

Hawke's Bay Civil Defence Emergency Management Group

Operational Review of the Response to Cyclone Gabrielle 2023

FINAL | Review Framework and Engagement Map.

1. Review Purpose

The purpose of this Independent Review is to assess the operational performance of the Hawkes Bay Civil Defence Emergency Management Group's (the Group)¹ response to Cyclone Gabrielle, with a particular emphasis on the systems and processes; roles and responsibilities of Group members and partners; and to what extent the implementation of pre-existing arrangements contributed to an effective management of the response for mana whenua and the community.

Review outcomes will focus on improving resilience and ensuring that the Hawke's Bay CDEM Group has robust emergency management capability and capacity before, during and after an emergency that supports better emergency management outcomes for Hawke's Bay communities.

2. Context

Severe Tropical Cyclone Gabrielle devastated the North Island of New Zealand in February 2023. The cyclone hit New Zealand from 12 to 16 February 2023. Hawke's Bay Civil Defence Emergency Management (CDEM) Group² declared a State of Local Emergency for the Hawke's Bay region on 14 February 2023³. Shortly after a National State of Emergency was declared also on 14 February 2023⁴. All states of emergency were lifted by 14 March 2023.

Hawke's Bay communities were severely impacted by Cyclone Gabrielle. In the lead up to the event, the Hawke's Bay CDEM Group activated its emergency response arrangements across the region. The response to Cyclone Gabrielle included the activation of the Group Emergency Coordination Centre and local Emergency Coordination Centres to coordinate and manage the impacts from Cyclone Gabrielle (February-March 2023) for the Hawke's Bay region. Hawke's Bay emergency response arrangements extended to community-led responses across the region.

The Joint Committee of the Hawke's Bay CDEM Group wishes to conduct an Independent Review of the CDEM Group response to Cyclone Gabrielle to provide confidence to all stakeholders and communities within the Hawke's Bay that a robust and independent review process is completed.

The review will focus on the timeframe between the initial warning of the cyclone, including the termination of the State of National Emergency², through to the demobilisation of the Group Emergency Coordination Centre (09 February – end-April 2023). This review will outline strengths and areas for improvement and will inform the Hawke's Bay CDEM Group work programme aligned to the Hawke's Bay CDEM Group Plan³.

¹ The Hawke's Bay CDEM Group is formed under Section 12 of the CDEM Act 2022, and its functions are outlined in Section 17 of the CDEM Act 2022. Hawke's Bay Civil Defence Emergency Management Group covers all areas of Hawke's Bay. The local authorities in the Hawke's Bay region are Napier City Council, Wairoa District Council, Hastings District Council, Central Hawke's Bay District Council and Hawke's Bay Regional Council.

² The Hawke's Bay CDEM Group is formed under Section 12 of the CDEM Act 2022, and its functions are outlined in Section 17 of the CDEM Act 2022. Hawke's Bay Civil Defence Emergency Management Group covers all areas of Hawke's Bay. The local authorities in the Hawke's Bay region are Napier City Council, Wairoa District Council, Hastings District Council, Central Hawke's Bay District Council and Hawke's Bay Regional Council.

³ At 5:15am on 14 February 2023 a State of Local Emergency declared owing to Cyclone Gabrielle for the Hawke's Bay Region. Prior to this declaration, States of Local Emergency owing the Cyclone Gabrielle had been declared for Napier City Council and Hastings District Council.

⁴ At 8:43am on 14 February 2023 a State of National Emergency declared owing to Cyclone Gabrielle for the Northland, Auckland, Waikato, Bay of Plenty, Tairāwhiti and Hawke's Bay Regions.

This review will provide a framework for continuous improvement; and will align with any national (National Emergency Management Agency-led) lessons management methodology, approach, and any corrective actions framework.

Overview of Review Framework

The Independent Review will consider the Hawke’s Bay CDEM Groups’ response to Cyclone Gabrielle at the Group Emergency Coordination Centre (GECC) and Local Emergency Operations Centre (EOC) levels and how response efforts supported impacted communities. The review will not consider the National level response but will consider the interoperability between each of the three response levels.

