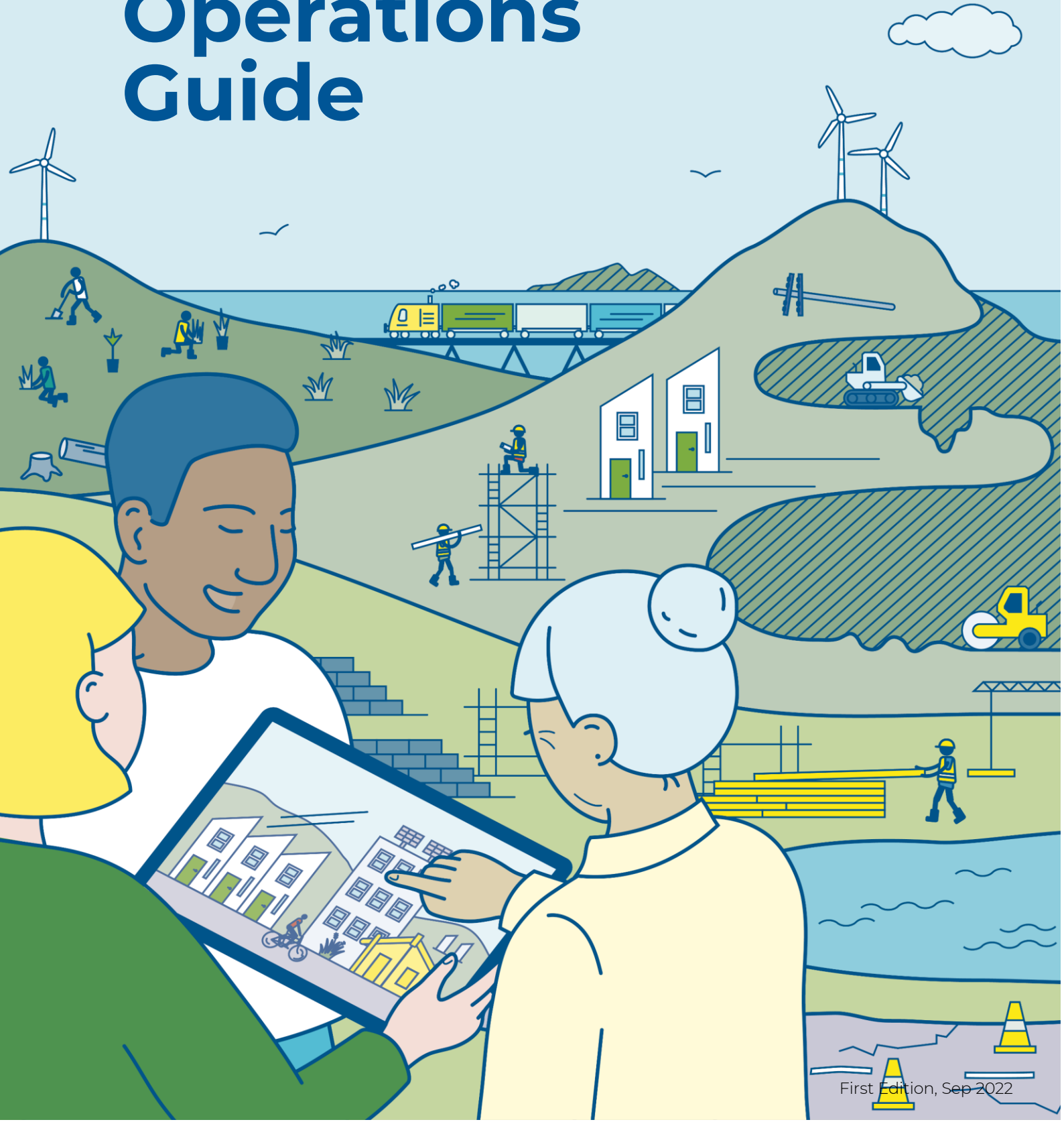




WELLINGTON REGION
EMERGENCY MANAGEMENT

OFFICE

Recovery Operations Guide



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Introduction

Successful community recovery can be defined as the “re-establishment of infrastructure, public services, economy, environment, social and cultural connections, and a general sense of restored stability”¹. Collectively it is the establishment of a ‘new normal’, hopefully more liveable than before and better able to withstand the next emergency event.

Most recovery efforts, regardless of differing contexts, face common challenges: managing the flow of money and information, supporting collaboration at all levels, and striking a balance between speed and deliberation within a compressed time frame.

The recovery process is best described as a sequence of interdependent and often concurrent activities involving many participants that progressively advance a community toward a successful recovery outcome. Managing this process is not an easy task. Often there is significant uncertainty due to a lack information, coordination, leadership, access to funds and resources etc.

The most important goal of recovery efforts should be to reduce this uncertainty by

- establishing operational processes and procedures
- collecting and disseminating timely and relevant information
- finding funds; and
- actively involving stakeholders and determining a pathway for collective action²

Further, “*the most effective type of recovery organization is one that coordinates and supports other agencies in doing what they do well in normal times. The value added by the recovery organization is not performing a radical new function, but rather in helping existing public and private organisations perform more effectively in post-disaster time compression*”³.

It is this ‘value add’ that this Recovery Operations Guide is attempting to establish, by creating a clear and inclusive recovery operating structure that will better enable and support stakeholder participation in recovery through deliberate engagement and collaborative action via their regional and local Recovery Offices.

1 Draft Recovery Pre-Disaster Planning Guidance, FEMA
2 After Great Disasters, Laurie Johnson & Robert Olshansky

3 Recovery Preparedness and Management Director's Guideline [DGL 24/20]

Purpose of this Guide

The purpose of this Guide is to establish a defined recovery concept of operations for the Wellington region, which includes:

- clear role descriptions within the recovery office and key support functions;
- clarification of interdependencies between roles and reporting lines;
- templates and supporting guides to help establish operational processes, coordinate communication, information flows and manage money; and
- a project management framework that enables and coordinates collaborative action between recovery partners for effective recovery solutions.



This Guide is a component of the wider Disaster Recovery Framework being developed for the Wellington Region. Other key bodies of work include articulating a recovery vision, defining a recovery strategy, and developing supporting tactical guides, templates and a recovery training programme.

This Guide is intended to be a living document that can be used during readiness, response, and recovery; and will be continually revised and updated following consultation with end-users, recovery experts, partner agencies, exercises and lessons learnt from real events. In the meantime, draw on and modify the content of this Guide in ways that work best for you and your organisation.

Scaling your Recovery Operation

The recovery structure diagram and phase descriptions outlined in this Guide provide options for managing a large-scale recovery event. This has been deliberately done to show the full suite of roles/responsibilities that may be needed in recovery. However, in most cases recovery operations will be far smaller and Recovery Managers are encouraged to tailor their operational response structure to suit recovery needs and available resources. For example, in a small event it may not be necessary to establish a dedicated Recovery Office or indeed all the recovery support service functions described in this Guide. An alternative option could be to temporarily expand BAU roles to incorporate aspects of the recovery support service function's responsibilities. Regardless of the size and severity of the event and the chosen operational structure to manage it, this Guide will still be a useful tool to help select what functions and tasks are needed for the situation.

Working in Partnership with Māori

*He aha te mea nui o te a o
He tangata, he tangata, he tangata.*

What is the most important thing in the world? It is the people, it is the people, it is the people.

Incorporating the Māori worldview into recovery is an important outcome of any successful recovery operation in New Zealand.

To give effect to this, the Wellington CDEM Group is working to build a trusting and meaningful relationship with Māori, iwi and mana whenua on a sustained business-as-usual basis to jointly develop CDEM outcomes that incorporate Māori perspectives and practices across CDEM's 4R's of Reduction, Readiness, Response and Recovery.

The relationships, vision statements, work programmes, and engagement principles (such as those listed below) that are developed pre-event will inform the initial recovery response and will be further refined with any 'event specific' Māori priorities and perspectives during and post event.

This partnership with Māori will be enabled by Māori being represented across all three tiers of recovery operations, in the form of:

- Māori partnering at the strategic level by being represented in recovery governance
- Māori partnering at the operational level by being represented in the Recovery Incident Management Team; and
- Māori partnering at the tactical level by being represented in the Recovery

Support Service Functions and/or being members of the Recovery Sector Group clusters

Partnership with Māori, iwi and Mana Whenua will be guided by the following principles:

Whānau ora

Supporting whānau to recover to their maximum ability following a natural disaster. The approach is whānau centred and involves providing support to strengthen whānau capacities to undertake functions that are necessary for healthy living and contribute to wellbeing of whānau members and the whānau collective.

Equity

Acknowledging that different types and levels of support may be required for equitable recovery outcomes to be achieved for different whānau. Improving access to services will be a key contribution towards achieving recovery equity.

Self Determination

This principle is concerned with the right of individuals and whanau to be informed and exert control over their recovery direction. This is consistent with full involvement in decision-making, increased capacity for self-management, higher levels of autonomy and reduced dependence.

Indigeneity

Indigeneity is concerned with the status and rights of Māori as indigenous peoples. The value placed on Indigeneity should be reflected in support that recognise and retain Māori identity, the participation of Māori in decision-making, and recovery actions based on the aspirations of Māori.

Ngā kaupapa tuku iho

Ngā kaupapa tuku iho requires acknowledgment and respect for Māori values, beliefs, responsibilities, protocols, and knowledge that are relevant to and may guide recovery planning for Māori.

Whole-of-system responsibility

Achieving best outcomes for whānau and overall recovery equity is a whole-of-system responsibility.

First, do no Harm

Avoid exposing people to additional risks through our actions whether well intentioned or otherwise. This may occur through overreaching professional training and capability, insufficient training, or going beyond the scope of services to be provided.

Professional Conduct

Applying accepted professional values when undertaking recovery support to vulnerable people including but not limited to: trustworthiness, honesty, respect, adherence to the law, and accountability.



Recovery context

This section of the Guide provides context on what recovery is and how it differs from response and business-as-usual. It also provides a short summary of recovery leadership and outlines a recovery operating structure for the Wellington region which is centered on a Programme and Project Management Office that enables and supports effective cooperation and coordination of effort across multiple agencies and communities.

What is Recovery?

Uncertainty, scale, time, psychology, and endurance make the recovery environment different to the response phase and business-as-usual.



The Civil Defence Emergency Management Act 2002 (the CDEM Act) defines recovery as: “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.”

The Act makes it clear that recovery is more than simply building back infrastructure; it is a managed, comprehensive and participatory process inclusive of all people and organisations, that also supports restoring the social, economic, natural and cultural⁴ fabric of affected communities. These outcomes are referred to as the five recovery environments, comprising the:

1. **Built** – roads, residential housing, commercial & industrial properties, essential services & rural infrastructure, public buildings & assets, lifeline utilities
2. **Social** – safety & security, healthcare, education, civic services, psychosocial, community activities & networks
3. **Economic** – individuals & households, business & enterprise, government
4. **Natural** – land & soil, waterways, air quality, plants & animals

5. **Cultural** – galleries, libraries, arts, museums (GLAM), recreation, spiritual and cultural affiliation, heritage places and memorials

To achieve these outcomes, effective recovery operations involve the coordinated management of many interdependent parts and concurrent activities to:

- support the cultural, emotional and physical wellbeing of individuals and communities
- minimise the escalation of the consequences of emergencies
- reduce future exposure to hazards and their associated risks; and
- realise opportunities to regenerate and enhance communities in ways that meet future needs (across the five environments)

The Recovery Preparedness and Management Directors Guidelines (the Directors Guidelines) emphasizes that “communities are at the centre of recovery”. Every recovery goal, objective, relationship and activity should have the health and wellbeing, safety and security, and prosperity of communities at the core of its purpose. Successful recovery is best achieved when the affected communities are empowered and supported to exercise a high degree of involvement in setting priorities and carrying out community-led solutions.⁵ Partnership with Māori communities is a key component of a community-led approach.

The Directors Guidelines further highlights a range of characteristics that differentiate

⁴ The Cultural Environment is treated separate entity in its own right in the Wellington Region to signify its importance. In the CDEM Act 2002 the Cultural

Environment is included as a component of each of the four other environments.
⁵ Recovery Preparedness and Management Director's Guideline [DGL 24/20]

recovery from response and business-as-usual activities, they include:

- recovery leadership being less about command and control and more about relationship building, collaboration, influencing and coordination
- recovery being slower paced with more time for deliberation, with many objectives taking months or even years to achieve
- recovery maintaining a strategic focus that looks beyond just short-term needs and also considers medium and long-term objectives
- the myriad of competing interests, challenges of limited information, resources, access to funds, and political interference, are far more evident during recovery
- inequities and pre-emergency trends are often exacerbated during recovery
- individuals, communities and organisations (not ordinarily affiliated with Civil Defence) are more likely to be actively involved in recovery; and
- grief and psychosocial impacts on people over time are almost always the biggest and most challenging issues to resolve as they can be complex, change over time and vary considerably between individuals

Recovery is often described as a non-linear process of overlapping phases in reference to the duration, myriad of complexities and the changing operational environments experienced. In total there are five recovery phases but only three are solely recovery focused (see Figure 1), with the first two phases being largely recovery planning happening during response operations, and the second a transition phase moving from response to recovery-led operations.

Consider this

Another lens from which Recovery can be viewed is through the concept of [Recovery Capitals \(ReCap\)](#).

Guide to Disaster Recovery Capitals (ReCap)

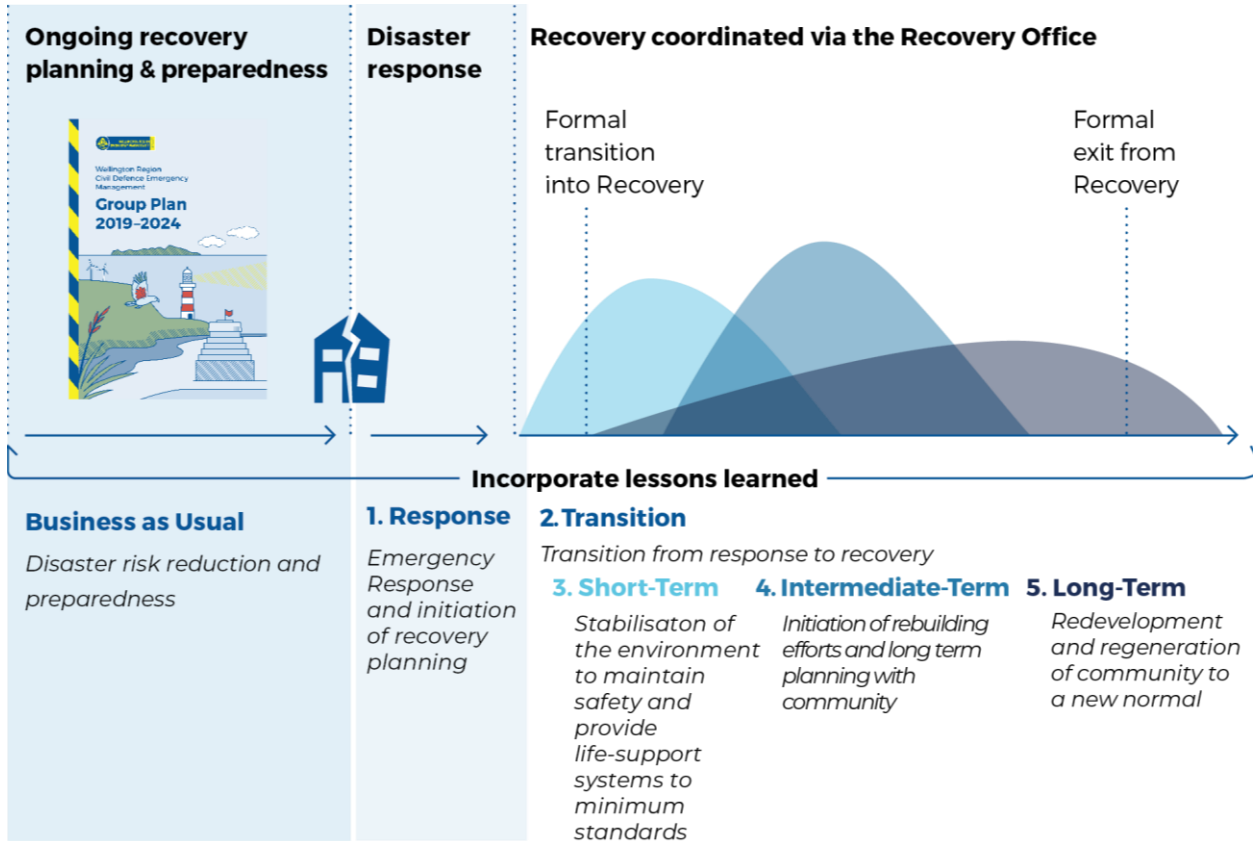


Aotearoa New Zealand edition

ReCap aims to support wellbeing after disasters by providing evidence-based guidance to those engaged in recovery.

Figure 1

Phases in recovery overlap, but the bulk of each bell curve is separate. This is to reflect the fact that throughout recovery, there is not likely to be any one moment where one phase is 'done'.



- 1. Disaster Response** refers to the hours, days or potentially weeks during a disaster when immediate life safety is the first priority. This phase is referred to as the response phase. Recovery planning begins on the first day of response to inform longer-term outcomes.
- Depending on the scale and severity of the event, a **formal transition notice** might be required. This notice formally ends the response and extends the emergency powers for recovery operations, if required.
- Short Term Recovery Phase** refers to the days and weeks after a disaster. This phase begins to address health and safety needs beyond rescue; assessing the scope of damage and community needs; restoration of basic infrastructure; activation of recovery organisations; and community

- engagement and mobilisation of resources. This phase of recovery might begin with an official notice of transition which provides certain powers to a Recovery Manager.
- 4. Intermediate-Term Recovery Phase** refers to the weeks and months after an emergency event. This phase typically involves returning individuals, families, critical infrastructure, and essential government or commercial services to a functional state. These actions bridge to future, permanent measures. This phase also usually involves finalisation of an event specific Disaster Recovery Framework in the form of a recovery vision and strategy.
 - 5. Long-Term Recovery Phase** can last for months or even years after an emergency event. This phase might address complete redevelopment and

revitalization of impacted areas; the rebuilding or relocating of damaged or destroyed social, economic, natural, cultural, and built resources; and signalling restored self-sufficiency, sustainability, and resilience. Longer-term recovery requires technical expertise from a wide variety of sectors.

Recovery Preparedness and Returning to Business-as-Usual Activities

At some point, depending on criteria such as recovery activities increasingly being incorporated into business-as-usual or the Recovery Office's coordination services no longer being required, the Recovery Manager will notify recovery partners that the Recovery Office will be exiting from coordinating recovery operations. Depending on the scale and complexity of the event or the willingness and capacity of recovery partners to collaborate, this could happen sooner than the long-term recovery phase.

The process for how the Recovery Office exits from recovery is described later in this Guide, but just because the Recovery Office is closing does not mean recovery activities end. Rather, as diagram 1 highlights, recovery activities often continue well past the exit of the Recovery Office and are managed by a diverse range of people and organisations as part of the new way of doing business.

As part of the exiting process the recovery manager will task staff to ensure any lessons learned from the experience are incorporated back into business-as-usual recovery preparedness and mitigation efforts.

A more detailed breakdown of each of the five recovery phases is provided in the [Operations Section](#) of this Guide.

“Recovery is not neither a marathon nor a sprint, it's a muddy and exhausting adventure race”

COVID-19 has further highlighted the importance of being able to transition not only between recovery phases but also seamlessly back and forth between response and recovery (sometimes with both happening concurrently). This could occur in other emergencies such as a large earthquake that follows with big aftershocks months after the initial event.

Recovery is often described as a marathon, not a sprint. A better description still is an adventure race where the path is not clear, the terrain varies from rocky to muddy to smooth paths with steep elevations and drastic descents. Unlike response, the measure of success is not clear and the physical and emotional weight of the challenges will take its toll on affected communities and the people working to support them. There will not be enough resources to meet the needs. There will also be radical innovation and windows of opportunity to shape a positive future in ways that could never have happened without the event occurring.

