



*Tauranga* City

**Emergency Management Response  
Strategic Communications**




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## Governance

Every response has executive oversight, known as Governance. Governance arrangements can be complex and dynamic. Formal structures may be less important than relationships between individuals and organisations. Influencers outside of Governance may play key roles, which may or may not be explicit. Governance does not manage a response. That responsibility falls to the Controller who must have the formal delegation and/or endorsement for the role in accordance with statutory provisions or internal arrangements. Governance input may be provided at any response level but must always connect with the highest activated response level in a large response or for a complex incident. In complex incidents, Strategic Communications and/or Policy may support Governance.

This guide serves to provide key political stakeholder networks and the support function of Strategic Communications which may apply to an emergency event within one or more wards, the entire city council, the Bay of Plenty CDEM Group area or a national level event.

### Governance Levels in an emergency response

Response Level	Authority
National Level	 <p><b>Te Kāwanatanga o Aotearoa</b> New Zealand Government</p>
Regional Level	 <p><b>BAY OF PLENTY EMERGENCY MANAGEMENT GROUP</b></p>
Local Level	 <p><b>Tauranga City</b></p>

Communities are represented by elected officials at the various levels of government with overlapping jurisdictions.

- At the local level Tauranga City Council is led by the Mayor supported by the Deputy Mayor and Councillors of wards.
  - Māori are represented by the Councillor for the Te Awanui Ward.
- At the regional level the Bay of Plenty Civil Defence Emergency Management Group is led by the Chair and supported by the Deputy Chair and member Local Authority representatives.

- At the regional level the Bay of Plenty Regional Council, in addition to being a member Local Authority of the Bay of Plenty Civil Defence Emergency Management Group, is mandated as the regional lead agency for oil spill responses under the Maritime Transport Act 1994. The Bay of Plenty Regional Council is led by the Chair and supported by the Deputy Chair and Councillors of Constituencies.
  - Māori are represented by the Councillor for the Māori Constituency – Mauao.
- At the national level the New Zealand Government is led by the Prime Minister supported by the Minister Emergency Management and Recovery, cabinet and the Members of Parliament for electorates.
  - Māori are represented by the Member for Waiariki.

## **States of Emergency**

The Civil Defence Emergency Management Act 2002 provides for the declaring of states of emergency by authorised persons.

- At the local level a state of emergency may be declared by the Mayor or in the Mayors absence by the elected member authorised as per the Bay of Plenty CDEM Group Plan 2024-2029. The local state of emergency may be declared for one or more wards or the entire city.
- At the regional level a state of emergency may be declared by the Chair of the Bay of Plenty CDEM Group or in the Chairs absence by the elected member authorised as per the Bay of Plenty CDEM Group Plan 2024-2029. The local state of emergency may be declared for one or more districts or the entire Bay of Plenty CDEM Group jurisdiction.
- At the national level a state of emergency may be declared by the Minister for Emergency Management and Recovery. The national state of emergency may be declared for one of more regions or the entire New Zealand.

Only one state of emergency (local or national) may exist at any time in any specified area, but several states of local emergency can be declared concurrently across the country.

\*Refer to the [Factsheet: Declaring states of local emergency – October 2024](#) for more information.

## Tauranga City Council

Tauranga City Council is a Territorial Authority member of the Bay of Plenty Civil Defence Emergency Management Group established under the CDEM Act 2002. As a member of the Group, Tauranga City Council is required to provide for the functions as set out in Section 17 of the CDEM Act 2002 in respect of the jurisdiction of Tauranga City.



Mayor  
Mahé Drysdale

Representative on Bay of Plenty CDEM Group



Deputy Mayor and Mauao/Mount  
Maungani Ward Councillor Jen  
Scoular

Alternate Representative on Bay of  
Plenty CDEM Group



Bethlehem Ward  
Councillor Kevin (Herb) Schuler  
Alternate Representative on Bay of  
Plenty CDEM Group



Te Awanui Ward  
Councillor Mikaere Sydney



Arataki Ward  
Councillor Rick Curach



Matua-Ōtūmoetai Ward  
Councillor Glen Crowther



Pāpāmoa Ward  
Councillor Steve Morris



Tauriko Ward  
Councillor Marten Rozeboom



Te Papa Ward  
Councillor Rod Taylor



Welcome Bay Ward  
Councillor Hautapu Baker

## Bay of Plenty Civil Defence Emergency Management Group

The Bay of Plenty CDEM Group is established under Section 12 of the CDEM Act 2002 and is responsible to coordinate the functions as set out in Section 17 of the CDEM Act 2002 in respect of the jurisdiction of the Bay of Plenty CDEM Group.