All local authorities as members of the Hawke's Bay CDEM Group will be part of this Review: Napier City Council, Wairoa District Council, Hastings District Council, Central Hawke's Bay District Council and Hawke's Bay Regional Council. Response partner agencies will be included at a CDEM Group and local level. Formalised response arrangements structured at the community level are also to be included.

The Hawke’s Bay CDEM Group will seek Mana Whenua engagement at the governance⁵, operational and community level as part of the Review. The Review must consider (where available) debriefing/ review inputs from for partner agencies and Mana Whenua. Figure 1 shows the three levels of response within the Hawkes Bay CDEM Group (Regional; Local and Community) and the relationship with the National response structure (out of scope).

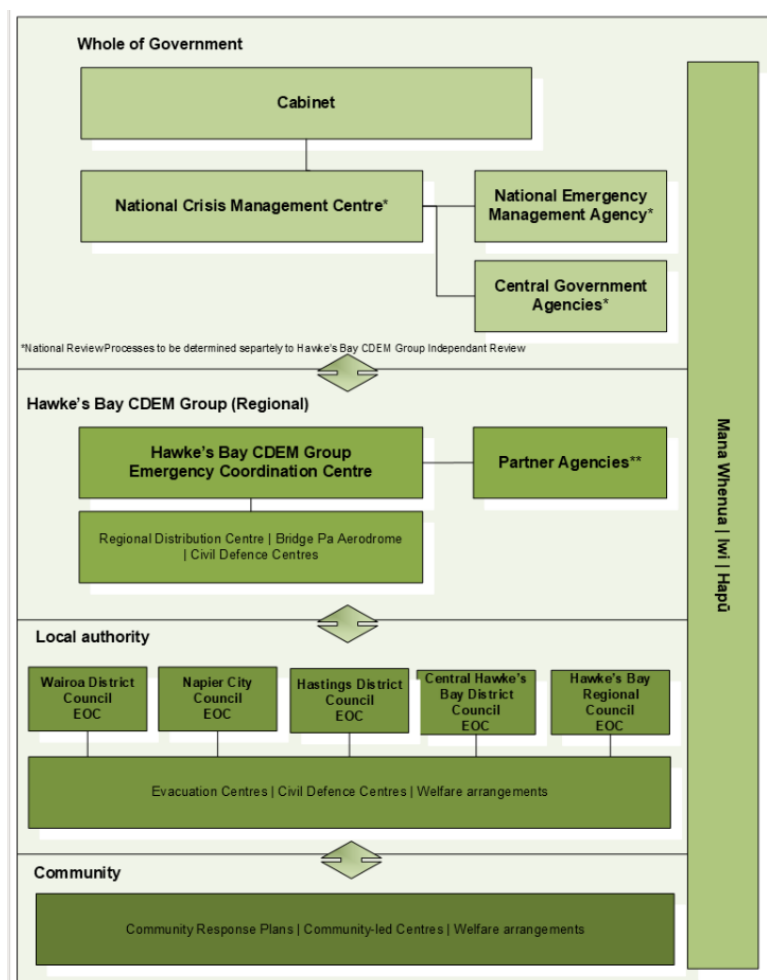


Figure 1: Response levels within the Hawkes Bay CDEM Group

⁵ Mana Whenua engagement at the governance level will be nominated by Mana Whenua Post Settlement Governance Entities.

3. Review Definition

Cyclone Gabrielle has left wide-ranging and significant impacts across the Hawke’s Bay region.

At the peak of the disaster, communities, local Emergency Operation Centres (EOCs) and emergency services experienced isolation from the loss of critical roading, power and communications infrastructure. This has meant that a clear picture of what happened and when has still not emerged across the region.

The declaration of a National State of Emergency created misunderstandings around who was responsible for what. Communities felt frustrated by the level of support from ‘Civil Defence’ and that emergency management arrangements could and should have done more for communities across all of Hawke’s Bay.

This review will consider previous CDEM Group-level review recommendations and will examine the extent to which current investment in the implementation of corrective actions has realised benefits in emergency management arrangements before, during and after an emergency.