To manage these challenges and opportunities, recovery operations need to be flexible, scalable and structured to work alongside the Coordinated Incident Management System during the response phase and increasingly incorporate more project management practices during the later phases of recovery

Leadership in Recovery

So much about managing collaborative and coordinated recovery operations rests upon effective leadership at all levels, from Recovery Governance, Executive Leadership, the Recovery Manager, to the wider Recovery Management Team, Project Managers and Community Leaders. This section touches on environmental factors inherent to recovery that make this type of leadership a unique challenge. It also covers the importance of developing an effective recovery leadership team, and how good recovery leadership can influence opportunities for change, innovation, and risk reduction.

Challenges and opportunities of recovery leadership

There are many environmental factors unique to recovery that can present significant challenges to recovery leadership. Recovery is a very uncertain operational environment where things change quickly, information is limited, many supporting services incapacitated and the size and complexity of what needs to be done overwhelming.

In a recovery environment, there will be:

- Competing priorities and limited resources or funding to get things done.
- Impacted communities under enormous stress, political pressure, special interest groups, and the media, each with expectations around the direction or lack of action.
- The need to build relationships and forge new alliances with private and public partners both at a local and regional level.
- A requirement to lead alongside other leaders and be able to do so in a coordinated, collaborative way.
- A need to sometimes get involved in tactical decisions whilst never losing strategic oversight.
- A need to sustain a long operational tempo, and be accountable for decisions and performance whilst supporting the health and wellbeing of the people in your team.

These are just some examples of the challenges leaders will face during recovery. It is not surprising why recovery leadership has been described as a 'horrible opportunity'.

Recovery also presents many opportunities to bring about unprecedented change in a short period of time. Existing processes and systems that were bloated and inefficient can be quickly reworked, new infrastructure can be built back stronger, better designed to meet future needs and innovative community-led solutions get traction which highlight the creativity and capability throughout a city or region. It is also an opportunity to build a close-knit team and forge strong relationships with a broad range of stakeholders that will continue to produce

benefits long after recovery operations have ended.

There is no one single recipe for successful recovery leadership, every event will present different leadership challenges. To overcome these challenges the following section outlines recovery leadership principles that have been collated by the New Zealand Red Cross in their “Leading in Disaster Recovery - A [Companion Through Chaos](#)” Guide from the experiences of recovery leaders in New Zealand and abroad.

Recovery Leadership Principles

Establish a Noble Purpose

A strong and true noble purpose is the anchor that will hold people together when things go wrong, personal sacrifice is high and your team is tired. A noble purpose can make the impossible achievable.

Consider this

- Who does my leadership benefit?
- Is our noble purpose a piece of paper on the wall or lived every day? Do I and everyone in my team name it, believe it, apply it?
- Do I feel proud of what I am doing? Does it inspire sacrifice and perseverance?
- What issue is compelling enough to bring diverse groups and leaders together for a common purpose?

Being Ethical

Accept that, in recovery your ethics and values will be tested. Determine your non negotiables, the issues where you will put your courage and energy to ensure ethical outcomes. Build a network – whether formal or informal – of people whose ethics and values you trust and who can help you when you’re faced with situations where doing the right thing is difficult or unpopular.

Consider this

- Who can help give me the courage to do the right thing?
- When personal success is at odds with doing what’s right, what will I do?
- Have I asked someone who is not invested in the decision for their advice?
- Am I taking the easy option because I am tired and time pressured?
- Who benefits from my decision?

Being Intentional

If you value something be intentional about it, it won’t happen by accident. Whatever you decide, create a plan for achieving and measure the progress.

Consider this

- What tools can I use to turn hope into a measurable reality?
- How am I creating the culture I want?
- What is my plan to develop other leaders?
- Are our intentions adequately represented in planning and monitoring?

- Am I hiring fast, or am I hiring well?

Making Decisions

Disaster recovery is full of uncertainty, intense time pressure, high stakes and a lack of reliable information. Making decisions can be tough and lonely. A good leader must recognize if a situation calls for a quick decision, more time to reach a consensus or complete change of plan. People centred decisions, made for the right reasons, are the path of least regret.

Consider this

- Have I sought independent wise counsel from a wide range of disciplines?
- Have I actively listened to those who do not agree with me?
- Is this really an 'either-or' decision or can I find an 'and'?
- Do I have the support needed for the decision to be accepted and implemented?
- How well have I communicated the reasons for the decision? Am I communicating in a human, accessible and empathetic way?

Keeping Perspective

Accept that you can only see a small part of the big picture. Post-disaster recovery is too big to go it alone. Seek multiple opinions from many different and unlikely places in order to see the whole picture.

Consider this

- Do I have an external group of trusted wise heads – people with whom I can have safe conversations, admit challenges and whose feedback I respect
- Am I comfortable asking for advice? Do I view seeking other opinions as a sign of strength?
- Are all sectors and levels represented in my address book?

Leading with Empathy

Empathy is about understanding multiple perspectives. An empathetic approach allows connections to be made and opens you up to understanding complexity. Empathy takes energy though and is hard to find when you are physically and mentally tired.

Consider this

- Am I losing my capacity for empathy? Is it time for a break or a refresh?
- How do I ensure I hear the voice of the community? How represented are communities in my calendar compared to other stakeholders?
- Am I overly focused on the minority who may take advantage rather than supporting the needs of the majority?
- Do I try to portray myself as good at coping well with everything? Could it be a relief for others to know I am not perfect?
- Is my default to trust people (the community, colleagues, other organisations)?

Being Innovative

A disaster has destroyed the box so you have to think outside it. The heart of recovery is about being flexible and adaptable so you can embrace this extraordinary opportunity. Learning and ideas come from unusual and unexpected places. Create a culture that embraces wildly different ideas and disciplines in order to innovate and co-create.

Consider this

- Do I have explorers on my team? When did I last play a 'wild card'?
- Am I hiding behind obstacles? Am I being creative with ways to say yes to good ideas?
- Am I willing to risk and manage failure on the way to success?
- How to ensure my team feels safe stepping into the unknown?

Supporting the Team

During recovery, usual methods of support for people are not enough. More is required. Your team not only provides support to disaster-impacted people but are also likely to be impacted themselves. Understand the load they carry, how long they will carry it for and work them to make it manageable. Even the most capable and resilient people need support.

Consider this

- How are we allocating resources to support staff as part of all plans?
- Are we monitoring staff well-being?

- Is support of our people one of the key performance indicators for all management positions?
- Do members of my team feel safe and confident to ask for support when they need it?
- How am I ensuring the team feels trusted to make decisions?⁶

Prioritising Self-Care

Looking after yourself is often easier said than done. It may make you feel uncomfortable, guilt laden or impossible to do given the current situation. The fact is that you will be able to contribute more over the long term if you look after yourself. Know too that failing to care for yourself will impact those around you – your team, the community you support and those in your personal life.

Consider this

- Are my close relationships being affected by my role? Am I still doing things I used to love and find meaningful?
- Do I have a buddy who will tell me when stress is having an impact, even when I might not see it?
- Do I have a self-care plan that I follow and someone to keep me accountable?⁷
- How much of myself do I see in the burnout checklist?⁸
- Have I considered when and how to hand over the reins?

⁶ New Zealand Red Cross: "Leading in Disaster Recovery, A Companion Through the Chaos" Journal.

⁷ The Red Cross's "Leading in Disaster Recovery - [A Companion Through Chaos](#)" Guide provides a self-care plan along with other resources in the toolbox section of the Guide..

⁸ The Red Cross's "Leading in Disaster Recovery - [A Companion Through Chaos](#)" Guide provides a burnout checklist along with other resources in the toolbox section of the Guide..

Leading Innovation and Risk Reduction

Recovery, despite being a period of significant upheaval and disruption is also an incredible opportunity to bring people together to effect positive change. This is where effective recovery leadership can really set the compass direction during stormy seas, and a number of the leadership principles identified in the previous section emphasize this.

Recovery provides a unique opportunity to rethink, strengthen, and improve portions of the Built, Economic, Social, Cultural and Natural Environments. This might mean helping communities to become more resilient to future disasters, more connected or more environmentally sustainable as part of the rebuilding. Ultimately the success of incorporating 'innovation and risk reduction' outcomes will be based on the ability of recovery leadership to influence and inspire recovery partners and communities from just restoring the "existing and easy" to regenerating the "preferred and achievable."

Consider this

- Disasters often create windows of opportunity for potential improvements to urban form and layout of cities.
- Innovation during recovery often requires more time, effort, thought, and engagement than simply replacing "like for like."
- The need to balance expeditious progress with betterment opportunities is a key tension in post-disaster recovery.

Ways Recovery Leadership can support innovation and Risk Reduction

- Monitor decision making and work to identify potential opportunities to make improvements, apply hazard mitigation strategies, deploy resilience interventions, and foster community capacity building.
- Raise awareness of the potential opportunities for innovation and risk reduction with local and regional recovery organisation personnel and external stakeholders.
- Help to ensure that any decision to tip the scale towards speed or improvement is done actively and knowingly, rather than passively and mistakenly.
- Help to encourage new, innovative, and often outside-the-box solutions that consider the Recovery Environments as an interdependent system.
- Foster aspects of design thinking throughout the recovery process and the recovery organisational structure.
- Support close collaboration with community representatives to innovate in ways that align with community values and vision statements that are set out in existing community plans or solicited during the recovery process.

Recovery Governance

Recovery Governance performs a pivotal role in contributing to recovery leadership, from setting the strategic direction, leveraging, and releasing funds to providing leadership support and ensuring the community's voice and needs are being heard and met.

In most instances, the governance structures for local and regional recovery will largely be no different to governance structures during business-as-usual. Local Mayors and their elected councillors will be at the centre of local recovery governance, and at a regional level the region's Mayors (or their delegated representatives) will form the core of the regional recovery governance structure.

However, depending on the scale and impacts of the event, recovery priorities and costs involved, there might be a need for improved collaboration and coordination with other recovery partners. The local government business-as-usual governance bodies might need to adopt a different structure that is inclusive of a wider pool of external (non-council) leaders. Examples include representatives from central government agencies, lifeline utilities, business representatives, NGO's, and even affected communities,

Recovery governance structures should be agile and reflect the size of the event and needs of the community. To ensure this is achieved in a coordinated way, recovery governance should require enhanced communication and collaboration by operational agencies is in place to deliver effective and efficient planning and implementation of recovery initiatives.

Emergency events will vary in terms of scale, and different tiers of governance will be required to support recovery operations. For an event that falls within the boundary of one Territorial Authority the Local Recovery Manager will be responsible for recommending a suitable governance structure to his/her Chief Executive. For a regional event, it will be the responsibility of the Group Recovery Manager to recommend an appropriate governance structure to the Chair of the Wellington Regional Leadership Committee. The Group Recovery Manager's recommendation will be made in consultation with Local Recovery Managers and Executive Leadership.

External representatives invited to the recovery governance committee do not have to be permanently appointed and may come and go according to their level of involvement in the current phase of recovery operations.

A governance option for the Wellington region after a large earthquake

Wellington, as the seat of central government and a major urban centre, a significant emergency event in the region is likely to result in a strong interest by central government to participate, oversee or even lead recovery operations; similar to what happened following the 2011 Christchurch Earthquake where the Canterbury Earthquake Recovery Authority (CERA) was formed. CERA was essentially a new central government department established to lead recovery utilising fast-tracked extraordinary powers to get things done. Whilst CERA proved successful at increasing horizontal coordination across central government departments, cutting through bureaucracy and making timely decisions that enabled rapid progress to restore business-as-usual, vertical integration with lower

tier organisations such as the regional or local councils, businesses, organisations and the community was reportedly not so effective. This resulted in missed opportunities for more local innovation and long-term capacity building.⁹

Canterbury's nationalised and centralised recovery governance structure is a possibility in the Wellington region following a large disaster. However, to better position regional or local governments as a partner with central government, a formalised recovery governance structure for the region should be quickly established post-event where most aspects of the recovery are led by local government, when they have the capacity and capability to do so, and augmented by central government in areas where that capacity and/or capability has been diminished. One form this enabling governance structure could take is an Independent Crown Entity¹⁰.

Table 1 provides a brief description of the different levels of recovery, recovery operational coordination requirements for each level and a recommended governance structure.

→

Let your Governance Structure Evolve.

Consider adding representatives to the governance structure that reflect the interests of affected communities, priority populations, and the phase of recovery operations. Adopting a flexible and inclusive governance structure that evolves to the changing situation and looks wider than traditional response agencies such as FENZ, Police and DHB's, better reflects the agencies coming to the fore throughout the different phases of recovery. Examples include: business, arts, culture, education, stewards of the natural environment, etc.

9 Johnson And Olshansky 2012. Disaster and Recovery: Process compressed in time, Natural Hazards Review

¹⁰ A concept currently being explored by WREMO in collaboration with key stakeholders.

Table 1: The Five Recovery Levels and Recommended Governance Structures

| Recovery Level | Criteria | Recovery Coordination | Recommended Governance Structure ¹¹ |
|--|--|---|--|
| Level 1 Single council incident Moderate event, single TA (Territorial Authority) impacted | Example events: <ul style="list-style-type: none"> Localised 1 in 20 year flood or storm event TA has sufficient capacity to coordinate and resource recovery activities. | A single council impacted by a relatively small event may fully or partially activate its Recovery Office to carry out needs assessments and coordinate recovery tasks. Unlikely to be a need for a transition notice period. Many recovery tasks will most likely be incorporated into BAU services but the local Recovery Manager may activate some local Recovery Office Support Service staff to oversee and coordinate these activities. Minimal Group support needed other than perhaps advice and information sharing with the Group Recovery Manager. | The elected members of the affected local authority can act as Recovery Governance. |
| Level 2 Local emergency Medium event, one or more TA impacted | Example events: <ul style="list-style-type: none"> Localised 1 in 50 year flood or large storm event TA or TA's have sufficient capacity but may need some support and advice from the Group Recovery Office to coordinate their recovery efforts. Possible local emergency declaration/s | A medium sized event that impacts one or two councils, may require partial or full activation of each impacted Council's Recovery Offices, and partial activation of the Group Recovery Office (to monitor and provide support as and when required). The local Recovery Manager's lead recovery operations but will work with the Group Recovery Manager to coordinate their activities and give notice of any local transition periods. Regional recovery support will be overseen by the Group Recovery Manager. | Elected members of each affected local authority can act as Recovery Governance with the business-as-usual (BAU) Regional Leadership Committee providing advice and support as and when requested. |
| Level 3 Local or regional emergency Medium to severe event, one or more TA impacted | Example events: <ul style="list-style-type: none"> Moderate local earthquake 1 in 50+ year flood or large storm event. | Full activation of impacted TA or TA's Recovery Offices and partial activation of the Group Recovery Office. Local Recovery Managers will work with the Group Recovery Manager to give notice of local or a regional transition period, where required. Some regional Recovery Support Service functions will | Potential options include: <ul style="list-style-type: none"> The elected members of each affected local authority can act as Recovery Governance with the business-as-usual |

¹¹ Governance recommendations are indicative only, assessments will need to be done at the time of the event to determine the scale and severity of the impacts and the most suitable governance structure

| Recovery Level | Criteria | Recovery Coordination | Recommended Governance Structure ¹¹ |
|---|---|--|--|
| | <ul style="list-style-type: none"> Large rural fire TA or TA's mostly have sufficient capacity but need access to regional assistance and/or coordination of some recovery activities Likely local emergency declaration/s or possible regional declaration. | likely be activated to help provide capacity and support to local recovery efforts. The regional Recovery Office Support Service(s) are actively managed by the Group Recovery Manager and further advice and/or support provided by the National Recovery Manager if required. | <p>(BAU) Regional Leadership Committee providing advice and support as and when requested; or</p> <ul style="list-style-type: none"> Using the BAU Regional Leadership Committee structure with perhaps a more frequent meeting schedule and the inclusion of leaders from any key supporting agencies (e.g. MSD, Housing NZ, MOH, Police, FENZ, NEMA etc.) |
| <p>Level 4</p> <p>Regional emergency</p> <p>Severe event, one or more TA impacted</p> | <p>Example events:</p> <ul style="list-style-type: none"> Moderate to severe local earthquake Large rural fire Moderate tsunami 1 in 100 year flood or storm event TA or TA's capacity stretched or overwhelmed and needing regional and/or national coordination and support. Likely regional emergency declaration. | Full activation of local and regional Recovery Office/s. Local Recovery Managers and the Group Recovery Manager work in close collaboration to give notice of a regional transition period and ongoing delivery of recovery activities, with overarching leadership and coordination provided by the Group Recovery Manager. Partial or full activation of the National Recovery Office with support or direction provided by the National Recovery Manager. | <ul style="list-style-type: none"> Using the BAU Regional Leadership Committee structure with a more frequent meeting schedule and the inclusion of leaders from any key supporting agencies (e.g. MSD, Housing NZ, MOH, FENZ, NGO's, business representatives etc.); or more likely Establishing a governance and leadership structure to give specific attention to directing and supporting recovery operations - this Committee should include appointed liaisons from relevant regional and central govt partners and other representatives (such as business, arts, culture, health, education etc.) |

| Recovery Level | Criteria | Recovery Coordination | Recommended Governance Structure ¹¹ |
|---|--|--|---|
| <p>Level 5</p> <p>State of national emergency</p> <p>Extreme event, one or more region impacted</p> | <p>Example events:</p> <ul style="list-style-type: none"> • Severe earthquake or tsunami event • Extreme flood or storm event • Pandemic • Likely state of national emergency exists, or the civil defence emergency is of such national significance that it requires national coordination by the National Recovery Manager. | <p>Full activation of the Local, Regional and the National Recovery Office/s with active direction and support coming from the National Recovery Manager. A Long-Term Recovery Organisation may be needed with new legislation defining the organisations structure and necessary authorities and powers for the organisation to effectively manage long-term recovery beyond the transitional period.</p> | <p>A joint governance structure between central and local governments that optimises the use of resources, community engagement and considers long-term planning. This can take various forms, including an Independent Crown Entity with a mix of representatives in the governance structure. This is a concept that is currently being explored by WREMO and other partners.</p> |

Independent Crown Entity

An Independent Crown Entity is a possible governance structure for the region in a Level 5 severe event where public confidence in decision making is paramount and capacity and capability is severely disrupted across the system.

An Independent Crown Entity is a flexible framework that can operate in the interests of both local authorities and central government, functioning as a method of enhancing collaboration between both parties.

The appointment and make-up of the decision-making board for the Crown Entity should be based on a joint central and local government assessment of the capacity or capability of regional governance at the time of the event.

Investigating and establishing an Independent Crown Entity framework prior to a large-scale event in the Wellington region is highly recommended. Doing so would help to ensure this structure could be established quickly should it be needed, with less confusion or conflict over power sharing arrangements, it's authority and the transition from regional governance to a this joint central/local governance structure.

Recovery Governance Principles

The following Principles have been taken from Resilient Organisations: ['The Boards Role in a Crisis'](#) Guide and slightly modified for recovery governance:

Be Prepared

It is not enough to just identify the risks. Governance should know how the risks are going to be managed, this involves having an appreciation of the recovery plan and recommended governance structure if the risks become a reality. This includes taking steps to actively establish these structures pre-event and running scenarios to test their capabilities.

Coach and guide your team, don't try to play the game for them

Agree priorities, discuss perceived gaps, risks and opportunities, but governance needs to do this from a strategic viewpoint, let recovery management be responsible for operational implementation. Governance, needs to be careful to avoid taking over, undermining management confidence, or adding unnecessary burden.

Identify and grow critical relationships before they are needed

Relationship building across organisations (including central government agencies) can accelerate the level of trust and understanding needed to influence key decisions and aid recovery.