\*Note: This jurisdiction differs from that of the Bay of Plenty Regional Council.



Chair  
Mayor Faylene Tunui  
Kawerau District Council



Deputy Chair  
Mayor James Denyer  
Western Bay of Plenty District Council

## New Zealand Government



Prime Minister  
Rt Hon Christopher Luxon



Minister  
Emergency Management and  
Recovery  
Hon Mark Mitchell



Member for Tauranga  
National Party  
Sam Uffindell



Member for Bay of Plenty National  
Party  
Tom Rutherford



Member for Waiariki  
Te Pāti Māori  
Rawiri Waititi

## Bay of Plenty Regional Council

Section 23 of the CDEM Act 2002 requires the Bay of Plenty Regional Council to act as the Administrating Authority for the Bay of Plenty CDEM Group.



Chair & Eastern Bay of Plenty  
Constituency  
Councillor Doug Leeder



Deputy Chair & Western Bay of Plenty  
Constituency  
Councillor Jane Nees



Eastern Bay of Plenty Constituency  
Councillor Malcolm Campbell  
Representative on Bay of Plenty  
CDEM Group



Tauranga General Constituency  
Councillor Ron Scott  
Alternate Representative on Bay of  
Plenty CDEM Group



Tauranga General Constituency  
Councillor Stuart Crosby



Tauranga General Constituency  
Councillor Paula Thompson



Tauranga General Constituency  
Councillor Kat Macmillan



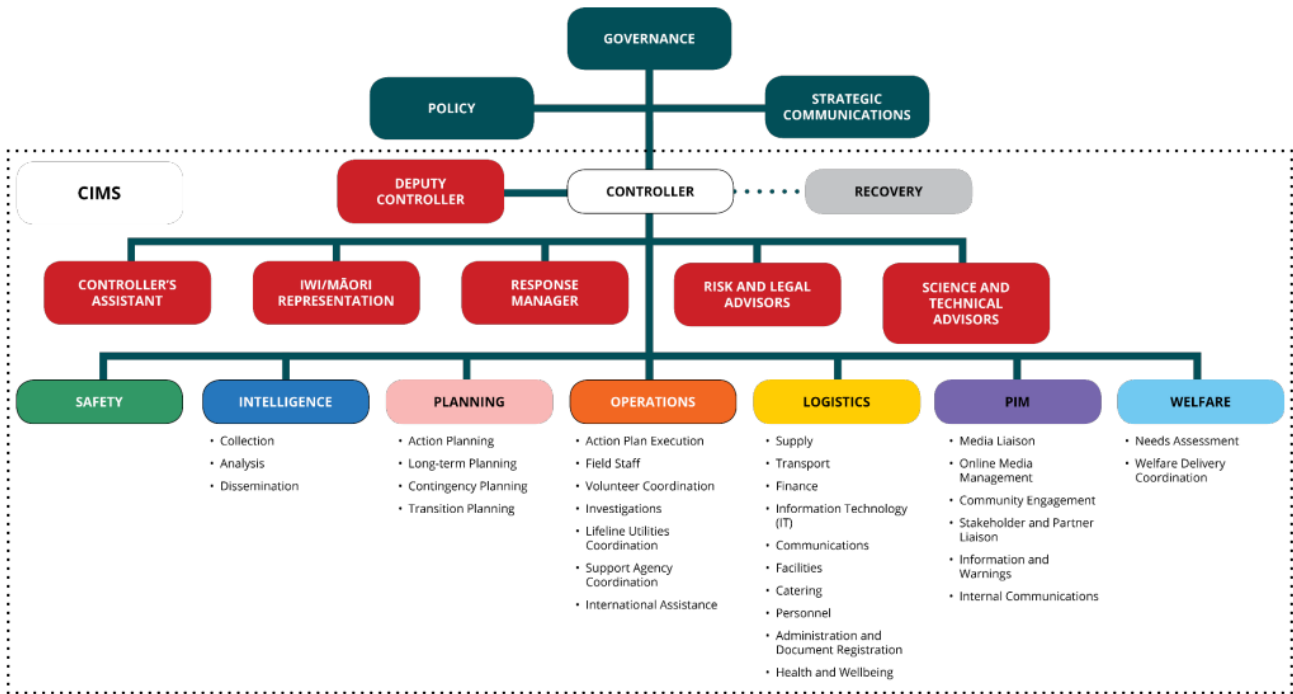
Tauranga General Constituency  
Councillor Andrew von Dadelszen



Māori Constituency - Mauao  
Councillor Matemoana McDonald

## Response Levels

The Coordinated Incident Management System Third Edition provides for four response levels with classifications according to severity as per table 5.



