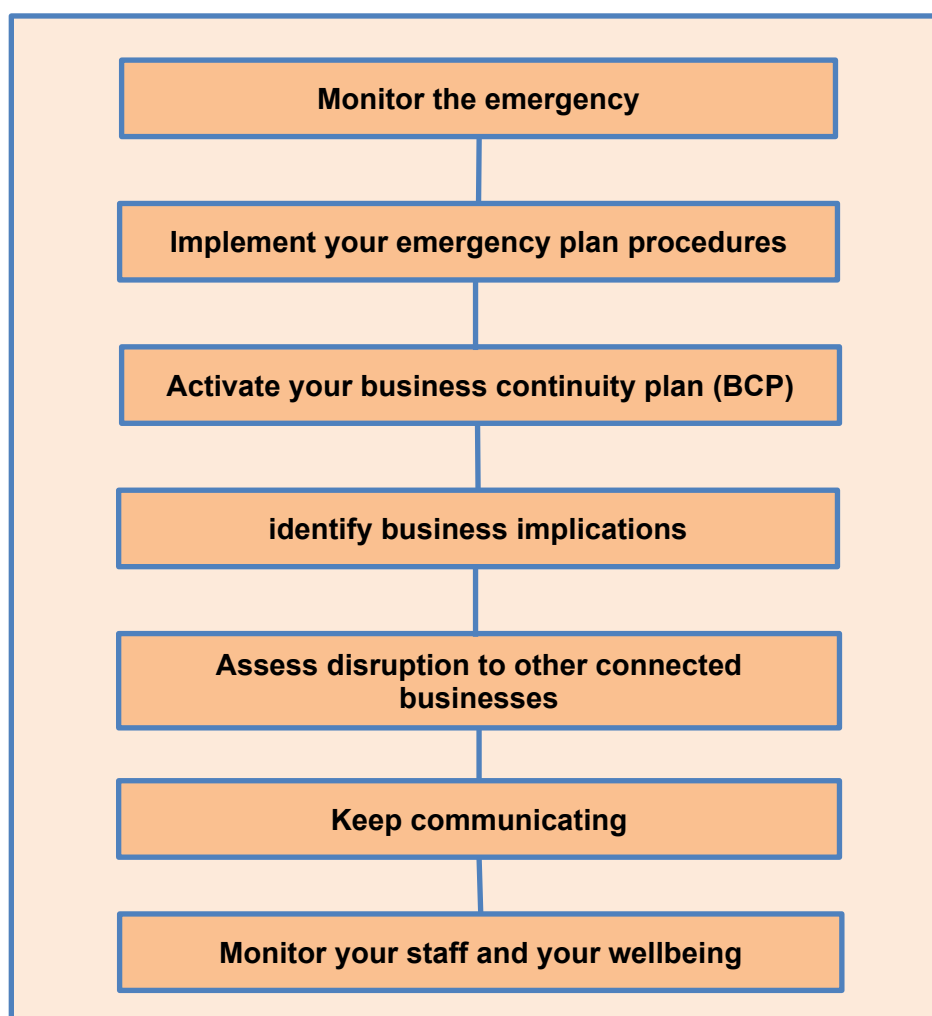
Figure 2: Key actions for assisting businesses during/ immediately after a civil defence emergency.

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5.3 AFTER a civil defence emergency

The phase following an emergency involves implementing the business continuity plan so the business can operate again as soon as possible. This phase also includes strategically planning the long-term recovery of the business. This is particularly important if the business is operating at a reduced capacity or under temporary measures in the short-term after an emergency.

This section focuses on recovering from an emergency. There are two aspects to recovery including, the short-term response to get the business back operating and the long-term recovery to establish a more permanent business operation. The aim of this phase will be to think about how and when to implement the business continuity plan and transitioning from just responding to the emergency in the short term and consider longer-term recovery.

5.3.1 People

Emergencies can affect people in many ways from short to long term effects and impact on both physical and social health. People including the owner and/or operator themselves may have significant challenges to navigate through. These challenges can add additional stress to a workplace so it is important to understand how the business can support people going through a challenging time.

These are incredibly challenging times, and it is important to look after personal wellbeing. Personal wellbeing comes first before the business, although the business and the uncertainty of the situation can often be the cause of significant personal stress. Reaching out to family and friends or seeking professional help if needed.

Staff may or may not choose to share with management what is going on in their lives. Encourage staff to think about sharing their challenges and the level of detail they would like to share. This will help to better understand how the business can support staff including preparing a staff work plan to provide flexibility and keep staff engaged at work.

The business is not expected to solve people's personal problems and should not provide advice on topics where qualified expertise is required (i.e., addressing mental health). Businesses are expected to provide a supportive work environment which can make a significant difference to the workplace[10].

5.3.2 Systems, Infrastructure and Supply Chains

The business continuity plan can be implemented more fully and a comprehensive action list developed. The action list will assist in outlining and documenting decisions on how challenges will be addressed once the initial assessment is completed. Forward planning may require both short and long-term solutions as there might be permanent changes following the emergency (i.e., a business in the supply chain may close permanently). Solutions to address issues could include using an alternative supplier, re-locating to a temporary facility, or adjusting the products or services provided.

There will also likely be components which are outside of the businesses control as well as aspects where the business can be pro-active. Power outages are common occurrences in emergencies and is an example of infrastructure the business may rely on but outside of its control. The business will not be able to control when power is restored but may be able to find a temporary solution such as a generator to provide power.