Be agile in decision making

A crisis requires rapid decision making in an environment of heightened uncertainty and risk. Decision making processes need to reflect these changed circumstances. This includes agreeing on principles to guide governance and management decisions, greater delegations, increased reliance on qualitative information, and deliberately seeking and exploring alternative views to test thinking.

→ A [Recovery Governance Role Card](#) in the Operations Section of this Guide provides a further summary of the role and responsibilities of governance during recovery.

Prepare for the long haul

Crises invariably last longer than initially anticipated. Governance has an important role in navigating the Recovery Office through recovery by helping senior management look over the horizon, and monitoring recovery operational staff health to ensure forward progress is sustainable.

Amplify health and safety

Health and safety risks are usually heightened during a crisis. While people may want to take heroic actions or trade-off health and safety to achieve quick results. Rather than unwittingly accepting additional risk, extra care needs to be taken in health and safety awareness and decision making to reduce the risk of harm to staff and the public.

Look upwards and outwards

Maintain awareness of the broader environment and what else is going on in the community, or at a national/international level that might impact the recovery strategy and/or create risks to its effective delivery.

Recovery Executive Leadership

During recovery operations, Executive Leadership has an important role to play in contributing to effective recovery operations. Recovery Executive Leadership can consist of one or more Chief Executives operating relatively independently to support recovery operations in their own respective territorial authority (perhaps in a Level 1 or 2 event as defined in the previous section), or acting as a collective as part of the Coordinating Executive Group (CEG) in a higher level event.

Chief Executives generally works closely with their Local Recovery Managers. Often they have a familiar and established relationship pre-event and are more frequently available and engaged with their Recovery Managers and the Recovery Office staff during recovery operations. Executive Leadership sits in a unique position at the crossroads between Governance and the Recovery Manager and provides leadership advice both upwards and downwards. For example, supporting Governance in helping them understand their role during recovery and determining strategic recovery priorities, and supporting the Recovery Manager with leadership advice and management support in the form of resources, staff, funds and facilities to run an effective Recovery Office.

A key consideration for Executive Leadership is really taking the time to consider the potential resource requirements to sustain an effective Recovery Office, and in particular having a pre-approved HR plan in place so the recovery operations and a level of business-as-usual council service can be sustained simultaneously.

Other key contributions of Executive Leadership are to ensure coordinated decision making and information flow between Governance and the Recovery Manager, encouraging involvement of key external stakeholders into Recovery Office operations, and supporting/monitoring the transfer of recovery operations back to business-as-usual.

→ An [Executive Leadership Role Card](#) in the Operations Section of this Guide provides further detail on the role and responsibilities of Executive Leadership during recovery

Recovery Manager

Group Recovery Manager

The Group Recovery Manager leads the regional recovery organisation structure and is responsible for coordination and oversight of all pre-event and post-event recovery activities for the Wellington CDEM Group. In the Wellington CDEM Group, the Group Recovery Manager reports to the Regional CDEM Manager in a business-as-usual capacity. In an activation, the Group Recovery Manager reports to the Coordinating Executive Group Chair, as well as the National Recovery Manager when recovery is being coordinated from a national level. The Group Recovery Manager has a two-way coordination relationship with the National Recovery Manager, which provides the interface to central government leadership and agencies. The Group Recovery Manager also has an advisory relationship with the nine Local Recovery Managers in the Group and coordinates between them in both pre-event and post-event recovery operations.

During the early phases of an event, the Group Recovery Manager has a responsibility to contribute to the needs assessment process and recommend the most appropriate regional recovery organisational structure to address the scale and diversity of recovery issues arising. In doing so, the Group Recovery Manager will work with the impacted Local Recovery Managers to complete local needs assessments, support local recovery organisational structures, and coordinate access to regional and national resources. The Group Recovery Manager's recommendation on the appropriate regional Recovery Level will ultimately be reviewed and approved by the agreed-upon recovery governance structure.

The Group Recovery Manager will have responsibility for the timely completion of the Group Recovery Action Plan and other Group Recovery Reports, and their approval by the Regional Leadership Committee, as necessary.

During a notified Transition Period, the Group Recovery Manager can exercise transition powers, as described in CDEM Act 2002. Broadly speaking, these powers enable better sharing of information and coordination of resources, similar in intent to the powers available to Controllers during a State of Emergency. As these powers are legislated specifically within the CDEM Act, there are certain rules that determine how they can be applied.

Local Recovery Manager

The Local Recovery Manager leads the local recovery organisational structure and is responsible for oversight of all pre-event and post-event recovery activities for their respective local Council. The Local Recovery Manager reports to their Chief Executive, and the reporting structure is expanded during emergencies to include the Mayor, their local council and the Group Recovery Manager.

Immediately following an emergency, the Local Recovery Manager is responsible for conducting a local recovery needs assessment and determining the most appropriate recovery organisational structure to address the scale and diversity of recovery issues arising for a particular emergency. The Local Recovery Manager will also work with the Local Controller and the Group Recovery Manager to ensure recovery issues are being considered during response and a smooth transition occurs into the appropriate local recovery structure.

Following the transition from response to recovery, the Local Recovery Manager is responsible for leading local recovery operations. The Local Recovery Manager will have responsibility for the timely completion of a local Recovery Action Plan and other recovery reports, and obtaining their approval from the Chief Executive, Mayor, and local Council, as necessary. The Local Recovery Manager is also responsible for ensuring that local recovery plans align with any regional recovery objectives (if applicable).

During a notified Transition Period, the Local Recovery Manager can exercise Transition powers, as described in the CDEM Act 2002.

The CDEM Act 2002 does not require Local Recovery Managers to be appointed before an event. However, the Wellington CDEM Group has appointed Local Recovery Managers for each TA and confirmed their appointments through the

Regional Leadership Committee. Local Recovery Managers are considered to have a de facto delegation of the Group Recovery Manager's access to powers during Transition. This means that a Local Recovery Manager may exercise recovery powers if their TA is included within a Notification of Transition, but must act within any specific direction given by the Group Recovery Manager.

→ A [Recovery Manager Role Card](#) in the Operations Section of this Guide provides further detail on the role and responsibilities of a Recovery Manager during recovery.

Forming a Recovery Leadership Team

Similar to the response phase but to an even greater extent, the sheer size, scale, complexity and duration of recovery often means that it is impossible or indeed not appropriate for the Recovery Manager to lead alone. Under these conditions, it is critical that people in recovery leadership roles look after the wellbeing of their staff, and just as importantly, look after their own wellbeing. This is why it is important for the Recovery Manager to form a strong leadership team comprising Recovery Office Support Service function team leaders, Sector Group Chairs, Governance and Executive Leadership, and be prepared to include other leaders (external to the Recovery Office) into the leadership group as and when required.

A strong leadership team enables responsibilities to be delegated, ensures there is a reasonable span of control, provides diversity of thought and enables sustained leadership direction over a long operational time frame.

To develop a strong leadership team, all leadership team members need to have a shared vision, and be clear on their assigned tasks, role, responsibilities, decision making authority or delegations, lines of accountability and reporting.

Frequent meetings between the Recovery Management Team (including external partners and technical experts where appropriate) should be scheduled with minutes and actions recorded. Just like during the response phase, handovers between leadership should also be comprehensive and consistently done, and any changes to the strategic direction only made with the lead Recovery Manager's approval. Similarly, Governance and Executive leadership

should be frequently briefed to ensure they can provide support and direction and shoulder some of the burden of leadership.



Recovery from major events is rarely business-as-usual.¹²

Recovery from multi-jurisdictional, large-scale disaster is rarely successful when a 'business-as-usual' approach is applied to this very complex task. This is due to the following characteristics of recovery:

- Recovery typically involves large-scale programmes, often costing many millions of dollars, and requiring a diverse set of skills, resources and protocols to plan, implement and monitor;
- Recovery projects and programmes are prepared quickly and implemented over a fixed time period, usually two to five year or more;
- They are implemented on an intensive basis in a specific geographical area or areas affected by a disaster; and
- Recovery efforts receive a high degree of scrutiny and demand for accountability, thus necessitating good governance and public trust¹²

¹² Handbook on Recovery Institutions: A Guidebook for Recovery Leaders and Practitioners, United Nations Development Programme, Crisis Bureau, www.undp.org

Local, Regional & National Recovery Offices

This section provides a brief outline of a Local, Regional (often referred to as the ‘Group’) and National Recovery Office’s. A key principle of this recovery guide and the Directors Guidelines is to maintain local primacy of core recovery operations, and to ensure appropriate regional or national coordination is there to support when required.

Local Recovery Office(s)

As much as is possible, recovery operations should be coordinated and delivered through the local level. Local knowledge and relationships between council and communities and local stakeholders are critical for achieving good recovery outcomes.

Each council is responsible for activating a Local Recovery Office if a particular event is expected to result in a need for coordinated recovery efforts. Local Recovery Offices are under the direction of the Local Recovery Manager and allow for local impacts to be identified and addressed by people who know their communities and have existing relationships with local stakeholders.

At full activation, a local Recovery Office might have all the Recovery Office Support Service functions (described in more detail in the next section) activated and all five Recovery Environments in operation, or a smaller and more selective combination of these for smaller

events. Recovery Office resources (including staff, facilities, and office equipment etc.) are provided by the territorial authority upon approval by the Chief Executive.

Each local Recovery Manager is responsible for determining the location and composition of his/her Recovery Office, and periodically reviewing this structure to determine if it needs to scale up or down as recovery unfolds. The Recovery Manager is also ultimately responsible for the health and wellbeing of all local recovery staff, the safe and efficient delivery of operational objectives, and maintaining effective coordination with local recovery partners and the regional Recovery Office.

Regardless of the size or scale of a local recovery operation, if a Local Recovery Office activates the Group Recovery Office will go on stand-by to monitor the situation and be in a ready position to provide more active support as and when required. At all times the Group Recovery Manager and any permanent group recovery staff are available to provide advice and support to Local Recovery Managers.

If the recovery response overlaps multiple Territorial Authorities (TA’s) or is so exceptionally severe that an individual TA’s capacity to coordinate recovery operations has been reduced or overwhelmed, it is highly likely a regional or even a national recovery response could be required. In this scenario the Group Recovery Manager will consult with the affected Local Recovery Manager/s and the National Recovery Manager to decide on the best

recovery response. If a nationally or regionally coordinated recovery response is required the National or Group Recovery Manager will lead recovery operations, and it is the responsibility of both the Group and Local Recovery Office's to liaise effectively, share information and resources to deliver on the National or Regional Recovery Plan at a local level.

Group Recovery Office

The Wellington Region is a complex mix of urban, rural, and semi-rural areas, with continuous urban areas split only by council borders. Because emergency events do not happen along convenient lines of territorial boundaries, an event with regional impacts could require coordinated operations across multiple councils.

The Group Recovery Office performs this regional role to help facilitate communications, joint planning, sharing of resources and coordination of support from within and outside the region's boundaries. It also acts as the conduit for central government direction.

At full activation, the Group Recovery Office might have all Recovery Support Service functions and all five Recovery Environments in operation, or a smaller and more selective set of these in smaller events.

The Group Recovery Manager is responsible for determining the activation and organisational composition of the Group Recovery Office, and periodically reviewing the structure to assess if it needs to scale up or down as recovery unfolds. Recovery Office resources (including staff, facilities and office equipment etc.) are provided by the regional council upon approval by the Chief Executive.

In a regional recovery, the Group Recovery Manager will act as the lead Recovery Manager responsible for coordinating recovery operations in close collaboration with Local Recovery Managers in each of the region's nine councils. The Group Recovery Manager will also coordinate upwards to the National Recovery Manager and report directly to Recovery Governance.

National Recovery Office

With the Wellington region hosting the national parliament and many central government departments, a significant event impacting the region will likely invoke a national response. If a nationally coordinated recovery response is required the National Recovery Manager will:

- Liaise with the CDEM Group Recovery Manager and provide Government direction
- Monitor the provision of services and support being provided across central government agencies to ensure the needs of the community are being met, and
- Monitor the progress and effectiveness of recovery activities, identify any emerging risks or issues, and report to the Minister of Emergency Management.¹³

13 Recovery Preparedness and Management Directors Guideline [DGL 24/20], pg 61

Recovery Office Structure for the Wellington Region

The Wellington Region Recovery Structure is outlined in Diagram 1 below and applies to both regional and local recovery operations. Similar to CIMS, this structure is adaptable to the required event.

Diagram 1 outlines a governance structure consists of four possible options as prescribed in further detail in the governance section of this Guide. Depending on the nature and scale of the event the local and regional Recovery Managers will recommend the most suitable governance structure.

The diagram shows Executive Leadership in the form of the Chief Executive or Coordinating Executive Group Chair performing an important intermediary role between the Recovery Office and Governance.

The Recovery Office component of the structure is led by the Recovery Manager, supported by advice from NEMA and/or direction from the National Recovery Manager, Executive Leaderships and Governance. Technical advisors such as GNS scientists, structural engineers, legal and urban design experts support decision making, and a dedicated Health, Safety and Wellbeing advisor oversees staff and volunteer safety and wellbeing - this is a very important function within the Recovery Office considering the potentially arduous and demanding nature of recovery operations and the psychosocial impacts an event can have on recovery staff.

At the core of the Recovery Office is a number of interdependent support service functions that look and feel very similar to CIMS, but with one key difference. In Recovery, the emphasis is on communication and coordination as opposed to command and control. These recovery functions collectively work together to coordinate, enable and empower recovery programmes and projects largely driven by partner agencies, organisations and the wider community. In summary these functions are:

- **Māori Recovery Support** – build and help maintain a strong and respectful relationship between the Māori community and the Recovery Office and its partners.
- **Project Coordination** – build and maintain relationships with external partners, manage programme administration and reporting.
- **Finance & Resource Allocation** – manage the accounting, coordination and integration of many services and resources, including financial resources, human resources, construction resources and others.
- **Strategy & Planning** – oversight and facilitation of all local and/or regional recovery strategy and planning efforts.
- **Community Wellbeing** - manage the coordination of recovery navigator services and oversight of community wellbeing in affected communities.
- **Information Management & Monitoring** – manage the collation, analysis, and

Diagram 1: Wellington CDEM Group Recovery Structure

..... Communication and support
 — Coordination and/or accountability

Governance

Programme Board

Maintains strategic oversight, ensures community needs are being met and approves funding



Executive Leadership

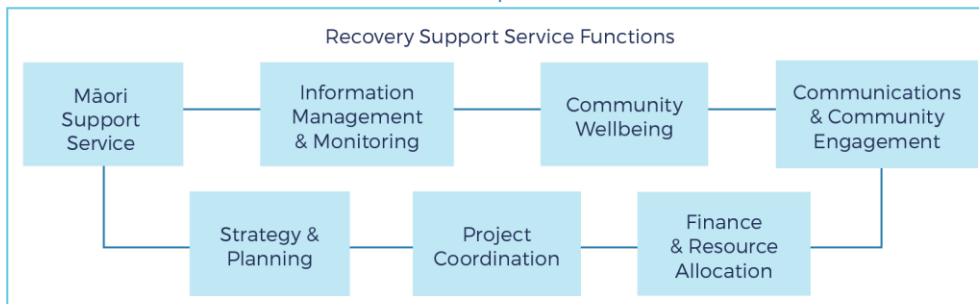
Provides management advice and resources to support recovery operations



Recovery Office

Programme Management

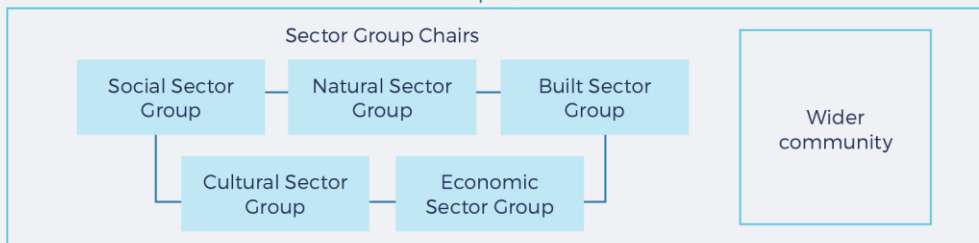
Maintains situational awareness, convenes, coordinates, supports and monitors a collaborative recovery planning and project delivery programme



Recovery Partners

Project Leads and Project Teams

Provides knowledge, skills, times and resource to lead and/or participate in project delivery



- dissemination of information for decision making and situational awareness; monitor change across the five recovery environments.
- **Communications & Community Engagement** – internal and external communications for the purpose of ensuring situational awareness, sharing of ideas and building community capacity to develop and lead their own recovery solutions.

→ More detail on these functions are provided in the function specific role cards in the [Operations Section](#) of this Guide.

★ The Wellington Region Recovery Structure does not specifically mention 'Environment Leads' to manage the coordination of environment sector group agencies. Rather, the Project Coordination function maintains the direct relationship with Environment Sector Group Chairs and agencies (and can even act as a Chair if one is not appointed), but all the Recovery Support Service Functions contribute to supporting and enabling recovery projects that deliver on recovery environment outcomes.

Sector Group Agencies and the wider Community

And finally, Diagram 1 highlights the large and diverse mix of potential recovery partners that the Recovery Office will be engaging with across the five environmental sector group clusters and the wider community. Some of these partners will have been identified prior to the event and have a mandate, interests or specialist skills in one or more recovery environment, alongside a much wider pool of completely unknown partners who become involved post event as a result of an unresolved need or opportunity that they feel motivated about. Collectively, these public and private partners provide the knowledge, the skills, and the resources to get things done, and increasingly as recovery unfolds will develop and lead a bigger share of recovery programmes and projects. Ultimately, the goal of the Recovery Office is to involve, enable and coordinate these recovery partners as quickly and effectively as possible so that recovery solutions are relevant, timely, sustainable and bring long lasting benefits for the affected community.

Programme Management Office (PMO)

This section describes the programme management approach that has been adopted by the Wellington CDEM Group Recovery Office to manage recovery operations.

Programme management has many similarities to CIMS in that it establishes a structured, scalable and flexible process that supports clear lines of reporting and communication and enables coordination of actions across multiple agencies and disciplines. However, there are some differences that make programme management better suited for recovery operations than CIMS, they include:

- It reinforces that the operating environment has changed – with CDEM playing less of a leading/directing role to more of a partnering and coordinating role.
- It has established management processes that can help bring together the knowledge, skills, tools and techniques required from a diverse range of contributing partners to successfully deliver complex recovery projects.
- It has more business-as-usual familiarity, which provides greater opportunity for other partners (not normally affiliated with CDEM) to lead or contribute to aspects of the work program and the transition back to business-as-usual activity.

A significant challenge facing the Recovery Office is coordinating the range of parties involved in rebuilding their communities. Beyond the Transition Notice Period, the Recovery Manager has no powers to direct any person or organisation to take action. This means the Recovery Office has to offer a ‘value-add’ that encourages other parties to see the benefit of engaging with and working through the Recovery Office rather than going it alone.

At a time of significant disruption, the Recovery Office can act as the linker, convener, and coordinator, to help all parties better work together in a collaborative way while leveraging resources and reducing duplication.

The Recovery Office is an established and recognized structure with links to central and local government. It has a broad range of staff skills, expertise, and capacity to support partners with their situational awareness, planning and reporting to better develop and implement their recovery project plans in a coordinated way. Utilising the Recovery Office programme management service can also be a means to connect with other potential project partners, resources, and funding providers. Clearly articulating these opportunities will help recovery partners understand how their project plans could be supported, and increases the likelihood of them working within or alongside the Recovery Office.