		Severity			
		1 Minor	2 Moderate	3 Major	4 Severe
Response level	National (N)	N1 A minor national level response	N2 A moderate national level response	N3 A major national level response	N4 A severe national level response
	Regional (R)	R1 A minor regional level response	R2 A moderate regional level response	R3 A major regional level response	R4 A severe regional level response
	Local (L)	L1 A minor local level response	L2 A moderate local level response	L3 A major local level response	L4 A severe local level response
	Incident (In)	In1 A minor incident level response	In2 A moderate incident level response	In3 A major incident level response	In4 A severe incident level response

Table 5: Incident classifications

A local response - Includes local authorities, and organisation offices at the local (district/city) level. The local response is coordinated from an Emergency Operations Centre (EOC) under the authority of a Local Controller.

Incident classification descriptors with examples of considerations are provided for as per table 6.

		Severity				
		Examples of aspects to be considered	1 Minor	2 Moderate	3 Major	4 Severe
Category	Consequences/ impacts	Health and life, infrastructure, culture, community, Treaty obligations, reputation, trade, economy, environment, shelter and accommodation, recovery	A small number of the population in the area are / would be / could be impacted	Some of the population in the area are / would be / could be impacted	Many of the population in the area are / would be / could be impacted	A majority of the population in the area are / would be / could be impacted
	Resources	Capacity and capability to manage (e.g. availability of technical expertise and resources, responders) and finances available	Manageable within available resource and capacity	Requires some allocation of resource	Resource limits and capacity are full	Resource limits and capacity are exceeded
	Public, political and media interest	Degree of expected public, political and media interest (i.e. local interest only, through to global interest), and at what level it should be managed	Minimal to no interest Routinely managed	Some degree of interest Senior leadership and executives are engaged	Significant degree of interest Elected officials and ministers are engaged	Global interest Elected officials and ministers are engaged
	Response and recovery characteristics	Containment, stability, location, spread, number of entities involved, urgency, novelty (e.g. a new event, agencies working with unfamiliar partners etc.), disruption, decisions required, timeframe / expected duration, cost	Familiar/routine/predictable Known solutions to familiar/routine/predictable problems	Mostly familiar/routine/predictable with some degree of irregularity Known solutions to known but irregular problems	Mostly irregular with some degree of familiarity and predictability Mostly known solutions to irregular and possibly unknown problems	Unfamiliar/unprecedented/unpredictable Unknown solutions to unknown problems

Table 6: Incident classification descriptors

### Role of the Controller:

During an emergency, the Controller is responsible for all decisions on how the emergency is managed, and this includes the release of information. This means that elected representatives act under the Controllers' authority for the duration of the emergency. The Controller is responsible for communicating with Governance.

Controllers may also need to allocate time for servicing and briefing Governance. When this becomes a major task, the Controller should delegate and prioritise duties and tasks to their IMT and/or Deputy Controllers or Response Manager

### Role of Elected Officials:

All elected representatives have key roles to perform in an emergency – whether a state of local emergency is declared or not. This includes providing reassurance to communities and acting as an important pathway for information (to and from an affected community). Elected representatives whose area has been impacted by the emergency may have a key role in community leadership by:

- being there to identify high level needs of the community
- directing community members towards the right place to get the support they need
- acting as a conduit for information as requested by the Controller or Public Information team
- dispelling rumours, correcting information and validating issues
- considering recovery issues.

### The Mayor, and Deputy's role during emergencies:

In an emergency, the Mayor, and their deputies have additional responsibilities including:

- supporting the controller
- demonstrating leadership and maintaining public confidence during the emergency by
- having a visible presence in the community
- represent their local authority politically
- make or extend a state of local emergency declaration (this is the same for Local Transition notices as the emergency progresses towards recovery)
- make media comment (in partnership with the Controller)
- reassure the community
- liaise with external agencies including central government and local iwi
- receive visiting VIPs
- maintain liaison with regional leaders

### **Elected Representatives in the Emergency Operations Centre (EOC)**

Local Authorities need appropriately resourced EOCs in order to provide an effective response to the emergency. These centres are the hub of the response and under the direction of the Controller. They are not set up to provide space for elected representatives.

### **Governance Support - Strategic Communications**

Strategic Communications provides high-level oversight and issues management with a particular emphasis on providing advice and communications support to elected officials, chief executives and key stakeholders. Strategic Communications brings a well-attuned radar for political, reputational and stakeholder risks and opportunities. Strategic Communications is usually only activated in complex and/or large-scale incidents. The decision to activate will be made by either Governance or the Controller. Strategic Communications personnel may be deployed at any response level. Strategic Communications uses the information produced by the EOC. It operates in a complementary capacity to the Public Information Management (PIM) function, enabling PIM to focus on their core responsibilities of providing information and safety advice to the public, staff and media. Strategic Communications is not a formal CIMS function and is not mandated to direct other functions but may provide advice and relay tasks on behalf of Governance. It provides a consistent point of liaison and support between the Controller and the PIM function, and Governance.