The following assumptions and constraints have been identified in the development of the review scope:

Assumptions	Constraints
<ul style="list-style-type: none">• Regular progress engagement with the Hawkes Bay CDEM Group Coordinating Executive Group and the Joint Standing Committee will be undertaken as part of the Review Governance Structure.• Partner agencies and Mana Whenua will conduct their own debriefing / reviews on their Cyclone Gabrielle response in the Hawke’s Bay region.• Mana whenua are actively participating and engaged at all levels of the review.• Relevant documentation including partner agency debriefing / review material, will be provided by an agreed timeframe as part of the discovery process (see phase 2).• Some aspects of the Review will only relate to specific locations, however relevant stakeholders, regardless of locality (in/out of region) will be engaged in relevant Review stages.• Stakeholders will be available for interviews (in person and / or online).• There will be alignment to the national (National Emergency Management Agency-led) lessons management methodology, approach, and any corrective actions framework.• In the event of an emergency, Hawke’s Bay CDEM Group will confirm whether agreed timeframes for the Review are still manageable and will proactively support rescheduling if required.	<ul style="list-style-type: none">• The ability to secure independent consultants with the necessary skills, expertise, availability, and independence from the Hawkes Bay CDEM Group to deliver against the scope of the review.• The willingness, availability, and capacity of stakeholders to participate in engagement phases as part of the Review (Survey, Interviews, Focus Group(s)).• The capacity, ability and timeliness of partner agencies, other agencies, and Mana Whenua to conduct their own debriefing / reviews on their Cyclone Gabrielle response in the Hawke’s Bay region which will then be available to inform the review.• The ability to undertake a review process in a timeframe that aligns with public expectation.• Potential cost and available budget for the review to be delivered.• The timeliness of communications, consultation and dissemination of information related to the Review.• The technology and administrative support available to the Review.• Further emergency events.

4. Scope

Early-stage engagement with key stakeholders has identified the areas below to explore within this review. Expansion of inquiry areas is captured within the Operational Review Framework⁶. These areas include:

- a) Timeline of events for the response to Cyclone Gabrielle across the Hawke's Bay region.
- b) The community voice and how Cyclone Gabrielle impacted communities.
- c) Readiness and response arrangements and capabilities in place before Cyclone Gabrielle and how well these interfaced with communities, including the understanding of roles and responsibilities throughout the response.
- d) Promulgation of warning information to agencies and communities ahead of, during, and after the immediate impacts of Cyclone Gabrielle.
- e) The flow of information to and from the community, and between EOC (local), Group (ECC) and national level response arrangements; and how this contributed to decision making and on the ground resourcing.
- f) The timeliness of Emergency Operations Centre (EOC) and Emergency Coordination Centre (ECC) activations; decisions making; communications and use of pre-defined tools and processes.
- g) Understanding of the Hawke's Bay regions' lifeline vulnerabilities and what planned contingencies existed.
- h) The effectiveness of community level support through both formal response arrangements and informal community networks; and the contributions these had on community wellbeing.
- i) The respective roles of Iwi, Hapū and Mana Whenua within emergency management and appropriate representation in the emergency management system within Hawkes' Bay.
- j) Effectiveness of 'transition to recovery' arrangements and structure.

The scope of this review will examine the response arrangements (*including response capabilities within the Hawkes Bay; communication and information flow; and the interoperability of local EOC; CDEM Group ECC and National emergency management NCC structures*); relationships with partners; any emerging practice that could support future resilience for communities; local authorities and the CDEM Group; the criticality of lifeline infrastructure during an emergency; any strategic lessons that could support National level response management, and the arrangements in place to support an effect transition to recovery.

The review scope will consider emergency management within the Hawke's Bay region⁷:

- Hawkes Bay CDEM Group (Regional): includes the Joint Standing Committee; Coordinating Executive Group; relationships with Mana Whenua; the Group Emergency Coordination Centre and its functions; partner agencies connected to the GECC; the Regional Distribution Centre; Bridge Pa Aerodrome and some Civil Defence Centres directed by the GECC.
- Local Authority: includes Chief Executives; Local Authority elected representatives; relationships with Mana Whenua; all EOC's and their functions; partner agencies connected to EOC's; Local Welfare arrangements including any Evacuation Centres and Civil Defence Centres.
- Community: includes those formal response arrangements connected with any local community response plans, welfare provisions, community-led centres (including Marae), and initial engagement with local recovery structures, particularly reflecting on local recovery community engagement.
- Mana Whenua: includes any formal response arrangements connected with Mana Whenua at a local and CDEM Group level and impacts of decisions during the response on Mana Whenua.