To better embed accepted programme management practices, the Wellington CDEM Group Recovery Office suggests the following:

- utilise (as much as possible) existing business-as-usual Programme management practices and templates of the Regional CDEM Group PPMO
- position Recovery Governance as the equivalent to a 'Programme Board - this doesn't change their role and they continue to act in the same way as governance prescribed in the Civil Defence Act 2002 (e.g. maintaining strategic oversight, providing advice and approving funding etc.), but it does make it clearer to external partners what their equivalent role and contribution is;
- clarifying that the Recovery Office provides a programme management service that adds value to project teams by:
 - maintaining an intelligence cycle that contributes to the Common Operating Picture
 - collaborating and articulating a shared recovery vision, strategy and action plan
 - coordinating and supporting project planning and delivery
 - linking project teams with other potential partners, funders, and resource providers
 - maintaining oversight of project progress

How programme management is incorporated into recovery operations

Diagram 2 (below) is a flow diagram that shows how the Recovery Action Plan Influences the Recovery Programme and Project Management Cycle; and as projects are developed and delivered, their outcomes in turn influence subsequent reviews of the Recovery Action Plan.

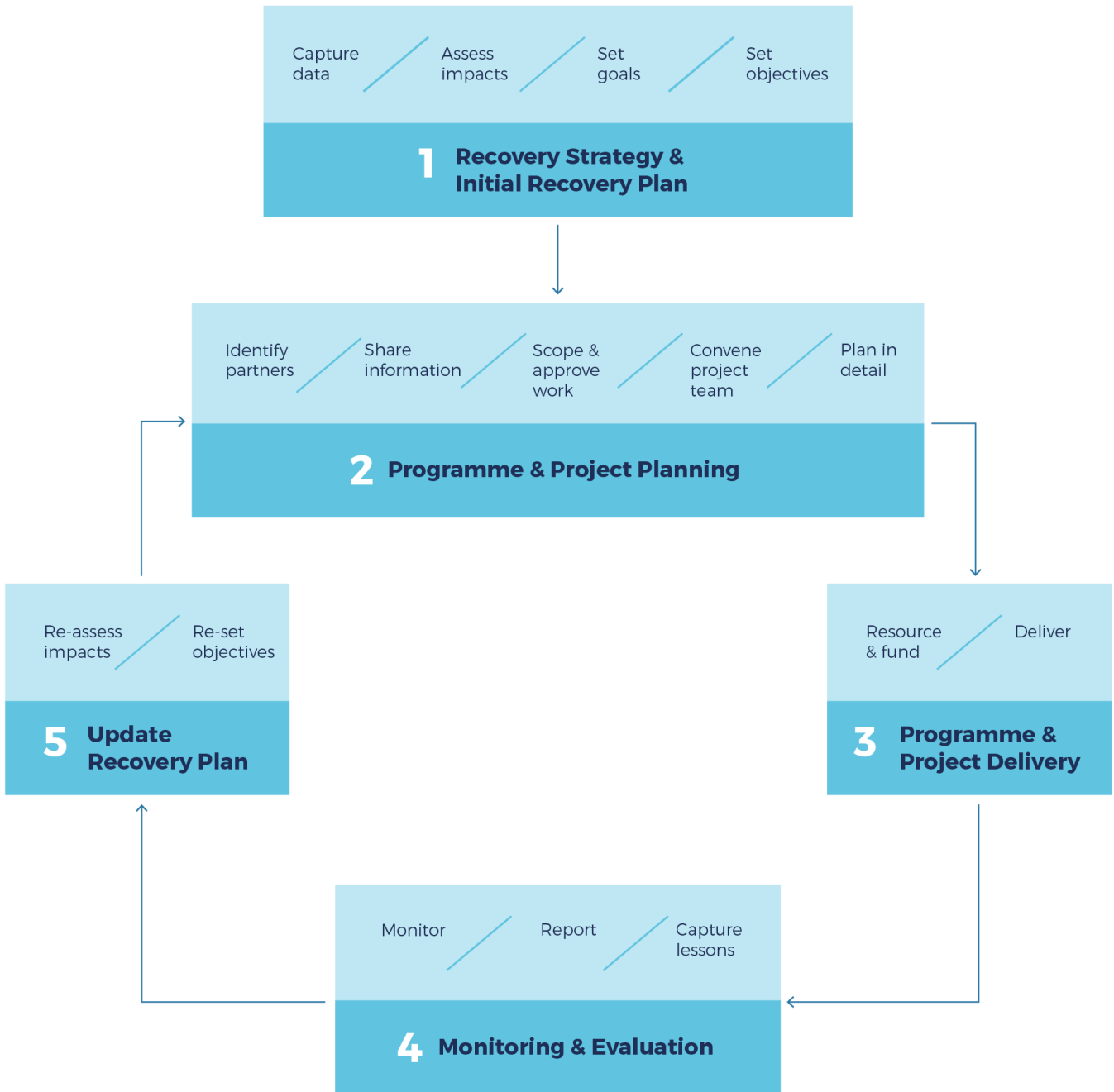
Stage 1 of Recovery Programme and Project Management Cycle highlights the early phases of recovery when the Recovery Strategy is often little more than a brief summary of overarching goals outlined in the Initial Recovery Action Plan. As situational awareness improves the Recovery Strategy may be developed in more detail and used as a key tool to bring recovery partners on board with the recovery programme. The Initial Recovery Action Plan establishes the initial objectives and tasks which are used to kick start the Recovery Programme and Project Management Cycle.

Stage 2 of the Recovery Programme and Project Management Cycle involves developing detailed programme and project plans to give effect to Recovery Action Plan Objectives. Many of these objectives will be complex, requiring multiple tasks to be completed simultaneously or in sequence. Objectives may also require specialist skills, local knowledge, and resources and funding from multiple contributors beyond the capability or capacity of the Recovery Office. Achievement of these objectives will require coordinated and collaborative planning and delivery across multiple agencies, organisations and community groups; with the Recovery Office encouraging a participatory process that gets relevant parties involved, helping them see the pathway forward, and assists them with their collaborative planning, delivery and reporting.

Stage 3 of the Recovery Programme and Project Management Cycle involves delivering on programme and project plans. A key function of the Recovery Office during this phase is ensuring community involvement and linking project teams with resources and funds to help them carry out tasks.

Stage 4 involves actively monitoring and evaluating progress and the effectiveness of projects underway, including cross project comparison and evaluation. Monitoring progress often comes in the form of status reports and direct community feedback obtained during

Diagram 2: Stages of the Recovery Programme and Project Management Cycle



consultation¹⁴ activities. Evaluation comes in the form of community surveys, needs assessments, monitoring of change to recovery indicators, evaluating Close-Out Reports and the Lessons Learned Register.

Stage 5 is where the Recovery Programme and Project Management Cycle loops back on itself and the Recovery Action Plan is updated as a result of project delivery, changes to the recovery environment and improving situational awareness.

The Recovery PMO is one of many functions performed by the Recovery Office

Clarifying that the Recovery Office performs a programme management service and can effectively act in a *similar*¹⁵ fashion to a Programme Management Office, doesn't mean changing the name of Recovery Office or the Recovery Office Support Service functions. Indeed, it is important that this is not done because the Recovery Office is a recognised structure and depending on the nature and scale of the event the Recovery Office could be performing any number of functions which may or may not include active programme management at that point in time.

The Recovery Office is designed to be a flexible and evolving structure with the capacity to expand or contract its services, one of which being programme management. As recovery operations become more complex and an increasing array of actors participate in recovery interventions, providing a programme management service is a critical function that the Recovery Office can provide, and its purpose for doing so is to ensure all these well-meaning players are doing things collaboratively, are

mindful of the strategic direction and action plan priorities, the latest situational updates, and coordinated planning and delivery is carried out for enhanced outcomes and effective use of time, money and resources.

Using the term *Programme Management Office* rather than *Programme and Project Management Office* is deliberately done to emphasise that for the most part the Recovery Office is playing more of an oversight, coordination, and support role to project managers rather than actively being project managers responsible for delivery of a specific project. However, in some cases, particularly if the project is Council-led or Council funded there may be circumstances where Recovery Office staff are directly involved in leading or supporting a recovery project as a project manager or project team member, but in carrying out this role they are likely to be seconded from the Recovery Office or carefully managed to ensure support and coordination services to other recovery programmes/projects are not impeded.

The Role of the Recovery Office Support Service Functions in the PMO

All functions within the Recovery Office contribute to providing a programme management service to project teams. For example, **Table 2** provides a summary (but not an exhaustive list) of the contributions Recovery Governance and the Recovery Office functions can make to the Recovery Programme Management Office.

The Recovery Office Project Coordination function maintains oversight of all projects planned or underway, the direct relationship

¹⁴ A value add that the Recovery Office can provide (due to its knowledge of the affected community and staff with community development experience) is advice on a recommended project development/engagement approach using models such as IAP2 and Design Thinking.

¹⁵ 'Similar' is emphasized because in the recovery context the Recovery Office PMO may not have direct control over some projects which can alter the governance relationship and the level of influence over project programmes compared to most other Programme Management Offices.

with sector group agencies and project leads, and the reporting of project progress and effectiveness up to the Recovery Manager, who in turn updates Executive Leadership and Recovery Governance. Recovery Governance and Executive Leadership also perform critical roles in

helping to ensure projects align with community needs and are suitably resourced and funded

Table 2. How Recovery Office Functions can support the PMO

| Recovery Functions | Contribution to the Recovery PMO |
|---|--|
| Recovery Governance acting as a Programme Board | <ul style="list-style-type: none"> • Ensuring programme objectives align with strategic direction and action plan objectives • Working collaboratively with other governance boards that exist outside the recovery programme's organisational structure • Helping set programme priorities and determining acceptable risk • Approving programme investment or recommending programme investment to other governance boards • Monitoring progress against programme objectives and ensuring they address community needs/opportunities • Use political influence and relationships to bring other parties into the programme board and access funding |
| Executive Leadership acting as the Senior Responsible Owner | <ul style="list-style-type: none"> • Support the Programme Board (i.e. Recovery Governance) • Support the Programme Manager (i.e. Recovery Manager) • Provide resources to the Programme Office |
| Recovery Manager acting as the Programme Manager | <ul style="list-style-type: none"> • Day to day leadership of the Programme Management Office • Monitoring and reporting on programme performance up to the Programme Board, including stakeholders and sponsors • Identifying and resolving programme-level issues • Identifying and delegating project-level issues to the project manager • Support the critical functions in the Recovery Office |
| Recovery Project Coordination | <ul style="list-style-type: none"> • Day to day monitoring and reporting on programme & project performance • Maintaining the relationship with sector group agencies and incorporating them and other stakeholders into the Recovery Office Programme & Project Planning Cycle • Identify opportunities for project collaboration and managing risks and issues between projects • Linking project leads with other Recovery Office Support Service functions |
| Communications & Community Engagement | <ul style="list-style-type: none"> • Assistance with project communications and community engagement • Bridging & linking project teams across the different environments with community partners |

- Coordination of programme communications
 - Assistance with project planning
- Strategy & Planning
- Dissemination of the Recovery Strategy and the latest Recovery Action Plan
 - Incorporating project outcomes into Action Plan reviews
 - Providing project planning assistance and links to project planning templates to project teams
- Community Wellbeing
- Linking project teams with community partners
 - Assistance with project planning
 - Community need & feedback
 - Incorporating project partners (where appropriate) into the Recovery Navigator Service
- Information Management & Monitoring
- Dissemination of situation updates
 - Incorporating project team updates into the situation update
 - Monitoring the impacts of project outcomes
 - Analysis and dissemination of Impact, Needs & Resilience Assessments
 - Information Collection
 - Dissemination of Intelligence forecasts
 - Assistance with project planning
- Finance and Resource Allocation
- Linking project teams with funding and resource providers
 - Assistance with project planning and reporting
 - Monitoring funding and resource use, potential risks and opportunities
- Māori Support Service
- Assistance with project planning and delivery
 - Bridging & linking project teams with Māori Communities
- Health, Safety & Wellbeing
- Assistance with project planning
 - Advice on Health and Safety
- Recovery Environment Sector Group Chairs
- Identification of potential project leads or project contributors
 - Bridging and linking project teams to the Recovery Office
 - Identification of risk and opportunities
 -

Recovery Environment Sector Groups and Sector Group Chairs

Recovery Environment Sector Groups are the structures through which agencies, organisations and groups involved in recovery activities are organised and coordinated.¹⁶

A Recovery Environment Sector Group is a collective of agencies, organisations and community groups that have an interest, knowledge, skillset or access to resources that can contribute to one or more of the five recovery environments.

The purpose of establishing Sector Groups is to enable cross agency communication and collaboration for coordinated delivery of recovery outcomes. Sector Groups are best developed pre-event at both a local and regional level. However, there is likely to be cross-over between levels and recovery environments, with agencies, organisations and community groups shifting or double-hatting depending on the nature of the event, the project, diversity of interests, skills, knowledge, experience and resources held by each agency, organisation or group. For example, finding and developing longer-term solutions for transport and housing may be best coordinated at a regional level, and various sector group representatives from across all five environments will likely make a contribution. However, many of these same agencies, organisations and community groups could also still be involved in more localised transport and

housing solutions, and so long as both levels of recovery operations are acting in coordination with one another this is perfectly acceptable.

By developing a foundation for these sector groups pre-event, the recovery team will develop a better appreciation of who is out there, identify what skills, knowledge and capacity they have to contribute to recovery outcomes, and improve the ability of the Recovery Office to connect with them and build the relationships necessary to foster good collaboration and coordination both pre and post event.

The Directors Guideline outlines that during readiness, sector groups should convene periodically to:

- Carry out collaborative strategic and operational planning including arrangements for how they will operate during readiness and recovery
- Appoint a Chair
- Develop a terms of reference
- Build relationships
- Share information, planning, and arrangements for carrying out recovery activities,
- Ensure each member agency or organisation operates as part of a coordinated collective.

¹⁶ Recovery Preparedness and Management Director's Guideline, page 63

Where appropriate, an agency, organisation or group can be represented in multiple environment sector groups. For example, Housing New Zealand may be represented in both the social and the built environment sector groups.

During recovery, Recovery Environment Sector Groups should convene regularly (as appropriate for the scale and severity of the event) to coordinate their recovery-related activities to ensure recovery objectives are being correctly identified and achieved.

→

Relationships are Everything

At the root of all successful recovery operations are positive and trusted relationships with a broad range of partners. Ideally, these relationships are built before an emergency event. To get started, consider recovery scenarios and the likely people or organisations you might need to engage with and draw up a list of contacts. Take the time to reach out to them, find out who the leaders and decision makers are in their organisation, their interests and capacity to support recovery. If you can, involve them in any future recovery scenario planning or training exercises and if nothing else take the time to periodically reach out to them and meet face to face, either as a group or individually.

Sector Group Chairs

Recovery Managers (or a delegated subordinate) are responsible for forming and maintaining the relationship with sector group agencies during readiness. During recovery these sector groups are likely to significantly expand beyond the core members, and in the Wellington region the Recovery Office Project Coordination Support Service function will manage both the sector group relationships and the coordination and development of projects with these agencies through the Programme Management Office process.

Each sector group will be represented in the Recovery Office by a staff member from within the Project Coordination Support Service function who will act as a Sector Group Chair for one or more sector groups. These Recovery Office staff members will act in this role only in situations where no 'appointed'¹⁷ Chair has been identified by the sector group agencies themselves. If an appointed Chair is identified from within the sector group then the Recovery Office staff member will not be required or will stand down from this role.

Sector Group Chairs are responsible for:

- Representing the interests and views of the sector group to the Recovery Office and other recovery partners
- Convening and coordinating agencies, organisations and groups in their recovery environment sector group
- Supporting collaborative project planning and delivery between their sector group, the Recovery Office, and other recovery environment sector groups

17 The Directors Guidelines do not detail the process on how someone is 'appointed' to be a Sector Group Chair but in general it will involve a democratic process whereby

potential candidates are put forward and by majority vote or mutual agreement a Chair is appointed that represents the Group.

- Ensuring their sector group participates in the development and receipt of the latest:
 - Impact Assessments
 - Situation Updates
 - The Recovery Office Action Plan
- Maintaining two-way communication between their sector group and the Recovery Office; and
- Overseeing their sector groups contribution to recovery project planning and delivery, and compliance with any reporting requirements



For further details on a [Sector Group Chair's](#) role and responsibilities refer to the role cards section later in the guide.

Recovery in Response

There is a significant amount of work the Recovery Desk must do in preparation for the transfer from response to recovery. A common and avoidable mistake the Recovery Desk can make is wasting the opportunity to lay a solid foundation for a smooth transition during the response phase because the team see recovery as less important than the response priorities or that future recovery requirements appear manageable using a BAU framework.

With much of the attention during the response phase focused on important life safety objectives thinking more widely and longer term about the implications of an emergency can quite understandably take a back seat to these more urgent matters. However, this is the opportunity for the Recovery Manager and his/her Recovery CIMS staff to have the time and space to lay the groundwork for a smooth transition into recovery, and the following steps outline a recommended pathway to ensure this opportunity is not lost.

Step 1: As the Recovery Manager ensure you are involved in the Incident Management Team at the outset of the response and be prepared to brief the Controller and other CIMS desk managers on what your desk's relevance and contribution will be. Use the phase descriptions in the next section of this guide to help.

Step 2: Develop a recovery desk action plan, get it approved by the Controller and relevant elements incorporated into the wider EOC Action Plan, review it regularly and provide status updates as per any other CIMS desk function.

Step 3: Use the recovery desk action plan as the basis to determine your desk staffing needs and any sub-function specialities your desk requires for the transition and potential short-term recovery phases.

Step 4: If the Planning or Intelligence functions lack capacity or experience to adequately develop and maintain a Consequence Assessment Matrix and a Risk & Opportunities Register offer assistance or take ownership of them. These documents are useful tools to help inform the Response to Recovery Transition Report and Recovery Action Plan.

Step 5: Familiarise your Recovery CIMS desk team early with the [Response to Recovery Transition Report](#). Start to identify what CIMS functions are required to contribute to specific sections of the report and brief them early on what information will be required.

Step 6: The Recovery CIMS function needs to stay available and up-to-date on the evolving situation at all times. If the workload is light, focus on supporting any long-term action & contingency planning and ensuring systems and processes (such as response phase filing systems and databases) can be easily transitioned into recovery when required. Start planning early for the future recovery structure (e.g. office location, staff & admin resources, cost codes, filing structure & database systems etc).

Step 7: As the Recovery Manager make sure you are working in unison with the Controller, Executive Leadership and Governance to coordinate the transition. Make sure all parties are clear on their role and contribution, timeframes, the justification for any transition powers, recovery priorities, risks and issues. Be prepared to recommend the appropriate Recovery Governance structure, partner agencies and any recovery resource requirements.



Recovery operations

This section is designed to be a reference guide to assist recovery operations. The chapter begins with some overarching principles that apply to all phases of recovery operations. It is recommended that every recovery support service function manager print it off and familiarize all staff with it as part of their induction. The other sections of the chapter provide a summary of each recovery phase and role cards for recovery support service functions.

Overarching recovery principles¹⁸

Understanding the context

See p44 Successful recovery is based on an understanding of the community context.

Recognising complexity

See p44 Successful recovery acknowledges the complex and dynamic nature of emergencies and communities.

Using community-led approaches

See p46 Successful recovery is responsive and flexible, engaging communities and empowering them to move forward.

Ensuring coordination of all activities

See p46 Successful recovery requires a planned, coordinated and adaptive approach based on continuing assessment of impacts and needs.

Employing effective communication

See p47 Successful recovery is built on effective communication and engagement with affected communities and other stakeholders.

Acknowledging and building capacity

See p47 Successful recovery recognises, supports and builds on community, individual and organisational capacity.

¹⁸ <https://knowledge.aidr.org.au/media/4785/national-principles-for-disaster-recovery.pdf>

Overarching recovery principle

Understanding the context

Successful recovery is based on an understanding of the community context.

Overarching recovery principle

Recognising complexity

Successful recovery acknowledges the complex and dynamic nature of emergencies and communities.