The business is unlikely to be the only one which is facing the same challenges. Communication lines need to be kept open. There may be an opportunity for businesses to work together with others to share information, resources, or even locations. Businesses in the supply chain that have been disrupted will also appreciate and value support to help them get back up and operating. It is also important to continue communicating with suppliers and client and customer base. This will allow them to be kept up to date on the businesses products and services as well as maintaining important relationships.

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[10] *Business.Govt.NZ: Personal challenges at work: how to support your staff.* *https://www.business.govt.nz/problem-sharing-and-solving/*

5.3.3   Key actions

The following diagram provides an overview of the sequence of key actions that will assist after a civil defence emergency.
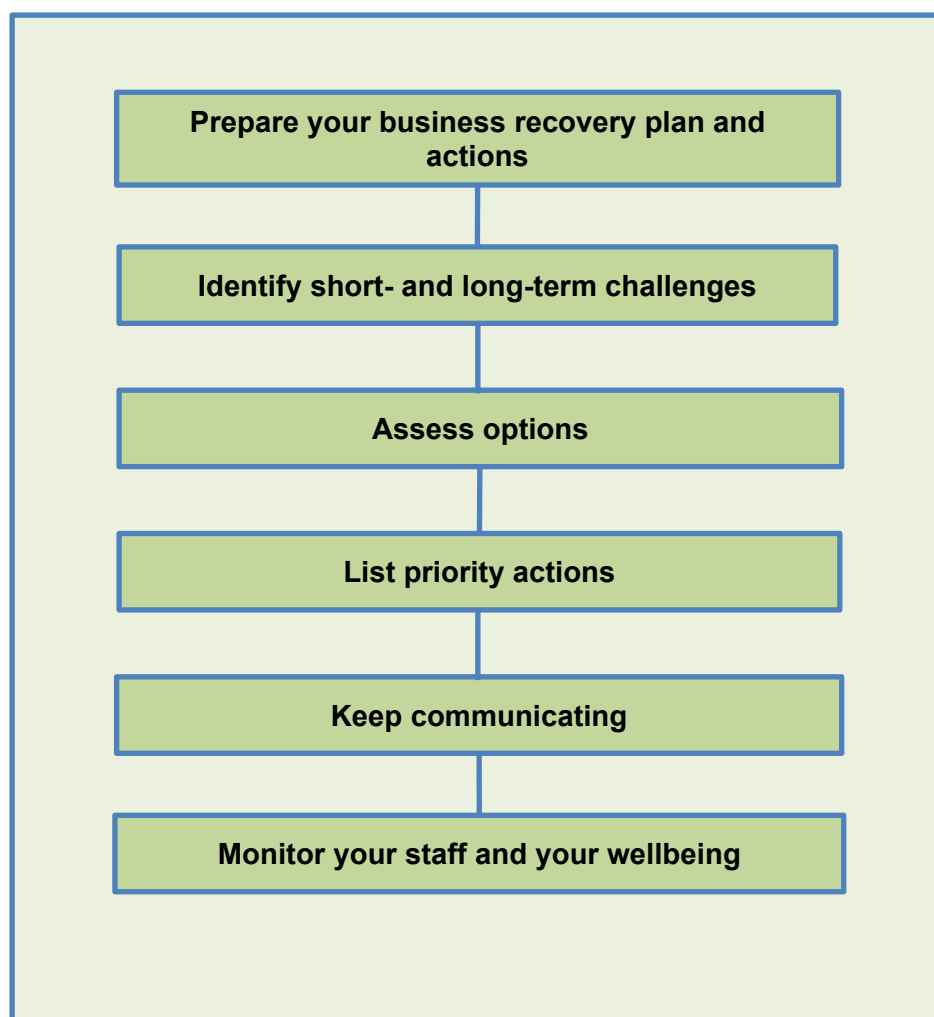
```
┌──────────────────────────────────────────┐
│                                          │
│   ┌──────────────────────────────────┐   │
│   │ Prepare your business recovery   │   │
│   │ plan and actions                 │   │
│   └──────────────────────────────────┘   │
│                   │                       │
│   ┌──────────────────────────────────┐   │
│   │ Identify short- and long-term    │   │
│   │ challenges                       │   │
│   └──────────────────────────────────┘   │
│                   │                       │
│   ┌──────────────────────────────────┐   │
│   │ Assess options                   │   │
│   └──────────────────────────────────┘   │
│                   │                       │
│   ┌──────────────────────────────────┐   │
│   │ List priority actions            │   │
│   └──────────────────────────────────┘   │
│                   │                       │
│   ┌──────────────────────────────────┐   │
│   │ Keep communicating               │   │
│   └──────────────────────────────────┘   │
│                   │                       │
│   ┌──────────────────────────────────┐   │
│   │ Monitor your staff and your      │   │
│   │ wellbeing                        │   │
│   └──────────────────────────────────┘   │
│                                          │
└──────────────────────────────────────────┘
```

Figure 3: Key actions for assisting businesses after a civil defence emergency.

6 References

Get Ready
https://getready.govt.nz/prepared/household/make-a-plan/household-plan
https://getready.govt.nz/prepared/work

Emergency Management Bay of Plenty
https://www.bopcivildefence.govt.nz/
https://www.facebook.com/BOPCivilDefence/

Business.govt.nz
https://www.business.govt.nz/risks-and-operations/planning-for-the-unexpected-bcp/emergency-planning-for-businesses/

Resilient Organisations
https://www.resorgs.org.nz/shut-happens/

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7.6   AFTER and Emergency – CHECKLIST

7.7   DURING and AFTER an emergency – PRIORITY ACTION LIST

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