⁶ See Hawkes' Bay CDEM Group Operational Review for the Response to Cyclone Gabrielle 2023 | Review Framework and Engagement Map.

⁷ This is expanded further in the Review Framework.

The independent review will consider the following desired outcomes:

- **Outcome 1** Hawke’s Bay CDEM Group has appropriate capability and capacity to support community resilience, considering the impacts of Cyclone Gabrielle on communities.
- **Outcome 2** Hawke’s Bay CDEM Group has appropriate capability and capacity to coordinate and effectively manage a response before, during and after an emergency.
- **Outcome 3** Strengthened relationships with Mana Whenua, Iwi, Hapū; partner agencies; and communities that support a coordinated approach to emergency management capability.
- **Outcome 4** Emerging response practice is recognised and assessed with a view to informing future emergency management approaches (including community arrangements).
- **Outcome 5** Identification of key lifeline vulnerabilities and planned contingencies that can inform recovery and improvement programmes.
- **Outcome 6** Review findings identify strategic themes to share with NEMA that can inform future emergency management legislative changes.
- **Outcome 7** Hawke’s Bay CDEM Group has appropriate arrangements in place for future transition to recovery situations.

Table 1 provides detail on the scope within each of the review outcomes, supported by Focus areas and detailed criteria.

Out of scope

The review will **not** examine:

- Individual or partner agency response actions as part of the response to Cyclone Gabrielle in Hawke’s Bay.
- Information connected to the deaths resulting from Cyclone Gabrielle. This will legally sit within the coronial inquiry.
- Local, regional, and national Cyclone Gabrielle recovery activities.
- Direct engagement with affected communities, as this will be managed by Local Authorities as part of recovery locality planning.
- While not specifically excluded, the review does not have to consider the implications of the proposed Emergency Management Bill 2023, but the report may reference it if it is helpful to do so.

Given the tension between urgency and having a broad scope, this review will not engage with wider communities. It is recognised that the importance of community voice and the opportunity for Hawke’s Bay communities to tell their stories of the impacts from Cyclone Gabrielle, post this event, is given appropriate action and priority.

The Review will seek access to community voice through a range of mechanisms such as connection to local recovery planning and community engagement; inclusion of community representation within the Review Advisory Group; connection with local authority elected representatives and Mana Whenua through engagement with formalised community groups established as part of community response planning.

A suggested range of mechanisms to effectively and appropriately engage with communities is detailed in the Review Framework. These mechanisms are separate to this Independent Review but could be led and conducted by the appropriate local authority (or other organisation) in parallel to this Review process.