Recovery should:

- appreciate the risks faced by communities
- acknowledge existing strengths and capacity, including past experiences
- be culturally sensitive and free from discrimination
- be flexible, take into account changes in community needs or stakeholder expectations
- recognise and respect differences; and
- support those who may be more vulnerable, such as people with disabilities, the elderly, children, and those directly affected

Recovery should recognise that:

- information on impacts is limited at first and changes over time
- affected individuals and communities have diverse needs, wants and expectations, which are immediate and evolve rapidly
- quick action to address immediate needs is both crucial and expected
- disasters lead to a range of effects and impacts that require a variety of approaches; they can also leave long-term legacies
- conflicting knowledge, values and priorities among individuals, communities and organisations may create tensions
- emergencies create stressful environments where grief or blame may also affect those involved
- the achievement of recovery is often long and challenging; and
- existing community knowledge and values may challenge the assumptions of those outside the community

Overarching recovery principle**Using community-led approaches**

Successful recovery is responsive and flexible, engaging communities and empowering them to move forward.

Overarching recovery principle**Ensuring coordination of all activities**

Successful recovery requires a planned, coordinated and adaptive approach based on continuing assessment of impacts and needs

Recovery should:

- centre on the community, to enable those affected by a disaster to actively participate in their own recovery
- seek to address the needs of all affected communities
- allow individuals, families and communities to manage their own recovery
- consider the values, culture and priorities of all affected communities
- use and develop community knowledge, leadership and resilience
- recognise that communities may choose different paths to recovery
- ensure that the specific and changing needs of affected communities are met with flexible and adaptable policies, plans, and services; and
- build strong partnerships between communities and those involved in the recovery process.

Recovery should:

- be guided by those with experience and expertise, using skilled and trusted leadership
- reflect well-developed planning and information gathering
- demonstrate an understanding of the roles, responsibilities and authority of other organisations and coordinate across agencies to ensure minimal service disruption
- be part of an emergency management approach that integrates with response and contributes to future prevention and preparedness
- be inclusive, using relationships created before and after the emergency
- have clearly articulated and shared goals based on desired outcomes
- have clear decision-making and reporting structures

Overarching recovery principle**Employing effective communication**

Successful recovery is built on effective communication and engagement with affected communities and other stakeholders.

Overarching recovery principle**Acknowledging and building capacity**

Successful recovery recognises, supports and builds on community, individual and organisational capacity.

Recovery should:

- ensure that all communication is relevant, timely, clear, accurate, targeted, credible, and consistent
- recognise that engagement with a community should be two way, and that input and feedback should be sought and considered over an extended time; ensure that information is accessible to audiences in diverse situations, addresses a variety of communication needs, and is provided through a range of media and channels
- establish mechanisms for coordinated and consistent communication with all organisations and individuals; and
- repeat key recovery messages because information is more likely to reach community members when they are receptive.

Recovery should:

- Identify and support (where appropriate) recovery efforts already underway by affected communities
- assess gaps between existing and required capability and capacity
- support the development of self-reliance
- quickly identify and mobilise community skills and resources
- acknowledge that existing resources will be stretched, and that additional resources may be required
- recognise that resources can be provided by a range of stakeholders
- understand that additional resources may only be available for a limited period, and that sustainability may need to be addressed
- provide opportunities to share, transfer and develop knowledge, skills, and training
- understand when and how to disengage..

Phases of recovery

1 Response phase

The response phase is the minutes, hours, days and potentially weeks following an event where the focus is on containing or reducing hazard risk and the protection of people, animals and property.

During the response phase to an emergency event, recovery is an integral part of the Coordinated Incident Management System (CIMS) from day one of an activation, because the impact of an incident usually reaches far wider than the immediate life, property, and environmental risks. Response operations need to apply a holistic approach that recognizes both the direct and immediate as well as the wider and longer-term consequences of an incident¹⁹.

This can be done by ensuring the recovery desk function is at the planning table from the earliest stages of the event. This approach ensures both effective response planning and a seamless transition to recovery.

1.1 Operating environment

- Controller has overall responsibility for all activities and personnel involved in the response, including safety.
- Recovery Manager is part of the Emergency Coordination Centre (ECC) or Emergency Operations Centre (EOC) Incident Management Team and provides a perspective on longer term impacts on decisions made during response
- Recovery is a desk function within the wider Coordinated Incident System managed by the Recovery Manager
- Priority ECC or EOC objectives often include:
 - Life safety (people & animals) and property protection
 - Situational Awareness
 - Public Information
- Response interventions often need to happen quickly; this prohibits time or opportunity for community consultation or lengthy deliberation – the Recovery Desk may be one of the few functions (along with planning) with the capacity to look beyond immediate issues to consider medium to long-term implications

¹⁹ CIMS, 3rd Edition

- Key initial response partners are emergency services, government agencies and other pre-identified partner organisations that usually have a mandated Civil Defence Emergency Management (CDEM) responsibility
- The community response is likely to be spontaneous and needs to be considered, involved and empowered, where possible

Primary focus of community communication/engagement is keeping the public in-formed of the situation and life safety considerations

- High level of media and political interest
- Government funding can be accessed to cover most response expenses



Why do we try and distinguish between recovery phases?

There is obviously lots of overlap between recovery phases as some aspects of community recover faster than others due to a variety of reasons, ranging from relatively simple factors such as some communities being physically easier to get to or communicate with, to more complex factors such their level of social connectivity and emotional recovery²⁰. The result could be outcomes such as schools re-opening before many people have gone back to work or some roading infrastructure repaired whilst many communities are still grappling with short term welfare needs. There will no doubt be good reasons as to why some projects are delayed or brought forward and this will be determined by needs assessments at the time.

Regardless of what phase a recovery project might typically fall into, it is good to know the general status of the current operating environment or phase of recovery, as it helps to determine action plan priorities, can influence the engagement approach, the operating schedule, the mix of project partners, potential funding stream sources and public messaging amongst other things.

The best way to determine the recovery phase is by monitoring the status of the recovery environment and assessing recovery needs. A combination of recovery indicators and needs assessments are used to identify operational priorities and are coordinated through the Recovery Office Information Management & Monitoring Support Service function, with all other Support Service functions contributing to it.

There is not one set of clear criteria which mark the transition from one phase to another, particularly in the later stages of recovery, the decision as to what phase recovery operations fall into ultimately rests with the Recovery Manager in consultation with his/her staff and recovery partners.

²⁰ The New Zealand Red Cross's journal: ['Leading in Disaster Recovery A Companion Through the Chaos'](#) outlines an emotional continuum or pattern for people recovering from a disaster. Where people are at on this continuum can play a big part in influencing the recovery operational approach.

1.2 Principles

- Post-event recovery starts immediately (during the response phase), as key decisions during the response phase are likely to directly influence and shape recovery operations
- Understand the context - successful recovery is based on an understanding of community context, with each community having its own history, values and dynamics²¹
- People don't always need to be saved or rescued. Rather, people need knowledge of their own power and how to access it.
- Good communication starts internally – keep your staff/volunteers well informed to avoid miscommunication²²

1.3 Goals

- Contribute to ECC/EOC situational awareness from a recovery perspective across all five recovery environments
- Incorporate recovery considerations into the ECC/EOC Action Planning Cycle
- Plan for recovery operations

1.4 Objectives

- Provide advice on recovery to the Controller and Incident Management Team (IMT)

²¹ Identify and consider any existing community plans, vision documents that have been developed that could influence recovery planning.

- Establish a functioning Recovery Desk with the capacity to meet all tasks assigned by the Controller
- Contribute to situational awareness across the five recovery environments: Built, Economic, Cultural, Social and Natural
- Contribute to the Action Planning Cycle
- Contribute to Consequence Assessments (Impact, Needs & Resilience Assessments)
- Contribute to the [Risks and Opportunities Register](#)
- Establish contact and begin initial collaborative recovery planning with recovery partner agencies/organisations and other relevant Recovery Desks

1.5 Key outputs

- Recovery Desk Log
- Recovery Desk Status Reports
- Consequence Assessments
- Recovery considerations incorporated into the Action Planning Cycle
- Lines of communication established with Sector Group agencies, iwi/Māori, other key stakeholders and Recovery Desks
- Existing strategies, plans, policies and vision documents identified and considered in initial recovery planning
- Identify CIMS desk contributions to the [Response to Recovery Transition Report](#)

²² Canterbury Earthquake Recovery Learning and Legacy Programme <http://www.eqrecoverylearning.org/assets/downloads/reso-033-communicationskey-lessons-identified.pdf>

1.6 Responsibilities of the recovery desk

- Establish a Recovery CIMS Desk:
 - appoint, brief, and task staff;
 - ensure staff have had an induction (including a Health & Safety brief)
- Provide advice on recovery implications and mid to long-term impacts on immediate decisions to the Controller & Incident Management Team
- Contribute to the Response Action Plan, Contingency & Long-term Planning
- Provide input into Consequence Assessments and the Risk Register
- Provide Recovery Desk Status Updates
- Establish and maintain a Recovery Desk Log
- Identify and establish contact with relevant recovery partners and start initial planning for recovery operations
- Needs and Consequence Assessment Analyst/s
- Environment Sector Group & Community Liaison
- Recovery Planning Analyst/s
- Maintain a log of actions and contribute to:
 - IMT planning
 - Development of the Response Action Plan
 - [Risks and Opportunities Register](#)
 - Situation Report
 - [Consequence Assessments](#)
- Notify Recovery Partner agencies/contacts that Recovery Desk has activated within ECC/EOC and establish communication channels



Give consideration to existing community outcome statements

Don't forget to incorporate pre-event community strategy or vision statements (such as those produced by councils as part of their choosing futures²³ programme) into recovery planning considerations. In the early phases of recovery, when consultation may be limited due to communities having other priorities, these documents are a key resource to help understand current and future community values that recovery may be able to protect, develop or further enhance.

1.7 Initial tasks

- Obtain briefing from the Controller to gain situational awareness/understand the Controller's intent
- Establish a Recovery Desk team. Potential Recovery Desk roles include:
 - Desk Log & Recovery Desk Inbox Administrator
 - Recovery Desk Status Report Writer

²³ Choosing Futures are statements of what communities want to achieve now and in the future. All councils are required to engage with community at least once every six years to

develop their Choosing Future vision statements as a requirement under the Local Government Act 2002.

1.8 Ongoing tasks

- Provide ongoing Recovery advice/support to Controller, Governance, Executive Leadership, IMT, and EOC desk functions
- Support CIMS Desks, particularly Welfare, Intelligence and Planning
- Signal recovery priorities and resource needs to governance and senior executives
- Identify existing community plans and vision documents that could influence the Draft Recovery Plan²⁴
- Begin recovery planning, specifically:
 - Identification of recovery needs & any navigator services that might be required
 - Identification of recovery indicators
 - A suitable recovery structure to lead and manage operations
 - Plan for the transition into recovery
- Some early engagement with key stakeholders and community members across affected areas

1.9 Key relationships

- Controller (and Deputy), Response Manager
- The IMT and other CIMS Desk functions (in particular Planning, Intelligence and Welfare)
- Other Recovery Desks within the CDEM Group
- Environmental Sector Group Chairs and agencies

²⁴ Once we enter formal recovery operations the Action Plan is now often referred to as the Recovery Plan to represent the step away from CIMS to a more project and business-as-usual management approach.

- Iwi/Māori
- Council planning & community development teams

1.10 Things to consider

Referenced from NEMA's Director's Guidelines

- Step back from immediate response priorities and urgency, think strategically and feed this perspective into the response process
- Define and articulate desired outcomes for recovery as soon as possible by drawing on pre-event planning with communities
- Define the size and scale of the event early, and keep in mind the potential need to scale recovery activities up and down
- Where resources at the local level are limited, consistency must be maintained between the response and recovery arrangements, processes, personnel and networks
- Connect into recovery expertise and utilize relationships early
- Engage support for back-filling business-as-usual roles to allow for an appropriate focus on recovery²⁵
- Ensure other CIMS desks are aware of the Recovery Desk's responsibilities & tasks
- Liaise and collaborate effectively with other Wellington CDEM Group Recovery Desks

²⁵ Recovery Preparedness and Management Director's Guideline [DGL 24/20], page 131 & 132

2 Recovery Transition Period

The transition period is a formal process that involves the transfer of coordination and accountability from the Controller to Recovery Manager and once completed marks the end of the response phase and the start of the recovery phase(s).

The decision to make the move into the recovery transition period rests with the Controller, but it is done in close collaboration with the Recovery Manager and in consultation with the local Mayor and other key parties²⁶

There is no one clear trigger that marks the point where response operations need to move into recovery transition. Rather, it could be a combination of factors that will be specific to the event, some examples include:

- The hazard has passed or been contained
- Urgent life safety matters have been dealt with
- A state of emergency is about to expire or be terminated
- Many response tasks are moving into the domain of recovery, for example:
 - Returning people to their homes
 - Rebuilding or repairing infrastructure

- Re-opening schools
- Finding longer term solutions for temporary shelter, welfare and employment

Two key outputs of the Transition Period is to produce a Response to Recovery Transition Notice Report (Transition Notice Report) which includes an Initial Recovery Plan²⁷.

The Transition Notice Report is a critical output of the transition period. It formalizes the handover of operational control from the Controller to the Recovery Manager and provides a detailed end-point summary of response activities and the latest consequence assessments specific to the built, natural, economic, social and cultural environments. It also details what outstanding actions, risks and issues exist, the current state of resource allocation and key contacts established in affected communities. **All CIMS functions contribute to the Response to Recovery Transition Notice Report and the Recovery Desk plays a key role in coordinating each CIMS desks' contribution.**

The Initial Recovery Plan is a component of the Response to Recovery Transition Notice Report and should align with the last Response Action Plan. Due to time constraints and limited time or capacity for in-depth recovery planning it is likely to be a fairly brief first draft that can be further developed as the Recovery Office gets up and running. The Directors Guidelines stipulate that the Initial Recovery Plan should include:

- a record of the steps that need to be taken for the move from response to recovery, including the date of the formal shift; and

²⁶ The Group Controller, Group Recovery Manager, National Emergency Management Agency Advisor, Chief Executives of affected local authorities, Incident Management Team, Recovery Team, Joint Committee and Coordinating Executive Group

²⁷ For further details on an emergency specific recovery plans refer to Parc C, Section 12.5 of the Recovery Preparedness and Management Directors Guidelines [DGL 24/20]

- response arrangements that will continue in recovery

it should also include (as understood at that point in time):

- short, medium and long-term recovery objectives and priorities
- any outstanding activities from the response phase
- a list of tasks, resources and support required (e.g. funds, specialist skills, stakeholder involvement) to achieve each recovery objective; and
- a description of the end-point for recovery, and how recovery will return to business-as-usual²⁸

When moving from response to recovery, consideration will also need to be made as to whether a [Notice of Local Transition Period](#) (Transition Notice) is required. This is a legislative mechanism that allows extraordinary powers to a Recovery Manager (similar to the powers of a Controller) for up to 28 days, unless extended.

The purpose of a Transition Notice is to aid recovery by providing powers to manage, coordinate and direct recovery activities. A Transition Notice can be given whether a state of local emergency has been declared or not.

Formal endorsement of a Transition Notice lies with the Mayor or an elected member of a territorial authority if the Mayor is absent, or the person or persons appointed by the CDEM Group to give notice.²⁹

2.1 Operating environment

- Controller is still in charge of operations, but Recovery Manager works in tandem with the Controller to coordinate handover and completion of the Transition Notice Report. The hazard has passed or actively being contained but impacts/consequences are still being felt
- Most life safety issues have been dealt with but there remains ongoing community need for welfare and support
- CDEM and community volunteers starting to coordinate more effectively
- Scaling down of the ECC and/or EOC response activities
- Intensive community consultation starting to take place
- Recovery Manager now works directly alongside the Controller to plan for transition into recovery
- Recovery is still a desk function within the wider Coordinated Incident Management System but starts work to establish a Recovery Office, it is at this point formal recovery support service roles may start to be appointed
- Consultation with recovery partner recovery agencies starts to happen in earnest with some collaborative involvement in recovery planning
- Consult with Governance to finalise and sign off the Transition Notice Report.
- High level of media and political interest
- Response welfare transitioning to recovery navigator services

²⁸ Recovery Preparedness and Management Director's Guideline [DGL 24/20], page 140

²⁹ Refer to s25 of the CDEM Act 2002

2.2 Principles

- Support community-led approaches - work in partnership with iwi and the community to support and empower community solutions
- Acknowledge and support (where appropriate) recovery projects already underway within affected communities
- Aim to strike a balance between speed and deliberation of decision making
- Coordinate all activities – successful recovery requires a planned, coordinated and adaptive approach, between community and partner agencies, based on continuing assessment of impacts and needs³⁰
- Recognise and build capacity – successful recovery recognizes, supports, and builds on individual, community and organisational capacity and resilience

2.3 Goals

- Effective transfer of leadership and staff into recovery operations
- Development of recovery plans, file management systems and databases
- Preparation of recovery resources (in collaboration with partner agencies/organisations) in readiness for recovery operational activities
- Establish recovery leadership, governance and a programme management framework

2.4 Objectives

- Completion and approval of the [Response – Recovery Transition Notice Report](#)
- Consideration of and formal approval for any required recovery powers provided by the signing of a [Notice of Local Transition Period](#)
- Engage and collaborate with recovery partners
- Start identifying and sourcing resources (including staff and funds) to support recovery operations
- Confirm a recovery structure, encompassing:
 - A recommended governance structure
 - A recommended regional and/or local Recovery Office structure
 - Recovery Office resource requirements: staff, facilities, funding and resources
 - Activate or start to form environmental sector groups
 - Scale and scope of a Recovery Navigator Service (if required)
 - Establishment of recovery systems and processes such as a filing structure, database system, financial cost codes, any reporting and admin requirements, staff induction process etc.
- Smooth transfer of any relevant Response databases and files into the recovery office system

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2.5 Key outputs

- Holding a transition briefing (*Controller leads, Recovery Manager supports*)
- [Response – Recovery Transition Notice Report](#) (*Controller leads, Recovery Manager Supports*)
- Signing of a [Notice of Local Transition Period](#) [if required]. (*Recovery Manager leads, Controller & Chief Executive Supports*)
- [Communications & Community Engagement Plan](#) (*Recovery Manager leads*)
- Completing the initial [Recovery Action Plan](#) (*Recovery Manager leads*)
- Confirmation of Recovery Governance and reporting requirements (*Recovery Manager leads, Controller Supports*)
- Holding a media briefing (*Controller leads, Recovery Manager supports*)
- Transfer or relevant response phase files and databases (*Controller leads, Recovery Manager supports*)
- Establishment of Sector Group Chairs (*Recovery Manager leads*)
- Establishment of a Recovery Office and supporting resources (*Recovery Manager leads, Chief Executive supports*)
- Establishment of a Recovery File Management & Database system (*Recovery Manager leads*)
- Identify recovery indicators³¹ (*Recovery Manager leads*)



What's the difference between Impact, Needs and Resilience Assessments and a Consequence Assessment?

Impact, Needs & Resilience Assessments (often collectively referred to as Needs Assessments in this Guide) is a deliberate and explorative process which involves understanding how a specific recovery environment has been impacted by an event, and what their short, medium and long-term needs are as a result and what opportunities exist to build resilience. Needs assessments are overseen by the Information and Monitoring Support Service function through the Information Collection Plan and are usually tasked to other parties, such as other Recovery Support Service functions, partner agencies, volunteers or contractors with the appropriate expertise or relationship with the affected environment. These Needs and Resilience Assessments are then input into a Consequence Assessment Matrix which considers 'so what' and 'what if' scenarios by identifying direct and indirect impacts and their associated consequences that may play out over time that may need to be managed by the recovery work programme. The Consequence Assessment Matrix is usually developed and maintained by the Strategy & Planning function and is used by the Recovery Management Team to identify priorities for the Recovery Action Plan.

³¹ An indicator is a measure (either quantitatively or qualitatively) of progress towards, or achievement of, a recovery outcome.