### **Strategic Communications enables:**

- elected officials, chief executives and other key stakeholders to be well briefed and advised from a strategic and reputational viewpoint;
- consistent messages to be disseminated among elected officials and key executives;
- political, reputational and stakeholder relations risks to be identified, escalated where necessary and mitigated; and
- PIM to maintain its core focus on keeping the public, staff and media informed. Strategic Communications responsibilities include:
  - bringing cohesion and a joined up approach to communications matters across multiple organisations, stakeholders and elected officials;
  - providing or supporting the briefings, consistent messages and communications advice to elected officials, executives and iwi;

- strategic stakeholder relations;
- working with PIM to brief Governance spokespeople;
- working with PIM to support media briefings involving elected officials and/or executives;
- supporting PIM with coordination of VIP visits; and
- risk and issues management.

The nature of Strategic Communications will vary depending on the complexities of the incident and the scale of the response and the degree of public and political interest. Where Strategic Communications responsibilities overlap with PIM responsibilities, the two are expected to work collaboratively.

**When Strategic Communications is activated:**

- a clear understanding must be established with the Controller and the PIM function about the responsibilities of Strategic Communications, how Strategic Communications will interact with and complement EOC functions and what deliverables are required.
- a Strategic Communications Liaison Officer is appointed to support communications between the Controller and the PIM function, and Governance.
- the Strategic Communications Liaison Officer may be present in the EOC as part of the Public Information Management function and may attend the Incident Management Team meetings.
- the Strategic Communications Liaison Officer shall provide any information from Governance and elected officials into the EOC to the Controller, PIM function and intelligence function.

**Strategic Communications Activation Matrix:**

<b>Classification Level</b>	<b>Public Information Management</b>	<b>Strategic Communications</b>
<b>L1</b>	Managed by Council Communications Elected officials are kept informed	<b>Not activated</b>
<b>L2</b>	Managed by Public Information Management Elected officials are kept informed	<b>Not activated</b>
<b>L3</b>	Managed by Public Information Management Collaboration with Strategic Communications to ensure Elected officials are kept informed	<b>Activated</b> Liaison and support between the Controller and the PIM function, and Governance
<b>L4</b>	Managed by Public Information Management Collaboration with Strategic Communications to ensure Elected officials are kept informed	<b>Activated</b> Liaison and support between the Controller and the PIM function, and Governance