Table 1: Independent Review Scope

Outcome 1	Focus	Criteria
<p>Hawke's Bay CDEM Group has appropriate capability and capacity to support community resilience, considering the impacts of Cyclone Gabrielle on communities.</p>	<p>Strengthened response structures, practices, and processes that will deliver improved emergency management outcomes for communities.</p>	<ul style="list-style-type: none"> • Consideration of pre-planning, capacity, and capability to support communities. • Community-level response structures and interoperability with local and regional structures. • Community-level processes and interoperability with local and regional Activation; Emergency Coordination/ Operations Centre information management; response documents (SITREPs, Action Plans); Common Operating Picture. • Consideration of the quality, effectiveness, and timing of engagement with communities before, during and after emergencies, including hazard risk.
Outcome 2	Focus	Criteria
<p>Hawke's Bay CDEM Group has appropriate capability and capacity to coordinate and effectively manage a response before, during and after an emergency.</p>	<p>Strengthened response structure, practices, and processes that will deliver improved outcomes for future emergencies.</p>	<p>Timeline of Events</p> <ul style="list-style-type: none"> • Detailed timeline of Hawke's Bay CDEM Group response to Cyclone Gabrielle, including key factors in chronological order. • Consideration of the timing, reasoning, decision-making process, and escalation of state of emergency declarations. <p>Warnings</p> <ul style="list-style-type: none"> • Consideration of the application of science / technical advice received at Local / Group CDEM level with reference to warnings (Cyclone Gabrielle and subsequent flooding). • Use of Emergency Mobile Alerts, including promulgation of warning messages to Iwi/Hapu and wider community <p>Activations (Emergency Coordination / Operations Centres)</p> <ul style="list-style-type: none"> • Emergency Coordination/ Operations Centre activations. • Consideration of the timing and mode of activations; operational periods; staffing levels including staff deployed to the region. • Consideration of information management between Local / Group / National levels. • Interoperability and effectiveness of Emergency Coordination/ Operations Centre. <p>Structure and interoperability</p> <ul style="list-style-type: none"> • Understanding of all roles and responsibilities across the emergency management sector in the Hawkes' Bay. • Clarifying the use of States of Emergency. • Local and regional response structures and interoperability with national structures. <p>Response practices and processes</p> <ul style="list-style-type: none"> • ECC and EOC processes: Activation; Emergency Coordination/ Operations Centre information management; response documents (SITREPs, Action Plans); Common Operating Picture. • Regional Distribution Centre. • Staging Areas: Bridge Pa Aerodrome. <p>Welfare</p> <ul style="list-style-type: none"> • Consideration of pre-planning, capacity, and capability for welfare support to communities: Civil Defence Centres, Community-led Centres, Evacuation Centres, Marae. • Consideration of arrangements for welfare sub function planning as mandated by the National CDEM Plan. <p>Communication</p> <ul style="list-style-type: none"> • Consideration of the quality, effectiveness, and timing of communications. • Communication with CDEM Group members, partners; Iwi, Hapū and Mana Whenua and the community. <p>Public Information Management (PIM)</p> <ul style="list-style-type: none"> • Communication with the public (frequency/ tone) through various communication mediums (e.g., television, radio, print, social media, and websites). • PIM capability and capacity at EOC / ECC level. • Consistency of messages at EOC / ECC level and impact on the community.

Table 1: Independent Review Scope

Outcome 2	Focus	Criteria
Hawke's Bay CDEM Group has appropriate capability and capacity to coordinate and effectively manage a response before, during and after an emergency.	Response capability and capacity vulnerabilities that require immediate action.	<ul style="list-style-type: none"> Identify priority gaps requiring immediate consideration.
	Acknowledge and understand previous reviews conducted for Hawke's Bay CDEM Group.	<ul style="list-style-type: none"> Known Hawkes Bay CDEM Group capability gaps outlined in previous reviews, monitoring and evaluation, and reviews on previous emergencies, including emergency management recommendations made by Mana Whenua Corrective Action implementation.
Outcome 3	Focus	Criteria
Strengthened relationships with Mana Whenua, Iwi, Hapū; partner agencies; and communities that support a coordinated approach to emergency management capability.	Clearer definition of the roles and responsibilities of all CDEM Group members, partners; Iwi, Hapū and Mana Whenua, and the community before, during and after an emergency.	<ul style="list-style-type: none"> Understanding and implementation of the roles and responsibilities of key stakeholders (as defined in the CDEM National Plan), and the ability to effectively execute these in a response. Engagement and collaborative planning with key partners not defined in the CDEM National Plan. Clarity around partnership and participation role of Mana Whenua in emergency management.
	Strengthened communications arrangements between Mana Whenua, Iwi, Hapū; partner agencies; and communities.	<ul style="list-style-type: none"> Communications mechanisms to support coordination of response. Information management Regional-Local-Community.
Outcome 4	Focus	Criteria
Emerging response practice is recognised and assessed with a view to informing future emergency management approaches (including community arrangements).	Strengthened future emergency management arrangements that recognise first response efforts come from the community.	<ul style="list-style-type: none"> Locally led emerging response structures or practice that could be considered for future emergency management planning recognising that first response efforts often come from the community. Innovative response practice (ECC / EOC) evolving as part of the response to Cyclone Gabrielle.
Outcome 5	Focus	Criteria
Identification of key lifeline vulnerabilities and planned contingencies that can inform recovery and improvement programmes.	The CDEM Group understands key local and regional infrastructural vulnerabilities and the potential impacts that could arise from lifeline failure.	<ul style="list-style-type: none"> Consideration of the roles and effectiveness in an emergency response of the Lifelines Engineering Group and local authorities. Identification of infrastructure vulnerability resulting from Cyclone Gabrielle and subsequent impacts.
	Appropriate contingencies are considered to mitigate the impacts of lifeline failure.	<ul style="list-style-type: none"> Identification of potential contingencies / owners.
Outcome 6	Focus	Criteria
Review findings identify strategic themes to share with NEMA that can inform future emergency management legislative changes.	Identify any challenges with the practical application of legislative roles, responsibilities, and powers defined in the CDEM Act 2002, and CDEM National Plan Order.	<ul style="list-style-type: none"> How were legislative obligations met by the CDEM Group, local authorities, partner agencies and communities required by CDEM Act 2002. Understanding of the powers used including rationale for declaring a state of emergency.
	The role of Mana Whenua participation and engagement at all levels within emergency management.	<ul style="list-style-type: none"> Recognition of Iwi within the constraints of the current CDEM Act. Outline the role and impact Iwi had during the response to Cyclone Gabrielle.