2.6 Responsibilities of the Recovery Desk

- Provide advice on recovery considerations to the Controller & IMT
- Maintain regular cycle of Needs Assessment updates to inform the Consequence Assessment planning process
- Consider the need for recovery powers, prepare and implement them if re-quired, record why, how, when and where they are used and by whom
- Establish contact, convene and collaborate with Recovery Sector Group agencies to start planning for recovery
- Identify other relevant recovery partners and stakeholders (e.g. elected representatives, community leaders, local authority staff), initiate communication and integrate into planning for recovery
- Start planning for Recovery, for example:
 - Consult extensively with community and develop impact, needs and resilience assessments across the five recovery environments
 - Evaluate & identify recovery priorities
 - Identity resource requirements and anticipated costs
 - Recommend a governance structure
 - Identify potential shovel-ready projects within council or the community
 - Identify potential funding streams; and
 - Prepare the establishment of the Recovery Office (e.g. facility, staffing requirements, IT, cost codes etc.).
- Ensure response phase file and database management systems can be transferred to recovery

- Help prepare the Response – Recovery Transition Notice Report



Establishing a Project Evaluation, Management and Reporting Framework

Once the Recovery Office is established a key function of the Office will be to collaborate with external recovery partners to identify, scope, evaluate, plan, monitor & report on work programmes and/or individual projects that will deliver outcomes toward the achievement of Recovery Action Plan Objectives. To manage this process the Recovery Office will act as a Programme Management Office (PMO) and be responsible for helping identify relevant work programmes/projects and coordinating/supporting their development and delivery. This will largely come in the form of connecting contributing agencies, organisations and community groups, and providing support and resources to help coordinate their planning, delivery, monitoring and reporting.

2.7 Initial Tasks

- Obtain updated briefing from the Controller to gain situational awareness and an understanding of the Controller's intent during the transition period
- In collaboration with the Controller, consider if recovery powers are required to manage, coordinate, or direct recovery activities, and in invoking these power they are:
 - in the public interest; and

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- necessary or desirable to manage, coordinate or direct effective recovery
- necessary or desirable to manage, coordinate or direct effective recovery³²
- Identify additional staffing requirements for the Recovery Desk
- Plan for the establishment of a stand-alone Recovery Office

2.8 Ongoing Tasks

- Recovery advice to Controller, IMT and CIMS Desks
- Regular updates to Governance [via the Controller]
- Support other CIMS Desks, particularly Welfare, Intelligence and Planning
- Contribute to Needs & Consequence Assessments through effective community consultation
- Development of the Response – Recovery Transition Notice Report, detailing:
 - The principal primary aspects justifications and the date of the formal shift from response to recovery; and
 - Arrangements established in response that will continue
 - Short, medium and long-term objectives and priorities
 - Recovery tasks, resources and support required; and
 - A description of the end-point for recovery, and how recovery will return to business-as-usual
- Identify and incorporate existing community plans and vision documents into recovery planning
- Start drafting supporting policies/plans for the Short-term Recovery Phase, for example:
 - Recovery Office induction pack and Health, Safety & Wellbeing Policy
 - Draft [Communications and Community Engagement Plan](#)
 - Draft Māori Engagement Plan
- Plan for a Recovery Navigator Service
- Establish a Programme Management Office to coordinate and support recovery work programmes³³ and projects
- Establish a recovery file management and database system
- Start setting up a Recovery Office, refer to the Recovery Office Check-sheet
- Carry out formal transfer from response to recovery in accordance with the following five steps:
 1. Completing a Response to Recovery Transition Report
 2. Confirming the need for and arrangements for a Notice of Local Transition Period (if required)
 3. Completing the initial Recovery Action Plan
 4. Holding a transition briefing; and
 5. Holding media briefings and managing communications³⁴

³² Section 94B(4) of the Civil Defence Emergency Management Act 2002

³³ A programme is a group of inter-related projects run together to achieve efficiencies that can't be achieved by running projects individually, for example cordon

³⁴ management, debris disposal and infrastructure rebuild are all projects that impact each other and would benefit from shared project planning and implementation. Recovery Preparedness and Management Director's Guideline [DGL 24/20], page 138

2.9 Key relationships

- Controller (and Deputy), Response Manager
- The Mayor
- The IMT and other functions
- Other Recovery Desks at other EOC's and ECC and National Recovery Desk
- Environmental Sector Group Chairs and agencies
- Iwi/Māori
- Affected Communities
- Insurance council of New Zealand
- Council planning & community development teams

2.10 Things to consider

- What are the current priorities and what benefits will transitioning into recovery provide?
- What existing community vision documents/strategies could be used to inform recovery planning.
- Begin to work on a plan for the first 100 days post-transition
- If a State of Emergency is in place, when will it expire?
- What level of engagement should be done during this phase and how?
- Does the event require a stand-alone recovery office?
- How can we leverage community capacity and ideas?

- What are the quick wins so people feel progress is starting and normalcy is returning?
- Is a transition period notice required? Be across transition powers and relevant legislation so you feel comfortable about your mandate
- Call that person who has experience of a similar event that you have pre-arranged as a mentor and ask them to walk with you (virtually or literally)³⁵
- Are recovery personnel resources and recovery organizational arrangements in place?³⁶
- What is the political will and community mood – how will they perceive moving to recovery now?
- In debating whether recovery staff should be recruited locally or from outside the affected area, the primary considerations should be the calibre of the candidate for the role. Another consideration is their capacity to work within the affected area.
- Do response staff need to be retained to help ensure a thorough transfer of information and consequence management?
- Should you appoint a Health, Safety & Wellbeing Advisor early to oversee sustainable work practices and the induction of recovery staff induction process
- What are iwi/Māori recovery priorities?
- Consider the need for a Community Assistance Centre/s and/or Navigator Service, and in so doing:
 - What services it will provide?

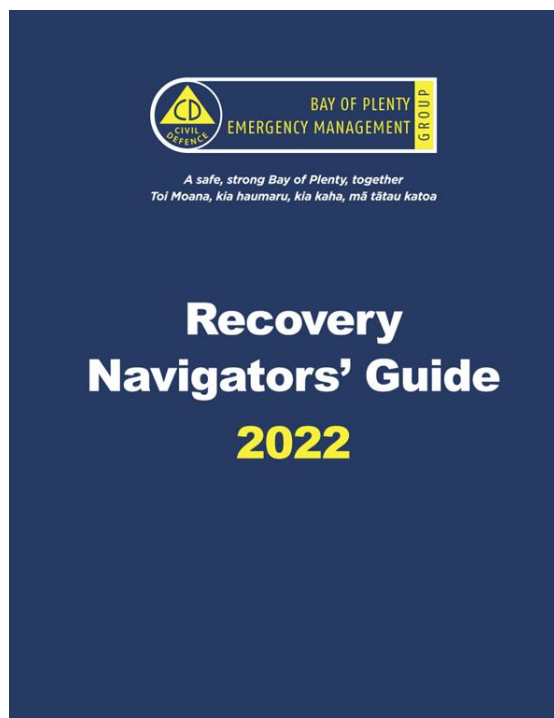
³⁵ Canterbury Earthquake Recovery Learning and Legacy Programme
<http://www.eqrecoverylearning.org/assets/downloads/reso33-communicationskey-lessons-identified.pdf>

³⁶ Recovery Preparedness and Management Director's Guideline [DGL 24/20], page 137

- Who needs to contribute to it?
- When and where it will need be set up? (is more than one required?)
- How will it be publicized to the community?
- Who will fund it and what resources are needed?

Recovery Navigator's Service Guide 2022

A guide to help give consideration to planning and coordinating the delivery of a Recovery Navigator Service has been developed by the Bay of Plenty CDEM Group



Relevant Links

[FACTSHEET: Recovery-manager-powers-factsheet.pdf](#)

[FACTSHEET: Giving notice of a local transition period](#)

[TEMPLATE/S: Notice of Local Transition Period forms \(giving notice of, extending and terminating a local transition period\)](#)

[TEMPLATE Response to Recovery Transition Report](#)

[EXAMPLE Response to Recovery Transition Report](#)

[TEMPLATE: Recovery Action Plan](#)

[EXAMPLE: Recovery Action Plan](#)

[TEMPLATE: Communications and Community Engagement Plan](#)

[EXAMPLE: Communications and Community Engagement Plan](#)

[FACTSHEET: Advice on recording powers used during a transition period](#)

[TEMPLATE Record powers exercised during a transition period](#)

[EXAMPLE: Recovery Objectives](#)

[CHECK SHEET: Recovery Office Start-up](#)

[GUIDE: Consequence Assessment Matrix](#)

[EXAMPLE: Recovery File Management Structure](#)

[GUIDE: Impact & Needs Assessment](#)

[TEMPLATE Impact Assessment](#)

[FACTSHEET: Central Govt Support in Recoveries](#)

3

Short-term Recovery Phase

The Short-term Recovery Phase is usually measured in terms of weeks and/or possibly months after an emergency event. Whilst responding to life safety needs might be less of an issue this phase is often still focused on actively managing the environment to prevent further injury, assessing the extent of damages and restoration of basic services and infrastructure to a minimum level of functionality and laying the foundation for community collaboration and empowerment.

The Short-term Recovery Phase marks the start of formal Recovery Operations, and leadership now having been transferred from the Controller to the Recovery Manager and a Recovery CIMS desk to a Recovery Office. Often the clearest signal that the Response – Recovery Transition Period has ended and Short-term Recovery has started is a combination of the following:

- Governance approval of the Transition Notice Report
- Standing-down of the Controller and standing-up of the Recovery Manager
- Closure of the ECC or EOC/s
- Opening of the Recovery Office/s
- An official public announcement

With the Recovery Office being established Recovery Support Service functions will need to be formally established. At this stage, there is a transition from an EOC CIMS-based approach to

a project management approach supported by Recovery Support Services.

3.1 Operating environment

- A state of emergency has ended (if one has been declared) and a Recovery Period Notice may be in place providing the Recovery Manager with powers similar to a Controller
- Closure of the ECC and/or EOC/s
- Recovery Manager now in charge of operations which is outlined in the Initial Recovery Plan and the Controller may be providing advice in the early stages
- The Recovery Office is now a stand-alone entity and could be operating at national, regional and/or local level
- Immediate life safety issues have been dealt with but there remains ongoing community need for welfare and support
- Communities are wanting to re-establish normal services – water, power, gas, improved access, long term shelter, schools re-opening, a return to work etc.
- Some community consultation starting to take place, but at a minimum the community is being kept informed of planned recovery actions
- Community volunteers starting to drop-off as they return to work, school or other business-as-usual activities
- Government no longer a guaranteed funding source
- High level of good will between recovery partners and funders
- Some coordinated recovery planning and project delivery occurring with recovery partner agencies

- High level of media and political interest

3.2 Principles

- Community engagement and empowerment is central to recovery – at a minimum proactively inform but aim to actively involve community collaboration and empower community input/action at every opportunity
- Pay special attention to Māori needs and perceptions of resilience
- Create communication channels to enable community input into the recovery process, and ensure that priorities and direction is clearly communicated to stakeholders
- Lead locally, coordinate regionally, support nationally – maintain effective coordination and integration of recovery planning, decisions, actions and resources at all levels: local, regional and national
- Ensure finances are managed effectively from the outset
- Provide services and assistance to allow impacted people to safely stay as close as possible to their communities and, if they are displaced, ensure means to connect people with their respective community
- Balance optimism and realism. Don't provide unrealistic timeframes or make promises that might not be possible to keep. Help people understand that recovery is a long process, but action is still happening.³⁷
- Engage with, listen and don't just talk. Create opportunities for two-way engagement with communities and stakeholders rather than just issuing communications

- Adapt your communication approach as needed and find out how your stakeholders want to engage/communicate with you

3.3 Goals

- Coordinate recovery resources and implement recovery work programmes/projects that achieve Recovery Plan Objectives
- Create communication channels to enable stakeholder, Māori and community input into recovery planning and ensure priorities are clearly communicated
- Establish procedures and measures to monitor change and evaluate the effectiveness of recovery interventions
- Coordinate and empower stakeholder and community action
- Maintain a sustainable operational tempo and protect the health, safety and wellbeing of recovery staff, contractors and volunteers
- Establish a transparent, coordinated and efficient decision making and reporting process
- Plan for mid and long-term recovery

3.4 Objectives

- Establish a local and/or regional Recovery Office/s (if applicable)
- Carry-out Needs Assessments across the five recovery environments
- Prioritise projects that enable resumption of 'normal' activities as much as possible and address short-term needs

³⁷ Canterbury Earthquake Recovery Learning and Legacy Programme

<http://www.eqrecoverylearning.org/assets/downloadsreso033-communicationskey-lessons-identified.pdf>

- Establish a Programme Management Office and identify, evaluate and implement recovery programmes/projects that achieve Recovery Action Plan Objectives
- Monitor impacts of the event and evaluate the effectiveness of recovery interventions



Recovery Support Service Functions

This phase and the following phases are broken down in a similar way to the response and transition period phases but differ slightly by introducing the Recovery Support Service function/s that play a lead role in the delivery of a specific responsibility, task or output. In identifying a function lead for a responsibility, task or output, the list automatically assumes that all other Recovery Support Service functions (including external Recovery partners) contribute to helping the function lead achieve their assigned responsibility, task or output. For further details on the roles and responsibilities of Recovery Office Support Service functions, Governance and Sector Group Chairs refer to the 'Role Cards' section of this Guide.

- Conduct collaborative short, mid and long-term planning with recovery partners, Māori and community representatives
- Regularly monitor staff health, safety and embed a culture of sustained wellbeing
- Situation Report (*Information Management & Monitoring*)
- Status Reports (*all functions*)
- Risk & Opportunities Register (*Information Management & Monitoring*)
- Finance & Resource Management Register (*Finance & Resource Allocation*)
- Communications Plan (*Communications & Community Engagement*)
- Community Engagement Plan (*Communications & Community Engagement*)
- Recovery Indicator Dashboard (*Information Management & Monitoring*)
- Māori Engagement Plan (*Māori Support Service function*)
- Project Planning Documents: (*Project Coordination*)
 - Project Scopes
 - Project Plans
 - Project Task Plan
 - Project Status Updates
 - Project Close-out Reports
 - Project Gantt Chart
 - Regional Project Summary Report
- Health, Safety & Wellbeing Reports (*Health & Wellbeing*)
- Contact list/s (*all functions*)

3.5 Key outputs

- Updated Recovery Plan (*Strategy & Planning*)
- Consequence Assessments (*Strategy & Planning*)
- Needs Assessments (*Information Management & Monitoring*)
- Operating Schedule (*Strategy & Planning*)

- Governance & Executive Leadership Reports (*Recovery Manager*)
- Wellbeing Navigator Service (*Community Wellbeing*)

3.6 Key Responsibilities of Recovery Office Support Service Functions³⁸

Recovery Manager:

- Formally establish the Recovery Office and notify the National or Regional Recovery Manager, partner agencies/organisations, and any other relevant parties that the Recovery Office has activated, its' contact details and hours of operation.
- Establish lines of communication and reporting requirements with governance, executive leadership, NEMA, the regional Recovery Office, other recovery offices and partner agencies
- Coordinate activities with national and regional Recovery Offices and follow directions from the National or Regional Recovery Manager
- Lead, represent and coordinate the Recovery Office and Recovery Operations in the local area
- Establish Recovery Office Support Service functions; appoint, brief, and task staff

Legal, Science and Technical Advisors

Provide expert advice to support the Recovery Manager and Recovery Office decision making

Health, Safety & Wellbeing function:

- Ensure staff have had an induction (including a Health & Safety induction)
- Look after the ongoing health, safety and wellbeing of recovery office staff, contractors and volunteers

Finance & Resource Allocation function:

- Ensure the Recovery Office has sufficient resources to sustainably operate (refer to the Recovery Office Check sheet to assist with this)
- Support recovery project implementation by sourcing, coordinating and managing resources and financial support
- Identify funding requirements, funding sources, manage funding distribution, establish cost codes and reporting requirements

Project Coordination function:

- Coordinate the PMO to implement the Recovery Action Plan
- Liaise and maintain the relationship with external recovery partners
- Identify other relevant recovery partners and stakeholders (e.g. elected representatives, community leaders, local authority staff, NGO's, business leaders etc.), initiate communication and integrate into planning for recovery operations
- Compile progress reports and other programme/project updates for the Recovery Manager and Governance
- Establish (if required) and support Emergency Assistance Centre or Recovery Assistance Centre operations

³⁸ This is not a comprehensive list. For further detail on each function's role and responsibilities refer to the role cards in the next section.

Planning function:

- Establish & maintain the Recovery Office Operating Schedule and Planning Cycle
- Maintain an updated Consequence Assessment Matrix to assist with Action Plan reviews
- Support the development of all other Recovery Office Plans in collaboration with other Recovery Office Support Service functions, partner agencies, organisations and community groups/representatives

Information Management & Monitoring function:

- Collate and disseminate a regular cycle of needs assessment updates
- Provide geo-spatial and other visual elements to track recovery impacts and progress
- Develop forecast scenarios and identification of emerging risks
- Maintain situational awareness via management of the Information Collection Plan and delivery of the Situation Report
- Establish and manage a recovery file management and database system

Community Wellbeing function:

- Lead and coordinate needs assessments to continually adjust the scale and scope of the Recovery Navigator Service
- Build and sustain the relationship with Wellbeing Service Providers
- Lead the establishment and coordination of Emergency or Recovery Assistance Centre services (if they are required)

Communications & Community Engagement function:

- Keep the community informed through various channels
- Manage media inquiries and media briefings
- Monitor and manage social media
- Lead Community engagement and feed into the needs assessment process
- Support programme and project communications

Māori Support Service function:

- Advise on proper tikanga to be observed in the Recovery Office
- Facilitate Māori involvement into the Needs Assessment process
- Ensure Māori and mana whenua perspectives are incorporated into recovery planning

3.7 Initial tasks

- Ascertain any directives from the National and/or Regional Recovery Manager (*Recovery Manager*)
- Obtain briefing from the Recovery Manager to gain situational awareness/understand the Recovery Manager's intent (*All functions*)
- Establish the Recovery Office; induct staff, set-up office, support service functions etc. (*Recovery Manager, Finance & Resource Allocation, Health, Safety & Wellbeing*)
- Notify recovery partner agencies/contacts that Recovery Office has activated, establish:
 - points of contact
 - communication channels; and

- project management and reporting requirements (*Project Coordination*)
- Develop an Information Collection Plan, conduct Needs Assessments and obtain situational awareness (*Information Management & Monitoring*)
- Develop a Consequence Assessment Matrix, review and continue to update the Initial Action Plan (*Strategy & Planning*)
- Support the transition from Welfare to Wellbeing³⁹ delivery (*Community Wellbeing*)
- Establish Recovery Office Operating Schedule, consider things like:
 - Identifying the Short-term Recovery Operational Period (likely to be measured in weeks, possibly months)
 - Recovery Management Team (RMT) meeting and wider Recovery Office briefing schedule
 - Internal & external communications plans
 - Community engagement plans
 - The Recovery Action Plan schedule
 - The situation report schedule
 - Reporting to Executive Governance & Leadership schedule (*Planning*)
- Start to implement the Recovery Action Plan (*Project Coordination and all functions*)
- Implement the Communication and Community Engagement Plan (*Communications & Community Engagement*)
- Implement the Māori Engagement Plan (*Planning and Māori function*)

³⁹ Moving from Welfare to Wellbeing services involves linking affected people to a range of specialist service providers for

3.8 Ongoing tasks

- Coordinate the implementation of the Recovery Plan Tasks (*Project Coordination*)
- Ensure Iwi/Māori engagement and partnership (*Māori SSF*)
- Update the Situation Report (*Information Management & Monitoring*)
- Collate Needs Assessments (*Information Management & Monitoring*)
- Consequence Assessment Updates (*Strategy & Planning*)
- Implement the internal and external communications plan (*Communications & Community Engagement*)
- Community Engagement (*Communications & Community Engagement*)
- Coordinate Needs Assessments and Navigator Services (*Community Wellbeing*)
- Management of the programme evaluation, planning and reporting cycle (*Project Coordination*)
- Stakeholder liaison/collaboration (*Project Coordination*)
- Reporting to Governance and Executive Leadership, national and/or regional Recovery Manager (*Recovery Manager*)
- Management of recovery resources & funding (*Finance & Resource Allocation*)
- Monitoring & evaluation (*Information Management & Monitoring*)
- Planning for Intermediate-term Recovery (*Planning*)

tailored solutions and sustained support that enables long term recovery and builds resilience

- Staff, contractor & volunteer welfare (*Health, Safety & Wellbeing*)



Managing the Administrative Burden

General administration and reporting requirements even for a small recovery operation can be labour intensive, particularly when money is being spent or decisions being made that impact communities futures. Each recovery function should ensure they have sufficient staff to meet their individual administration and reporting requirements. Some functions will need more admin/reporting staff than others, due to having a specific overarching responsibility for an aspect of recovery operations with a high level of accountability. For example, the Finance and Resource Allocation Function has overarching responsibility for managing how funds are allocated and reported on.