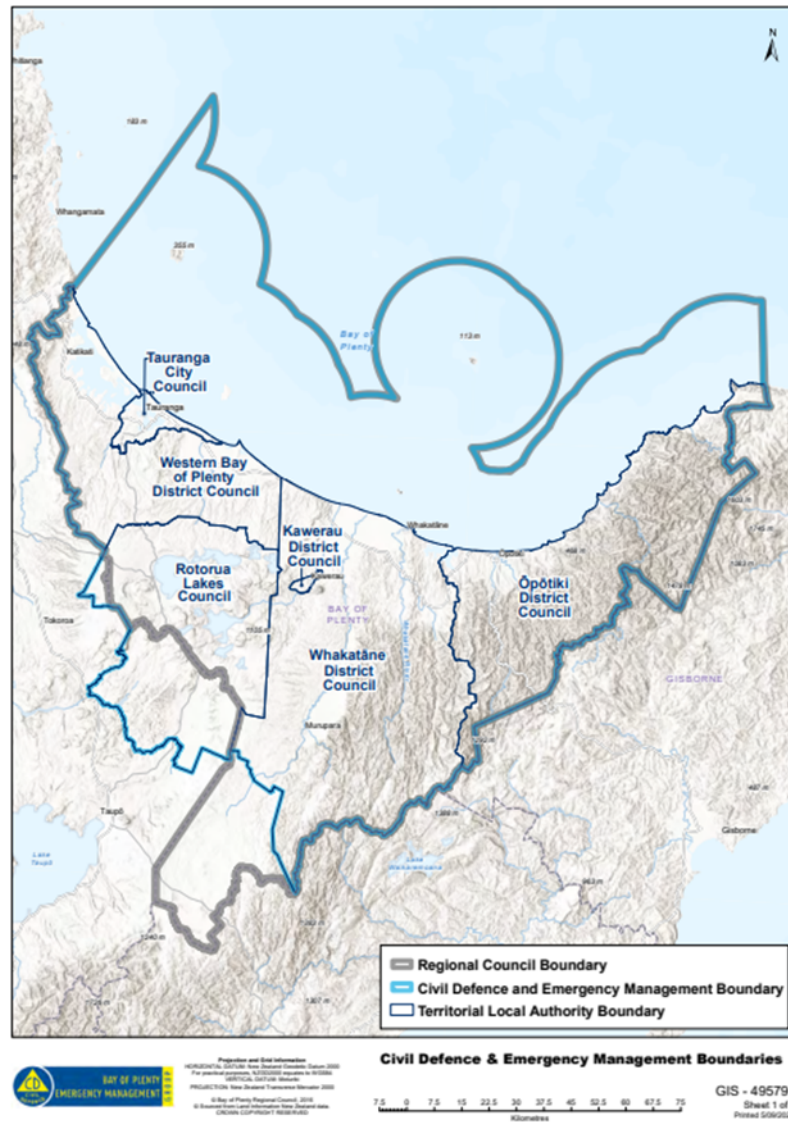
## Tauranga City Council General Wards



## Tauranga City Council Te Awanui Ward

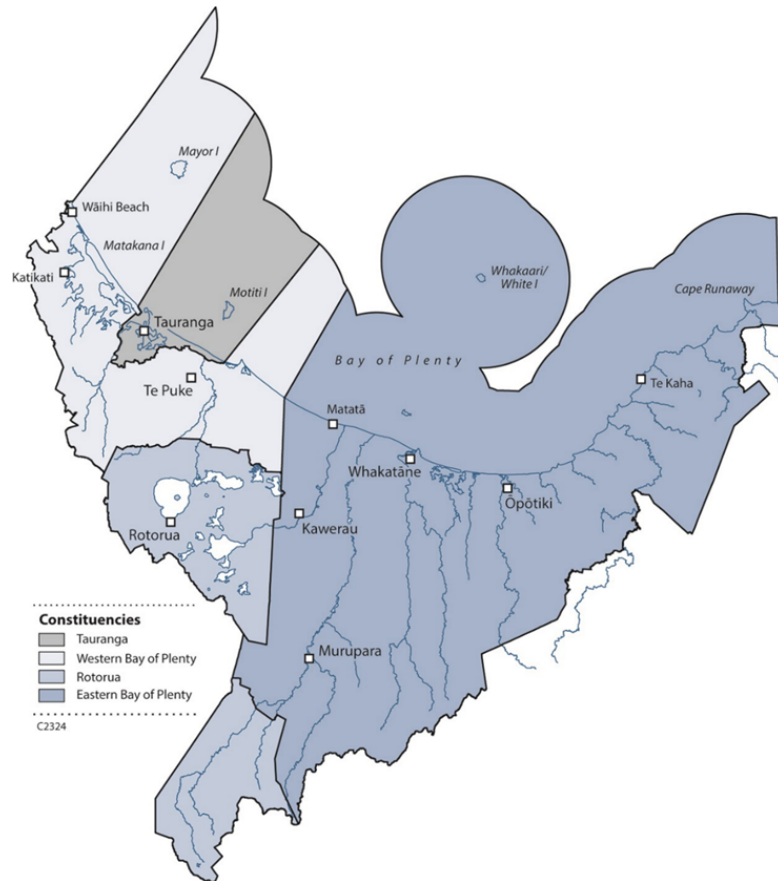


## Bay of Plenty CDEM Group Area Map



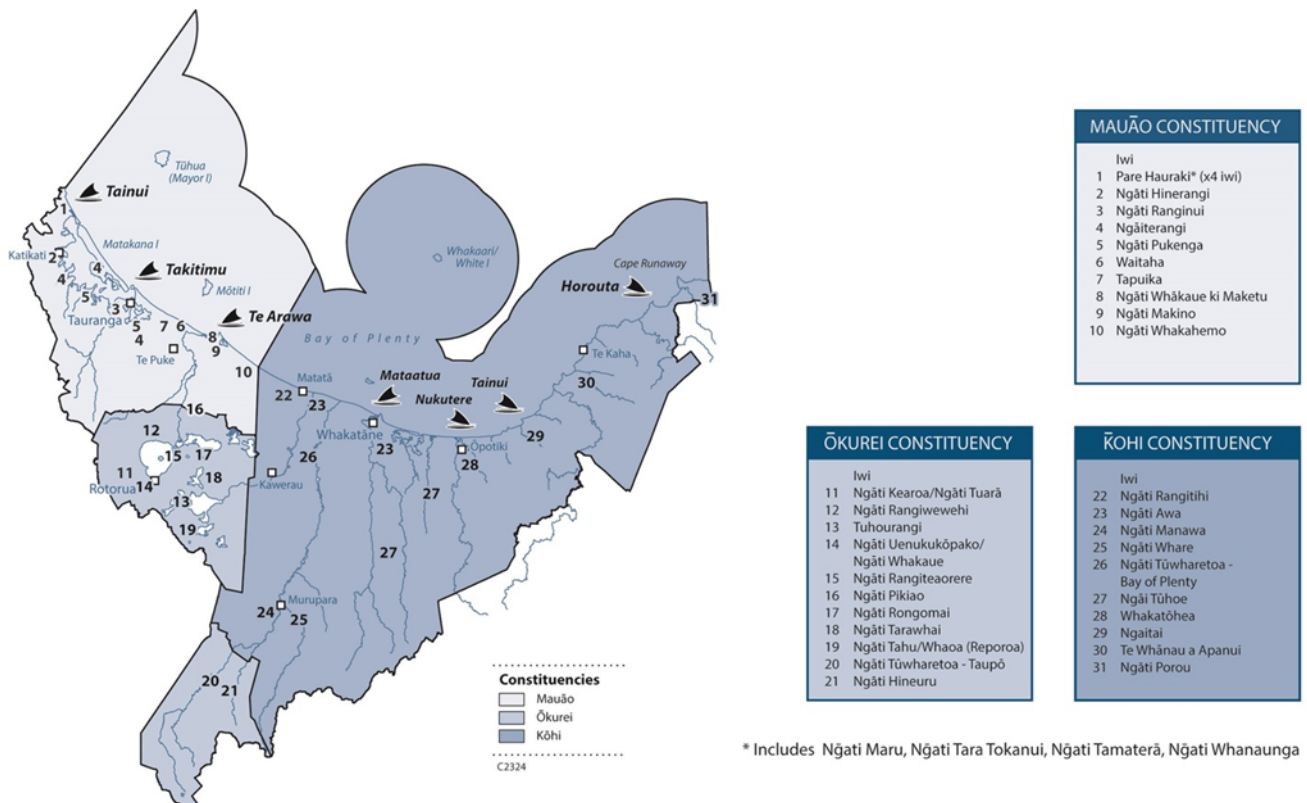