Table 1: Independent Review Scope

Outcome 7	Focus	Criteria
<p>Hawke’s Bay CDEM Group has appropriate arrangements in place for future transition to recovery situations.</p>	<p>Fit for purpose ‘transition to recovery’ processes with appropriate structure and systems.</p>	<ul style="list-style-type: none"> • Structures and tools supported an effective transition to recovery (including the use of national recovery guidance). • The level and extent of transition and recovery planning preparedness. • Current connection between recovery efforts and the ‘transition to recovery’.
	<p>Clearer definition of the roles and responsibilities of partners and the partnership with Mana Whenua at all levels, within the ‘transition to recovery’.</p>	<ul style="list-style-type: none"> • Engagement by emergency management partners and mana whenua in the ‘transition to recovery’.

5. Review Methodology

To ensure a balance between quantitative and qualitative inputs, the review will be conducted over four phases (See Figure 2) – the first being the development of the Terms of Reference and Review Framework.

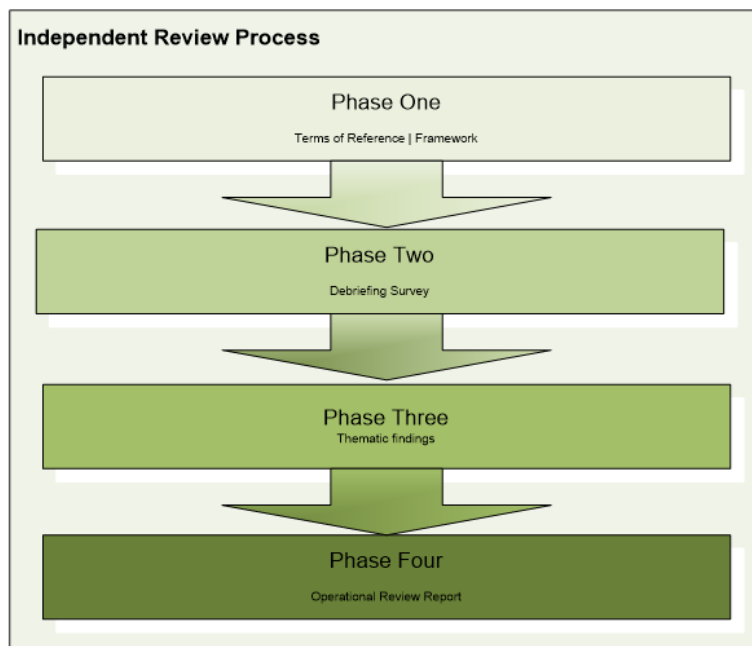


Figure 2: Review Phases.

Phase One – Terms of Reference and Review Framework – this has been completed.

- Development of Terms of Reference and Review Framework

Terms of Reference and Review Framework will be developed for consideration by the CDEM Joint Standing Committee as the accountable entity for the performance of CDEM within Hawkes Bay. The process will include input from a range of key senior leaders, CEG partners, with the final Terms of Reference and Review Framework will be considered by Mana Whenua partners and approved by the Joint Standing Committee as the entity ultimately accountable under the CDEM Act 2002⁸.

Phase Two –Debriefing Survey of operational response personnel – this is underway.

- Operational debriefing survey.

Due to the extensive number of staff that supported the Hawke’s Bay CDEM Group response (at an EOC and GECC level) an online debriefing survey will be used to gain quantitative and qualitative information from those who supported the response. A survey is considered the appropriate mechanism to capture initial feedback on response practice and processes from such a large number of people.