3.9 Key relationships

- Recovery Governance (*Recovery Manager*)
- Recovery Executive Leadership (*Recovery Manager*)
- National and/or Regional Recovery Manager (*Recovery Manager*)
- Other relevant Recovery Offices (*all functions*)
- Environmental Sector Group agencies and contributing stakeholders (*Project Coordination*)
- Iwi/Māori (*Māori Support Service function*)
- Affected Communities (*Communications & Community Engagement & Community Wellbeing*)
- Council planning & community development teams (*Strategy & Planning*)
- Wellbeing Service Providers (*Community Wellbeing*)

3.10 Things to consider

- Ensure the latest Situation Report and Consequence Assessment Matrix informs the Recovery Action Planning Cycle
- Look for quick, necessary and symbolic actions that will give stakeholders and the public confidence – for example, support appropriate temporary and pop-up solutions to stabilize the environment, increase functionality and to give people a sense of progress and empowerment
- Invest in activities that leverage goodwill and people's sense of wanting to contribute – find avenues to channel this energy
- Do everything you can to maintain and strengthen relationships. Divisions happen easily under stress and be difficult to put right. Relationships underpin everything post-disaster⁴⁰
- Ensure sufficient staff resources are available to sustainably carry out Recovery Office Support Service functions tasks, and staff are suitably briefed on their roles and responsibilities and interdependencies

40 Canterbury Earthquake Recovery Learning and Legacy Programme

<http://www.eqrecoverylearning.org/assets/downloadsreso033-communicationskey-lessons-identified.pdf>

- Liaise and collaborate effectively with Environmental Sector Group agencies, community groups and other partners to plan for and implement short term recovery interventions
- Work to identify iwi/Māori needs and solutions
- Ensure affected communities are consulted or at least informed before implementing short term recovery projects
- Identify and manage potential funding streams and their reporting requirements
- Incorporate existing planning and community visions documents into the Recovery Planning Cycle
- Identify and implement ways to measure and evaluate environmental impacts and the effectiveness of recovery interventions
- Listening to and absorbing people's anger and grief is an important role in itself
- Share good news stories

[EXAMPLE: Situation Report](#)

[GUIDE: Community Engagement Guide](#)



Waimakariri District Council's Social Recovery 101 Framework and Lessons Learnt Guide.

Waimakariri's District Council has developed a tool to help guide recovery practitioners in social recovery.

Drawing from their experiences following the 7.8 magnitude earthquake that struck their district in 2016, the Social Recovery 101 Guide provides insight on practical steps and tips to implement community centred social recovery outcomes, aspects of which have helped inform the development of some of the supporting guides and templates in this document.

To view their entire Social Recovery 101 Guide, click here:



Relevant Links

[GUIDE: Managing Recovery Finance & Donations](#)

[GUIDE: Managing Health & Wellbeing](#)

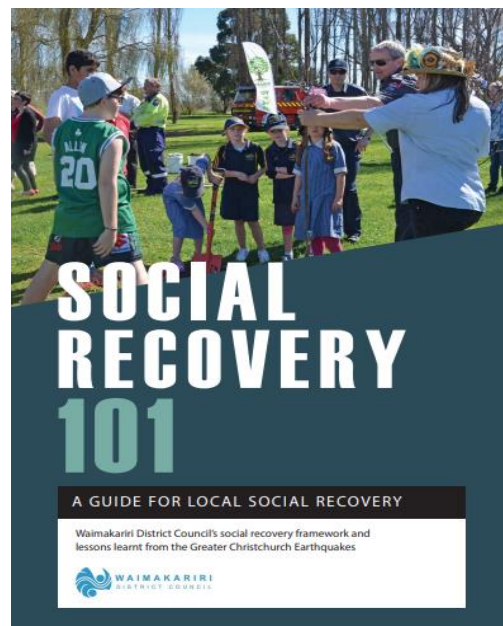
[GUIDE: Programme Management](#)

[TEMPLATE: Resource Register](#)

[GUIDE: Monitoring & Evaluation](#)

[TEMPLATE: Function Status Update](#)

[Example: Volunteer Handbook](#)



4 Intermediate-term Recovery Phase

The Intermediate-term Recovery Phase is often referred to as the Rebuild Phase. This Phase can go on for weeks, months, even up to a year or more depending on the scale and severity of the event and the complexity of the rebuild.

The Intermediate-term Phase typically involves returning individuals, families, critical infrastructure and essential government services to a more normal functional state. Time pressure to get things done is still present but generally there is more capacity to deliberate and consult across all parties. This phase involves significant community engagement and incorporating this feedback into recovery planning considerations.

Depending on the event it is possible that at some stage during this phase CDEM led recovery operations could be transferred back to business-as-usual leadership.

4.1 Operating environment

- Recovery notice period powers have expired – recovery operations now rely on relationship building, strategy, advocacy, negotiation, good leadership, effective management, coordination, trust and good will
- Most or all life safety issues have been dealt with but there may remain ongoing community need for welfare support (particularly financial and psychosocial)

- Communities are wanting to re-establish normal activities - a return to their homes, workplaces, schools, sports, and cultural activities
- Increasing number of partner agencies now participating, many with no previous affiliation with CDEM and bring with them specific agendas, expertise and access to funds
- Extensive and widespread community consultation now taking place with an expectation from community to be involved and supported
- Challenge of coordinating and aligning multiple recovery partner agencies, organisations and community groups all with different interests and priorities
- Potential conflict starting to arise between recovery priorities and proposed solutions
- Challenge of managing competing interests and political interference
- Volunteers starting to drop off as they return to work, school or other business as usual activities
- Challenge of finding funding and adhering to funding conditions or reporting requirements
- Recovery staff working long hours or possibly starting to suffer from fatigue
- Increasing need for effective monitoring and evaluation of ongoing consequences and recovery interventions
- Continued high level of media interest

4.2 Principles

- Be visible, have a clear vision and listen to all sectors of the community

- Ensure that communities are able to participate in recovery planning, with extra consideration for the involvement of those with access, language, and functional needs, and those displaced by an emergency
- Emphasis the 'window of opportunity moments' brought about by disaster to advance community vision and future planning objectives for communities.
- Lead locally throughout recovery, with councils acting as the convener for the broad range of partners who have roles in recovery, including iwi, central government, NGO's, businesses and community groups
- Ensure that decision-making is transparent and supported by research, best practice and community engagement
- Leadership, particularly in the later phases of recovery is more about convening and enabling a wide range of people and organisations rather than commanding and directing

4.3 Goals

- Infrastructure and services are restored
- Empower strong, collaborative partnerships with and between recovery partner agencies, Māori and the community
- Effective community engagement
- Effective Recovery Navigator Services
- Monitor change in each of the recovery environments and continue to adjust recovery programmes/projects to meet needs
- Provide capacity and opportunity for the community to lead their own recovery

- Identify & articulate community vision and opportunities to innovate and build resilience now and into the future
- Informed decision making and accurate record keeping

4.4 Objectives

- Carry-out planned and systematic community consultation using a variety of different communication channels and methods, with a particular focus on Māori & priority populations
- Continue to update Needs Assessments and incorporate into recovery planning and Navigator Service considerations
- Continue to maintain a PMO process to support and coordinate effective recovery interventions
- Continue to monitor impacts and evaluate the effectiveness of recovery interventions
- Maintain strong relationships of trust and respect with all key stakeholders and the community
- Maintain a transparent, coordinated and efficient decision making and reporting process

4.5 Key outputs

- Recovery Action Plan (*Strategy & Planning*)
- Collation and dissemination of Impacts, Needs and Resilience Assessments (*Information Management & Monitoring*)
- Consequence Assessments – (*Strategy & Planning*)
- Operating Schedule (*Strategy & Planning*)

- Situation Report & Information Collection Plan (*Information Management & Monitoring*)
- Status Reports (*all functions*)
- Finance & Resource Management Register (*Finance & Resource Allocation*)
- Communications Plan (*Communications & Community Engagement*)
- Recovery Indicator Dashboard (*Information Management*)
- Māori Engagement Plan (*Māori SSF*)
- Wellbeing Navigator Service (*Community Wellbeing*)
- Community Engagement Plan (*Communications & Community Engagement*)
- Project Planning & Reporting Documents: (*Project Coordination*)
 - Project Scopes
 - Project Plans
 - Project Status Updates
 - Project Close-out Reports
 - Regional Project Gantt Chart
 - Regional Project Summary Report
- Health & Safety Reports (*Health & Wellbeing*)
- Contact list/s (*all functions*)
- Governance & Executive Leadership Reports (*Recovery Manager*)

4.6 Responsibilities of Recovery Office Support Service Functions

Recovery Manager:

- Maintain regular lines of communication and reporting with governance, executive leadership, NEMA, the Regional Recovery Office, other Recovery Offices and partner agencies
- Continue to coordinate recovery activities with National and Regional Recovery Offices and follow directions from the National or Regional Recovery Manager
- Lead, represent and coordinate the Recovery Office and Recovery Operations at a local or regional level
- Approve the announcement of the new phase of recovery operations
- Seek expert advice on the rebuild
- Provide direction to support a coordinated effort
- Advocate for funding
- Continue to appoint, brief, and task staff; ensure staff have had an induction

Legal, Science and Technical Advisors

- Provide expert advice to support the Recovery Manager and Recovery Office decision making

Health & Safety function:

- Look after the ongoing health and safety of recovery office staff, contractors and volunteers

Finance & Resource Allocation function:

- Ensure the Recovery Office continues to have sufficient resources to sustainably operate
- Support recovery project implementation by identifying, sourcing and/or coordinating resources and financial support
- Continue to manage the relationship with funders, funding distribution and reporting
- Maintain good record keeping processes within the Recovery Office

Project Coordination function:

- Continue to coordinate the implementation of the Recovery Action Plan
- Maintain the relationship with Recovery Sector Group Agencies, other partners, Māori and community groups to scope evaluate, plan and implement recovery programmes/projects
- Coordinate and support the work activities of recovery programmes/projects
- Evaluate the effectiveness of recovery programmes/projects
- Compile progress reports and other programme/project updates for the Recovery Manager and Governance
- Continue to support Emergency Assistance Centre operations

Strategy & Planning function:

- Maintain the Recovery Office Operating Schedule and Recovery Planning Cycle
- Maintain the Consequence Assessment Matrix
- Assist the Recovery Manager in determining the 'phase' of recovery operations and recovery priorities

- Incorporate (where possible) existing community plans and vision documents into recovery project planning

Information Management & Monitoring function:

- Maintain a regular cycle of updated Needs & Resilience Assessments in collaboration with other Support Service functions, partner agencies/organisations and community consultation
- Monitor and evaluate changes to the five recovery environments
- Maintain situational awareness, oversee recovery databases and file management system

Community Wellbeing function:

- Continue to identify community needs and coordinate the delivery of the Recovery Navigator Service
- Lead and coordinate Emergency Assistance Centre service delivery
- Continue to encourage and facilitate opportunities to transition away from CDEM-led welfare

Communications & Community Engagement function:

- Implement and coordinate internal & external communications
- Direct and support the implementation of the Community Engagement Plan and incorporate community feedback into the recovery planning process
- Support project communications and community engagement
- Manage media relations
- Contribute to Needs Assessments

- Coordinate with recovery partner agency communication's departments

Māori Support Service function:

- Lead and coordinate engagement with the Māori community and incorporate their feedback into the recovery planning and needs assessment processes

4.7 Tasks

- Recovery partner liaison/collaboration (*Project Coordination*)
- Coordinate the implementation of the Recovery Action Plan (*Project Coordination*)
- Community engagement implementation (*Communications & Community Engagement*)
- Iwi/Māori engagement (*Māori SSF*)
- Updated Situation Reports & Needs Assessments (*Information Management*)
- Consequence Assessment Matrix (*Strategy & Planning*)
- Internal and external communications (*Communications & Community Engagement*)
- Review and continue to refine the Recovery Action Plan (*Planning*)
- Review and continue to refine the Communications and Community Engagement Plan (*Communications & Community Engagement*)
- Review and refine Recovery Navigator Services (*Community Wellbeing*)
- Programme and Project evaluation, planning and reporting cycle (*Project Coordination*)

- Reporting to Governance and Executive Leadership, national and/or regional Recovery Manager (*Recovery Manager*)
- Management of recovery resources & funding (*Finance & Resource Allocation*)
- Monitoring (*Information Management & Monitoring*)
- Planning for Long-term Recovery (*Planning*)
- Staff, contractor & volunteer welfare (*Health & Wellbeing*)

4.8 Key relationships

- Community engagement (*Communications & Community Engagement*)
- Iwi/Māori (*Māori SSF*)
- Environmental Sector Group Chairs, other partner agencies & community groups (*Project Coordination*)
- Council planning & community development teams (*Planning*)
- Recovery Governance, Recovery Executive Leadership and the national and/or regional Recovery Manager (*Recovery Manager*)
- Other relevant Recovery Offices (*all functions*)
- Partner agency communications departments (*Communications & Community Engagement*)
- Wellbeing Service Providers (*Community Wellbeing*)

4.9 Things to consider

- Look after your team! People leading, working in or supporting recovery can be just as badly impacted as the affected

community. It is important that recovery leaders are prepared to look after themselves and their staff.

- Engage consistently and effectively using multiple channels and methodologies across all segments of the community to identify recovery priorities
- Utilise community engagement and feedback from the Navigator and/or Community Assistance Centres to inform Needs Assessments, wellbeing services and the programme/project planning process
- Support Māori and the community to identify and develop their own project plans
- Look for opportunities to incorporate greater levels of resilience into intermediate-term recovery planning projects
- Ensure sufficient staff resources are available to sustainably carry out Recovery Office Support Service function tasks – watch for staff burnout!
- Maintain strong relationships with funding streams providers and adhere to their accountability and reporting requirements
- Incorporate existing planning and community visions documents into the Recovery Planning Cycle
- Continue to monitor impacts across the five recovery environments and continually re-evaluate the relevance and effectiveness of recovery programmes/projects
- Celebrate successes and find ways for staff to let off steam/unwind
- Share good news stories
- Ensure staff are briefed on the appropriate use of the recovery file management & database systems and information privacy laws



Relevant Links

[GUIDE: Programme Management](#)

[EXAMPLE: Programme Summary Report](#)

[TEMPLATE: Project Management Gantt Chart](#)

[TEMPLATES: Project Scope](#)

[TEMPLATE: Project Planning](#)

[TEMPLATE: Project Status](#)

[TEMPLATE: Project Log](#)

[TEMPLATE Project Close-out](#)

[GUIDE: Monitoring & Evaluation](#)

[TEMPLATE: Quarterly Report](#)

5 Long-term Recovery Phase

This Phase is the final phase of Recovery and is also referred to as the Regeneration Phase. It can last for months and likely years after a medium to large emergency event.

This phase addresses the complete redevelopment and revitalisation of impacted areas, the rebuilding or relocating of damaged or destroyed social, economic, natural, cultural and built resources; and signalling restored self-sufficiency, sustainability and resilience.

Increasingly during this phase recovery programmes or projects are being planned, executed and led by external partners with dwindling input from the Recovery Office. It will be at some point during this phase (if it hasn't happened already) that the Recovery Manager will need to decide if the point has been reached where the CDEM Recovery Office is no longer adding appreciable value and the Recovery Exit Plan implemented. Some triggers to help identify exiting from CDEM coordinated recovery operations include:

- National, regional or governance direction to close the Recovery Office;
- Less assistance or support being requested from the Recovery Office from external partners;
- Less need for coordination of activities; and/or
- Increasing capacity of partner agencies and community groups to coordinate and act independently

5.1 Operating environment

- Small pockets of wellbeing support still needed
- Communities are wanting to incorporate greater levels of resilience to protect from future repeat events and encourage investment, growth and opportunities to build back better
- Funding streams becoming harder to find
- Less media attention and dwindling political interest
- Community consultation continuing but returning to pre-event engagement levels
- Declining levels of goodwill, many agencies going it alone or returning to business-as-usual priorities
- Challenge of managing competing interests and political interference
- Recovery staff potentially suffering from fatigue or pressure to return to business-as-usual jobs
- Ongoing need for effective monitoring and evaluation of consequences and recovery interventions

5.2 Principles

- Seek opportunities to reduce vulnerability to future hazard events, and position society for changing economic, social and climate trends.
- Plan how to transition to 'business-as-usual', with the acknowledgement that post-event business-as-usual may have different priorities to pre-event

5.3 Goals

- Identify, articulate, support, and enable community-led implementation of regeneration priorities
- Identify opportunities to support and build community resilience
- Community spirit, pride and resilience is strengthened
- A seamless transition back to business-as-usual
- Maintain relationships forged

5.4 Objectives

- Transition away from direct recovery leadership & implementation to enabling a more community-led recovery programmes.
- Continue to update Needs and Consequence Assessments and incorporate into programme planning considerations
- Continue to maintain a project evaluation and implementation process.
- Prioritise & support projects that build resilience and better living standards
- Monitor impacts of the event and evaluate the effectiveness of recovery interventions
- Plan for and implement the Recovery Exit Strategy
- Acknowledge and thank all staff, contractors, volunteers, stakeholders, and community organisations
- Incorporate lessons learned into recovery preparedness

5.5 Key outputs

- Recovery Action Plan (*Strategy & Planning*)
- Collate Needs and Resilience Assessments (*Information Management*)
- Consequence Assessment Matrix – (*Strategy & Planning*)
- Situation Report (*Information Management & Monitoring*)
- Finance & Resource Management Register (*Finance & Resource Allocation*)
- Recovery Indicator Dashboard (*Information Management & Monitoring*)
- Project Planning & Reporting Documents: (*Project Coordination*)
- Recovery Navigator Services (*Community Wellbeing*)
- Health & Safety Reports (*Health & Wellbeing*)
- Governance & Executive Leadership Reports (*Recovery Manager*)
- Recovery Exit Plan (*Strategy & Planning*)

5.6 Responsibilities of Recovery Office Support Service Functions

Recovery Manager:

- Maintain regular lines of communication and reporting with governance, executive leadership, NEMA, the Regional Recovery Office, other recovery offices and partner agencies
- Continue to coordinate recovery activities with national and Regional Recovery Offices

and follow directions from the National or Regional Recovery Manager

- Lead and represent the Recovery Office and support Recovery Operations at a local or regional level
- Oversee the development of the Recovery Exit Plan, present and recommend it to Recovery Governance for approval
- Continue to appoint, brief, and task staff; ensure staff have had an induction (including a Health & Safety induction)
- Recognise and acknowledge staff, contractor and volunteer contributions

Legal, Science and Technical Advisors

- Provide expert advice to support the Recover Manager and Recovery Office decision making