\*Note: The jurisdiction of the Bay of Plenty CDEM Group differs from that of the Bay of Plenty Regional Council.

## Bay of Plenty Regional Council General Constituency Map

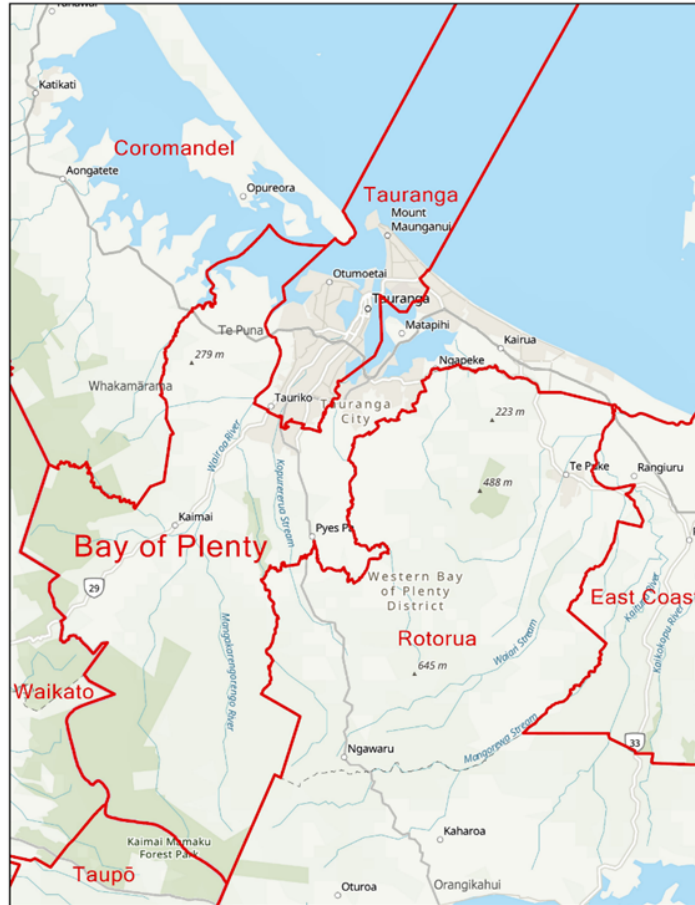


\*Note: The jurisdiction of the Bay of Plenty Regional Council differs from that of the Bay of Plenty CDEM Group.