⁸ See Footnote 1.

Phase Three –Thematic findings.

- Review of Agency debriefs, other reviews of the response to Cyclone Gabrielle, and debrief Survey findings and other materials.

Analysis of debriefs / review materials (where available) from partner agencies, and Mana Whenua, along with analysis from the debrief survey to inform early thematic findings.

- Key Stakeholder interviews.

Targeted interviews/focus groups will explore early thematic findings, build a deeper picture of the drivers for these themes, and support identifying where process or practice improvements could be made. Targeted key stakeholder interviews/focus groups with representatives from the Hawke’s Bay CDEM Group, Iwi, partner agencies; and other agencies and volunteer organisations that supported the Cyclone response.

Phase Four – Operational Review Report.

- Report.

Preparing the Operational Review report reflecting the scope outcomes. The report will outline analysis of root causes and issues, identifying areas of strength and opportunities for improvement for consideration and discussion by the Hawke's Bay CDEM Group. The review report will detail recommendations to inform the Hawke’s Bay CDEM Group work programme aligned to the Hawke’s Bay CDEM Group Plan⁹.

6. Review Deliverables

The following deliverables and timeframes are proposed.

Phase	Deliverables	Completed by
One	<ol style="list-style-type: none"> 1. Independent review Terms of Reference approved by the Hawke’s Bay CDEM Group Standing Committee. 2. Independent Review Framework. 3. High-level stakeholder map. 	COMPLETE
Two	<ol style="list-style-type: none"> 4. Development of a Hawke's Bay-specific survey for Hawke’s Bay CDEM Group response to Cyclone Gabrielle including tailored lines of enquiry for groups of stakeholders. 5. Execution of a Hawke's Bay-specific survey to defined stakeholders involved in the Hawke’s Bay CDEM Group response to Cyclone Gabrielle 6. Analysis of feedback from the survey. 	UNDERWAY
Three	<ol style="list-style-type: none"> 7. Review of Agency Debriefs/ and Survey findings. 8. Key stakeholder interviews within the Hawke's Bay CDEM Group, Iwi, partner agencies; and other agencies and volunteer organisations that supported the Cyclone response in the Hawke's Bay region. 9. Combined analysis of feedback from the interviews, agency debriefs and survey findings to capture broad theme areas. 	October 2023
Four	10. Development of an Operational Review report.	November 2023
	11. Brief CDEM governance committee on Operational Review After-Action report findings.	December 2023

⁹ Hawke's Bay Civil Defence Emergency Management Group Plan 2014-2019

7. Engagement

Stakeholder engagement will be integrated into all phases of the Independent Review Process with participation and engagement conducted through a combination of the following approaches:

- Online survey.
- Stakeholder interviews / focus groups.
- Ongoing governance project updates.
- Mana Whenua engagement and participation at all levels.

To ensure meaningful engagement for the independent review, these best practices principles will be adopted:

- Ensure consistent messaging on the Review regardless of National/Group/Regional/Local level tailored appropriate for stakeholder groups.
- Clearly communicate the objectives and methodology and disclose and circulate consultation materials at least seven working days pre-engagement to encourage an informed participation.
- Conduct communications with stakeholders with the provision of timely updates on the Review which are published via agreed channels.
- All engagement is to be conducted through Independent Review Contractors with the administrative support of the Hawke's Bay CDEM Group Office.
- Engagement is to be clearly documented.

High Level Stakeholder map- to include (but not limited to):