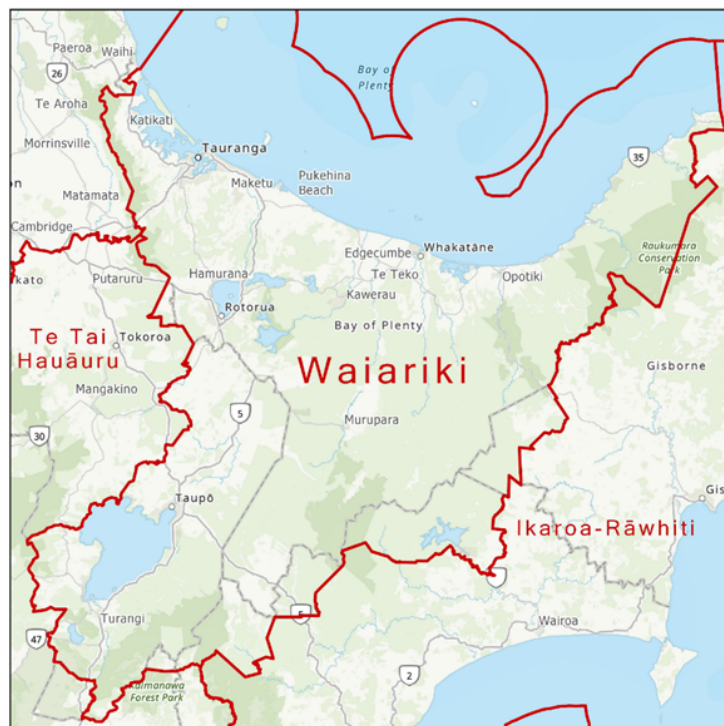
## Bay of Plenty Regional Council Māori Constituency Map



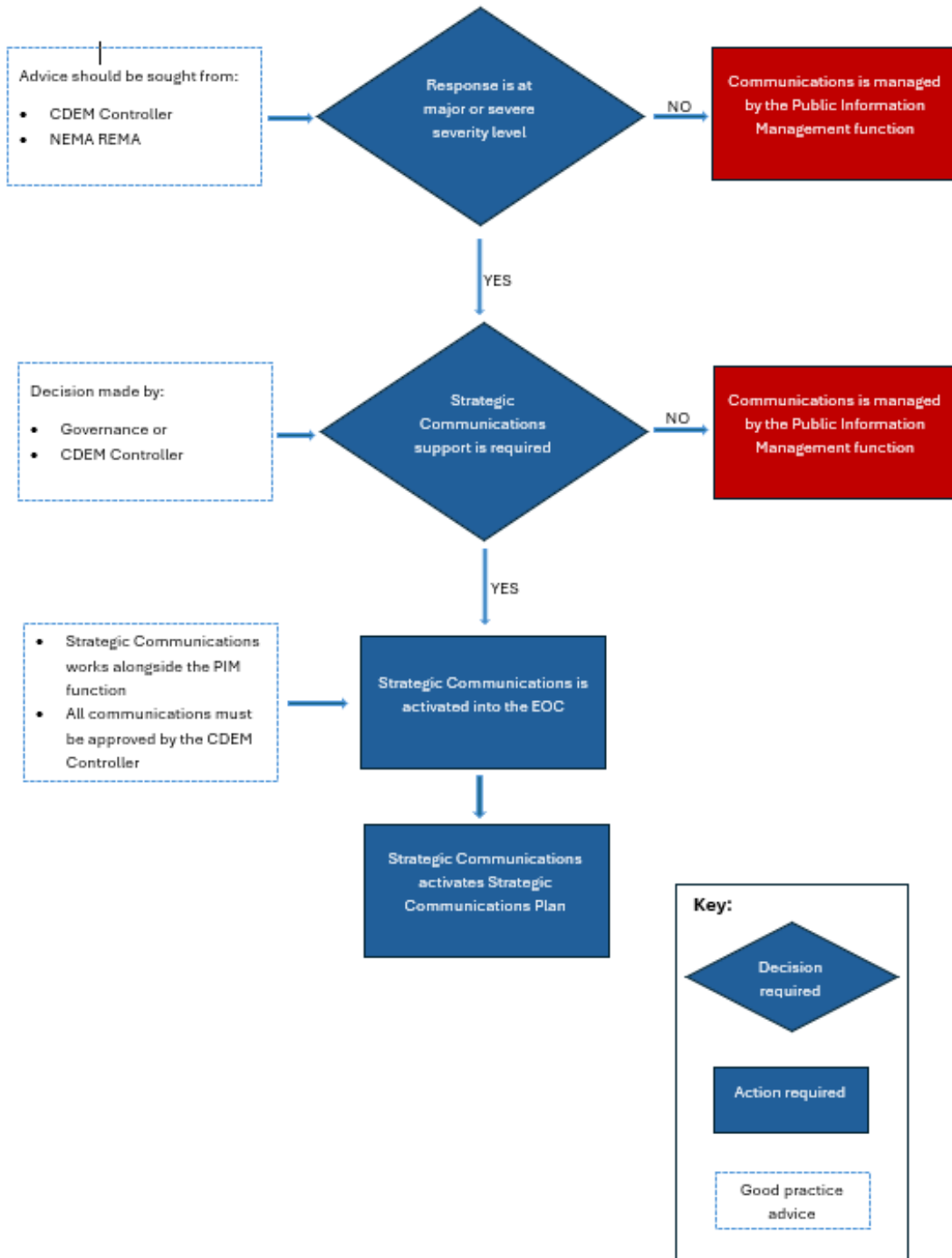
## New Zealand Parliament – Electorate Map