	Governance	Control	Response Operations	Transition to Recovery
CDEM Group / Regional	Chair of CDEM Joint Standing Committee	Group Controller	CIMS IMT Managers (GECC)	Group Recovery Manager/ Recovery Specialist
	CDEM Joint Standing Committee	GECC Response Managers	Emergency Services Liaison Officers (NZ Police, FENZ, St. John, Te Whatu Ora).	Mana Whenua, Iwi, Hapū
	Coordinating Executive Group Chair		Staff working / deployed to work in the GECC (Including, but not limited to: Other CDEM Groups, New Zealand Defence Forces, Te Puni Kōkiri, Tihei Mauri Ora, Ministry of Health/ Te Whatu Ora, Ministry of Social Development, Ministry for Business, Innovation and Employment, Ministry of Education, Surf Lifesaving New Zealand)	
	Coordinating Executive Group members		Group Public Information Manager	
	Mana Whenua		Group Welfare Manager / Welfare Coordinating Group	
			Engineering Lifelines Committee Chair / Committee	
			Local Iwi representation. Iwi liaison staff within the ECC	
			Other agency Liaison Officers	
			Civil Defence Centre (CDC) staff coordinated through the GECC	
			Regional Distribution Centre staff	
Bridge Pa Aerodrome staff				
	Volunteer organisations			
	NEMA Regional Emergency Management Advisor			
Local	Mayors/Chairman/elected officials of Local Authorities	Local Controllers	CIMS IMT Managers (EOC)	Local Recovery Manager/ Recovery Specialist
	Chief Executive Officers of Local Authorities	EOC Response Managers	Local Liaison Officers for the Emergency Services Liaison Officers (NZ Police, FENZ, St. John, Te Whatu Ora).	Mana Whenua, Iwi, Hapū
	Mana Whenua		Staff working / deployed to work in the EOC	
			Local Public Information Manager	
			Local Welfare Managers	
Local Welfare structures including Civil Defence Centres/Evacuation Centres/ Community-led Centres (coordinated through an EOC), Marae				
	Local iwi representation. Iwi liaison staff within the EOC			
	Volunteer organisations.			

*Stakeholders include personnel deployed to the Hawke’s Bay to support the Hawke’s Bay CDEM Group and Local response to Cyclone Gabrielle.

8. Resources

Documentation relating to CDEM in the Hawke's Bay CDEM Group (regional) and national level. This includes, but is not limited to:

- Debrief/ Review documentation from local authorities, partner agencies, other agencies, and Mana Whenua.
- MCDEM/NEMA/Independent capability (monitoring and evaluation) assessments.
- Reviews of the region's response to recent emergencies and updates on subsequent actions.
- CDEM Group work planning and quarterly / annual performance reporting.
- Key CDEM Directors Guidelines and planning documents including any updates in progress.
- Key NEMA documentation and guidance issued relating to the declaration of a National State of Emergency.
- Relevant existing service level agreements and memorandums of understanding.
- Other documents identified in the Operational Review process.

Appendix One | Community Engagement

The Joint Committee has expressed interest in broadening the reach of the Review to include community voice. While it may not be practical to include direct community engagement as part of an Operational Review, it is important that impacted communities have the opportunity to share their experiences and identify areas where community resilience to future emergencies could be strengthened.

Options for community engagement (See Table 2) with a focus on the impact of Cyclone Gabrielle could be conducted:

- In parallel to this Independent Review.
- With tailored outcomes for specific communities as part of ongoing recovery activities and local locality planning.

Strategy Options	Detail	Responsible agency
Community Survey	Survey to provide mechanism for communities to provide details on their story of response and the impact of Cyclone Gabrielle.	Led by local authorities in collaboration with recovery activities and locality plans.
Online Community Story Portal	Regional portal allowing communities to share images or video of local impacts to contribute to a story board timeline for future projects.	Coordinated through Hawke's Bay Regional Council.
Community Wellbeing	Wellbeing resources (online and in-person) to support community social impact from Cyclone Gabrielle.	Led by local authorities (through locality recovery planning) and Mana Whenua.
Community Focus Groups	Engagement with Community Groups and organisations that arose through the impacts from Cyclone Gabrielle. Eg. Regional Effected Community Panel or through local recovery planning community engagement	Led by local authorities (through locality recovery planning).

Table 2: Suggested Community Engagement Strategies

Appendix Two | Review Framework Version Control

Date	Version	Notes
22 April 2023	0.1	Initial draft Review Framework for Project Sponsor
24 April 2023	0.2	Draft Review Framework for review and discussion by the Hawkes Bay CDEM Joint Standing Committee at its meeting 28 April 2023
03 May 2023	0.3	Revised DRAFT Terms of Reference for consultation with Joint Committee and Mana Whenua Partners
20 June 2023	0.4	FINAL DRAFT Review Framework for approval by Hawke's Bay CDEM the Joint Standing Committee