## New Zealand Parliament – Waiariki Electorate Map



**Process for activating Strategic Communications in a response**



## Elected Officials Contact List

Government Level	Organisation	Elected Official	Email	Phone
Central Government	Parliament	Prime Minister Rt Hon Christopher Luxon	s 7(2)(f)(ii)	
Central Government	Parliament	Minister – Emergency Management and Recovery Hon Mark Mitchell		
Central Government	Parliament	Member for Tauranga, National Party Sam Uffindell		
Central Government	Parliament	Member for Bay of Plenty, National Party Tom Rutherford		
Central Government	Parliament	Member for Waiariki, Te Pāti Māori Rawiri Waititi		
Local Government	Tauranga City Council	Mayor Mahé Drysdale		
Local Government	Tauranga City Council	Deputy Mayor and Mauao/Mount Maunganui Ward Councillor Jen Scoular		
Local Government	Tauranga City Council	Te Awanui Ward Councillor Mikaere Sydney		
Local Government	Tauranga City Council	Arataki Ward Councillor Rick Curach		
Local Government	Tauranga City Council	Bethlehem Ward Councillor Kevin (Herb) Schuler		
Local Government	Tauranga City Council	Matua-Ōtūmoetai Ward Councillor Glen Crowther		
Local Government	Tauranga City Council	Pāpāmoa Ward Councillor Steve Morris		
Local Government	Tauranga City Council	Tauriko Ward Councillor Marten Rozeboom		
Local Government	Tauranga City Council	Te Papa Ward Councillor Rod Taylor		
Local Government	Tauranga City Council	Welcome Bay Ward Councillor Hautapu Baker		
Local Government	Bay of Plenty CDEM Group	Chair Mayor Faylene Tunui Kawerau District Council		

Government Level	Organisation	Elected Official	Email	Phone
Local Government	Bay of Plenty CDEM Group	Deputy Chair Mayor James Denyer Western Bay of Plenty District Council	s 7(2)(a) - Privacy	
Local Government	Bay of Plenty Regional Council	Chair & Eastern Bay of Plenty Constituency Councillor Doug Leeder		
Local Government	Bay of Plenty Regional Council	Deputy Chair & Western Bay of Plenty Constituency Councillor Jane Nees		
Local Government	Bay of Plenty Regional Council	Eastern Bay of Plenty Constituency Councillor Malcolm Campbell		
Local Government	Bay of Plenty Regional Council	Tauranga General Constituency Councillor Stuart Crosby		
Local Government	Bay of Plenty Regional Council	Tauranga General Constituency Councillor Paula Thompson		
Local Government	Bay of Plenty Regional Council	Tauranga General Constituency Councillor Kat Macmillan		
Local Government	Bay of Plenty Regional Council	Tauranga General Constituency Councillor Andrew von Dadelszen		
Local Government	Bay of Plenty Regional Council	Tauranga General Constituency Councillor Ron Scott		
Local Government	Bay of Plenty Regional Council	Māori Constituency - Mauao Councillor Matemoana McDonald		

## References:

- [Bay of Plenty Civil Defence Emergency Management Group](#)
- [Bay of Plenty Regional Council - Councillors](#)
- [Bay of Plenty Regional Council \(Māori Constituency Empowering\) Act 2001](#)
- [Civil Defence Emergency Management Act 2002](#)
- [Coordinated Incident Management System Third Edition](#)
- [Elected Members: What you need to know and do DURING an Emergency Factsheet – Department of Prime Minister and Cabinet](#)
- [Factsheet: Declaring states of local emergency – October 2024](#)
- [Public Information Management Role Card Local Level v2](#)
- [Public Information Management Role Profile](#)
- [Tauranga City Council - Mayor and Councillors](#)
- [MPs and Electorates](#)