Health & Safety function:

- Look after the ongoing health and safety of recovery office staff, contractors and volunteers
- Provide a close-out report of Recovery Health & Wellbeing lessons' learnt

Finance & Resource Allocation function:

- Ensure the Recovery Office continues to have sufficient resources to sustainably operate
- Support recovery project implementation by identifying, sourcing and/or coordinating resources and financial support
- Continue to manage the relationship with funders, funding distribution and reporting but look to increasingly transfer this responsibility over to project managers

Project Coordination function:

- Coordinate the implementation of the Recovery Plan
- Support and empower recovery partner agencies, Māori and community groups to lead the evaluation, planning and implementation of their own recovery projects
- Maintain oversight of the recovery project programme at a local or regional level
- Compile progress reports and other programme/project updates for the Recovery Manager and Governance
- Ensure close-out reports are completed on all ending programmes/projects and lessons learned incorporated into Exit Plan documentation

Strategy & Planning function:

- Maintain the Recovery Planning Cycle
- Maintain Consequence Assessment Matrix
- Develop the Recovery Office Exit Plan

Information Management & Monitoring function:

- Maintain regular cycle of Impact, Needs and Resilience Assessments
- Maintain situational awareness
- Monitor and evaluate changes to the five recovery environments and the effectiveness of recovery interventions

Community Wellbeing function:

- Continue to identify, coordinate and address community needs by coordinating the Well-being Navigator Service
- Encourage opportunities to transition away from a CDEM-led navigator service

Communications & Community Engagement function:

- Implement and coordinate internal & external communications
- Implement Community Engagement and incorporate community feedback into the Recovery planning process
- Support project teams with their communications and community engagement

Māori Support Service function:

- Lead and coordinate engagement with the Māori community and incorporate it into the Recovery planning process

- Look for opportunities to incorporate resilience into recovery planning projects
- Continue incorporating community vision documents into the Recovery Planning Cycle
- Continue to monitor impacts across the five recovery environments and evaluate the relevance and effectiveness of recovery operations
- Acknowledge and officially recognize staff, contractor and volunteer contributions during the exit phase
- Celebrate successes
- Incorporate lessons learned into recovery preparedness and future recovery plans

5.7 Key relationships

- Community engagement (*Communications & Community Engagement*)
- Iwi/Māori (*Māori SSF*)
- Environmental Sector Group Chairs, other partner agencies & community groups (*Project Coordination*)
- Council planning & community development teams (*Planning*)
- Recovery Governance, Recovery Executive Leadership and the national and/or regional Recovery Manager (*Recovery Manager*)

5.8 Key considerations

- Encourage other recovery partners to maintain community engagement efforts
- Utilise community engagement to inform Consequence Assessments and the Recovery Planning process

5.9 Tasks

- Recovery partner liaison/collaboration (*Project Coordination*)
- Community engagement (*Project Coordination & Communications & Community Engagement*)
- Iwi/Māori engagement (*Māori SSF*)
- Updated Situation Reports & Needs Assessments (*Information Management*)
- Consequence Assessment Matrix (*Strategy & Planning*)
- Internal and external communications (*Communications & Community Engagement*)
- Review and continue to refine the Recovery Action Plan (*Strategy & Planning*)
- Continued provision of a Navigator Service and transition back to business-as-usual services (*Community Wellbeing*)

- Project evaluation, planning and reporting cycle (*Project Coordination*)
- Reporting to Governance and Executive Leadership, national and/or regional Recovery Manager (*Recovery Manager*)
- Management of recovery resources & funding (*Finance & Resource Allocation*)
- Monitoring (*Information Management & Monitoring*)
- Recovery Exit Planning (*Strategy & Planning*)
- Completing and filing all relevant recovery documentation (*all functions*)
- Exit Plan Implementation (*all functions*)
- Ensuring recovery staff are aware of ongoing mental support services (*Health, Safety & Wellbeing*)
- Recognising & acknowledging staff, contractor & volunteer contributions (*Recovery Manager*)

5.10 Key outputs

Needs, Impacts and where possible Resilience Assessments (*Information Management & Monitoring*)

- Recovery Action Plan (*Strategy & Planning*)
- Consequence Assessment Matrix (*Strategy & Planning*)
- Situation Report (*Information Management & Monitoring*)
- Finance & Resource Management Register (*Finance & Resource Allocation*)
- Recovery Indicator Dashboard (*Information Management*)
- Regional Project Summary Report (*Project Coordination*)

- Health & Safety Wellbeing Reports (*Health, Safety & Wellbeing*)
- Governance & Executive Leadership Reports (*Recovery Manager*)
- Exit Plan (*Strategy & Planning*)

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Relevant Links

[GUIDE: Programme Management](#)

[EXAMPLE: Programme Summary Report](#)

[TEMPLATE: Project Management Gantt Chart](#)

[TEMPLATES: Project Scope](#)

[TEMPLATE: Project Planning](#)

[TEMPLATE: Project Status](#)

[TEMPLATE: Project Log](#)

[TEMPLATE Project Close-out](#)

[GUIDE: Monitoring & Evaluation](#)

[TEMPLATE: Quarterly Report](#)

[TEMPLATE: Exit Plan](#)

Recovery Support Services

Role Cards

This section introduces role cards for each of the Recovery Support Service functions and supporting roles such as Governance, Executive Leadership, Sector Group Chairs and Project Team Leaders.

These role cards are designed to provide quick reference prompts on each role's responsibilities, outputs, tasks and interdependencies. It is by no means a comprehensive list.

As emphasised earlier in this Guide, the key value-add of a Recovery Office is the coordinating structure it can quickly bring and sustain to unite and empower recovery partners toward successful collaborative outcomes. The intent behind the recovery role cards is to fundamentally shift recovery operations out of a zone of operational ambiguity and into a zone of greater organisational clarity similar to the response phase, whilst still acknowledging the need for flexibility and inclusiveness at all times.

The recovery role cards in this Guide are specific to the Wellington region but are inspired by the CIMS role cards developed by NEMA. The Directors Guidelines provide some guidance on Recovery Support Service roles but are yet to develop them to the same level of detail as the CIMS roles outlined for the response phase. As much as possible the recovery roles outlined in this Guide align with the broader role descriptions defined in the Directors Guidelines.

It is envisaged that these role cards will remain living documents, designed to be tested and

further refined during recovery exercises and real events within the region and upon further consultation with key stakeholders such as local Recovery Managers, recovery staff, NEMA, sector group representatives, and other recovery professionals both here in New Zealand and further abroad.

Recovery Manager

Role

Lead and manage the use of recovery personnel, material, information services and other resources for the purpose of coordinating and supporting recovery activities.

Leadership

A Recovery Manager needs to be able to facilitate the development and articulation of a recovery vision, creating an environment that empowers others to act and succeed and advocate for recovery support, resources and finance. They also need to develop strong relationships and embed personal and organisational resilience. Recovery Manager leadership is demonstrated through strategic decision-making via empathy, realism, consistency and communication.

Responsibilities

- Assist the Controller with the transition into recovery
- Direct and monitor local level recovery operations; delegate and prioritise duties and tasks in alignment with the Recovery Action Plan
- Uphold and discharge transition powers as required
- Make decisions within limits of delegated authority and clearly record, communicate, and review them
- Report up to Recovery Governance/Executive Leadership and recommend local Recovery Objectives
- Provide (or approve) the Recovery Action Plan and ensure it can be executed within timeframes and resource availability
- Maintain situational awareness across all five recovery environments
- Oversee effective and sustained community engagement and the integration of this engagement into recovery operational planning and implementation
- Confirm and maintain the area of operations, area of interest, and area of consequence for recovery operations and deconflict (as required)
- Determine / obtain / broker critical resources, materials, and facilities to support recovery operations
- Identify existing and new funding sources and lobby to obtain them
- Ensure recovery stays within prescribed resource and budget limits
- Identify gaps and manage risks
- Ensure the recovery operational structure reflects the scale, priorities, and needs of the operating environment
- Integrate recovery partners and the community into recovery operations
- Oversee the health, safety and wellbeing of recovery office staff, contractor and volunteer

Key relationships

- Governance
- Executive Leadership
- Controller
- NEMA
- The Recovery Management Team (RMT)
- Other Recovery Managers at local, regional or national level (if applicable)
- Recovery partner agencies
- Iwi/Māori,
- Community
- Media

Key outputs

- Setting direction
- Leading people
- Managing self
- Managing relationships
- Managing the political interface
- Engaging and partnering with Māori & community; and
- Delivering results⁴¹

Considerations

- Deciding whether coordination and collaboration is required at a regional level through the Group Recovery Office
- Being clearly identifiable, present, and available for questions, approvals, authorisations, and direction

- Be open. Provide enough information to address the questions and concerns or explain why you can't provide an answer and what you are doing about this.⁴²
- Balancing the needs for community engagement against the need for timely decisions and action
- Ensure your calendar and contact list reflect a balance of stakeholders – social, built, cultural, economic, natural. Ensure you balance your time well between internal and ex-ternal stakeholders
- How to factor operational and strategic risk into planning and execution
- Ensure you have enough people with policy writing, machinery of government and business case experience so you can interface well with local and central government
- Competence of personnel in relation to the scale and complexity of the incident
- Escalation of complex or unresolvable issues to regional level (if applicable)
- Alignment of activities across the region and multiple stakeholders
- Be cognizant of leadership style, be prepared to tailor your approach depending on the situation
- Be prepared to lead alongside others and enable others to lead (when and where appropriate), including community leaders
- Recovery leaders need to supersize their thinking, energy and vision

⁴¹ Recovery Preparedness and Management Director's Guideline [DGL 24/20], page 118

⁴² Canterbury Earthquake Recovery Learning and Legacy Programme

<http://www.egrecoverylearning.org/assets/downloadsreso033-communicationskey-lessons-identified.pdf>

- Recovery leaders should have accountability measures in place to demonstrate performance in recovery
- People leading recovery, as well as people working or supporting recovery, experience the consequences of an emergency alongside the community
- Empathy is key to making leadership decisions that reflect what is important to communities and what them thrive
- Resource you communication and engagement work well – more intensively than in business-as-usual. It will save time, misunderstanding and money in the long run.

Initial tasks

Response & Transition Phase

- Establish core recovery desk team
- Collate information and obtain situational awareness
- Assess the situation and begin initial recovery planning
- Engage with the community and ascertain impact, needs and resilience opportunities
- Make contact with recovery stakeholders
- Plan and implement the transition into recovery
- Develop the initial Recovery Action Plan and Transition Notice Report
- Notify stakeholders and the public of the move into recovery
- Establish the Recovery Office
- Start to coordinate and implement the Recovery Action Plan

Ongoing tasks

- Lead, control, and direct recovery operations
- Record decisions, actions, and other activities
- Ensure the Recovery Office is functioning properly
- Monitor Recovery Action Plan implementation and commence development of further Recovery Plans (as required)
- Chair Recovery Management Team meetings
- Act as spokesperson (if required)
- Maintain key relationships; ensure key stakeholders are kept updated
- Maintain oversight of recovery operations
- Ensure local recovery operations have the resources they need
- Ensure personnel briefings and handovers are conducted effectively
- Continuously review direction and adapt accordingly
- Determine ongoing recovery phases and ensure they are recorded in subsequent Recovery Action Plans
- Promote effective information flow and communication across recovery operations
- Lead, facilitate and enable community engagement

Recovery exit

- Confirm recovery is terminating
- Conduct a debrief
- Consolidate financial expenditure
- Manage contracts (as required)
- Identify and circulate lessons learnt

Māori Support Service

Role

Build and help maintain a strong and respectful relationship between the Māori community and the Recovery Office and its partners.

Leadership

- Support the Recovery Manager to ensure that all those involved in recovery operations are informed of Māori perspectives and recovery priorities
- Work towards encouraging iwi and Māori leadership and participatory contribution to Recovery Operations
- Provide specialist advice and support on Māori protocol/cultural considerations to the Recovery Office and recover partner agencies/volunteers as required and where relevant
- Contribute to effective monitoring and evaluation of impacts and recovery interventions on the Māori community
- Partner at local levels to encourage dialogue and activities that assist whanau/hapu/iwi with disaster recovery and will continue to build resilience in the community
- Develop and maintain strong, trusting Māori relationships in a multi-agency setting

Key relationships

- Whānau/hapu/iwi
- Recovery Manager
- The Recovery Management Team (RMT) and other Support Service functions
- Recovery partner agencies & volunteers

Key outputs

- Tikanga Māori is integrated into recovery planning and implementation activities, for example:
 - the Impact, Needs & Resilience Assessment process
 - Recovery Action Planning Cycle
 - Consequence Assessment Matrix
 - Project planning & implementation process
 - Monitoring & Evaluation process
- Strong and collaborative relationships between Māori and Recovery Office operation's exist
- Contact list/s are accurate and current
- Status Reports
- Māori Engagement Plan

Considerations

- Be prepared to take things slowly and take the time to build a relationship forged on mutual trust and respect

- Be aware of Māori protocols/cultural sensitivities and who holds decision making authority
- Be aware of any existing grievances (both internal and external) that could influence the relationship or recovery priorities for Māori
- Consider employing people who already hold a high level of mana with iwi/Māori to speed-up the working relationship; ensure they are suitably briefed on the recovery plan and the intent of engagement programme
- Empower Māori-led solutions

Initial tasks

- Obtain briefing from the Recovery Manager to gain situational awareness / obtain Recovery Manager's intent
- Establish the Māori Support Service function; appoint, brief, and task staff; ensure staff have had an induction (including a Health and Safety induction)
- Set up logs (as required) to record decisions and actions
- Establish iwi/Māori points of contact/protocols
- Provide input into the Operating Schedule and initial Recovery Plan
- Provide input into the Communication and Community Engagement Plan
- Provide input into project planning
- Engage with iwi/Māori contacts to inform Consequence Assessments

Ongoing tasks

- Carry out ongoing iwi/Māori specific Consequence Assessments and incorporate into the Collection Plan and Recovery Planning Cycle
- Ensure all Recovery Office Support Service functions, partner agencies and volunteers are aware of Māori world view and cultural sensitivities, and assist them in incorporating this into their communication, planning and implementation
- Manage and build an ongoing relationship with iwi/Māori as a recovery partner, and in so doing:
 - Assist the Recovery Manager and other Recovery Support Service functions manage their relationships with Māori
 - Incorporate Māori perspectives into the Recovery Planning Cycle
 - Help monitor change and the effectiveness of recovery interventions for iwi/Māori community
 - Look to support and empower Māori-led recovery solutions
- Record Māori Support Service function actions and provide reports as and when required
- Encourage and promote clear lines of communication with iwi/Māori
- Problem-solve any relationship issues and build an ongoing relationship of trust and mutual respect

Communications & Community Engagement

Role

Internal and external communications for the purpose of ensuring situational awareness, consistent messaging and sharing of ideas and building community capacity to lead or contribute to their own recovery solutions.

Responsibilities:

- Provision of expert communications & community engagement advice to the Recovery Manager & Recovery Manager Team (RMT)
- Coordination, management and implementation of the Communication Plan, for example:
 - Provision of information on life safety
 - Project proposals, plans and progress updates
 - Welfare information and updates
 - Management of the media and other communication channels
 - Organising media briefings, preparing spokespeople
 - Internal communications
- Linking community consultation feedback back into Impact, Needs & Resilience

Assessments, Project Planning and Information Collection cycles

- Ensuring all Recovery Office public messaging and community engagement materials are accessible, timely, relevant, consistent and authorized by the Recovery Manager
- Coordinate, manage and implement of the Community Engagement Plan, and in so doing provide clear guidance and support to other recovery support service functions and recovery partners with their community engagement activities
- Create and maintain the channels that allow broad-based leveraging of community resources in the most collaborative way possible
- Help to coordinate and align government recovery efforts and priorities with those of community groups, businesses, and other non-government entities
- Work with at large community decision makers so that they have up-to-date understanding of the specific issues and needs being addressed by each Recovery Environment
- Help to solicit feedback on overarching recovery goals and progress across the Recovery Environments so decisions made by individual Recovery Environments are informed by and in line with current needs across the community
- Create and maintain strong relationships with local and national media

- Institute media monitoring and relations, including any necessary rumour control and counter messaging for the recovery effort.

Key inter-dependencies

Communication & Community Engagement contributes to:

- The *Project Coordination* function's project proposal, plans and status updates to the community
- The *Community Wellbeing* function's wellbeing information and updates to the community
- The *Strategy & Planning* function's development of Consequence Assessment Matrix
- the *Information Management & Monitoring* function's Information Collection Plan, Impact, Needs and Resilience Assessments, and Situation Report
- Coordinating and supporting community consultation for all Support Service functions

Communication & Community Engagement requires support from:

- Planning support from the *Strategy & Planning* function
- Situation updates & Needs Assessment information from the *Information Management & Monitoring* function
- Project proposals, plans and status updates from *Project Coordination*
- Welfare information and updates from the *Community Wellbeing* function
- Logistical support from *Finance & Resource Allocation*
- Advice from the *Māori Support Service* Function

Key relationships

- The community
- The media
- Media Spokesperson
- Recovery Manager
- The RMT, other functions (in particular Community Wellbeing, Project Coordination and Māori Support Service functions)
- Mayors/Environmental Sector Group Chairs

Key outputs

- Any ongoing warning notifications
- Health & safety advice
- Public messaging for recovery project proposals, plans or status updates
- Wellbeing information and update
- Media releases
- Organizing press conferences and media opportunities etc.
- Implementation of the Communication Plan
- Implementation of the Community Engagement Plan
- Record of community consultation feedback
- Content for website and social media, factsheets
- Talking points and briefing notes
- Status reports, briefings and stakeholder updates
- Input into the Consequence Assessment Matrix and Recovery Action Plan

Considerations

- The psychological impacts of disasters and how these impact people's ability to take in information
- Keep it simple, say it often, using multiple channels/methods. Repeat simple messages frequently to stakeholders and the public, using different media. It might take a while for people to take on board what you are saying⁴³.
- Start communicating as soon as possible and maintain communication and engagement over time. Don't fall into a communications vacuum when things get busy
- Employ participatory community development principles
- Ensure community engagement feedback is incorporated into:
 - Status Report Updates
 - Impact, Needs and Resilience Assessments
 - the Recovery Planning Cycle; and
 - project planning
- Be careful not to burn-out the energy and good-will of community leaders who engage with the recovery programme. Be mindful of supporting their wellbeing and acknowledging their valued contribution.
- Utilising existing MOU's and resources (e.g. already published content, consistent messaging, templated releases and communications plans)
- Early identification and proactive management of misinformation, potential issues and threats to project programmes and/or reputation
- Provide opportunities for impacted communities to meet face-to-face with planners and other technical experts
- Use experts to communicate technical information. They provide credibility. Make sure that people can ask them questions too. Provide the experts with training and support.
- Support and develop internal communications that raise morale, team cohesion, wellbeing, health and safety and a united vision.
- Be proactive in keeping your stakeholder/resident contact database up-to-date. People move address and roles change frequently after disasters.
- Collaborate with other organisations to produce joint communications and engagements wherever possible. Think about what affected people need to know – inconsistent messages from multiple sources are ineffective and difficult to understand
- Customise your messaging for different audiences – ensure it is relevant and accessible to all groups of the public and stakeholders
- Plan to encounter upset and angry people. Not everyone is going to like what you have to say. Support your staff and plan strategies to manage this kind of response.

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<http://www.eqrecoverylearning.org/assets/downloadsreso033-communicationskey-lessons-identified.pdf>



Recovery Communication & Community Engagement sub-functions

- Media liaison
- Online media management
- Community engagement
- Safety information & warning notices
- Recovery objectives and project plans
- Internal communications

Initial tasks

- Obtain briefing from Recovery Manager to gain situational awareness and Recovery Manager's intent
- Establish Communication & Community Engagement function; appoint, brief, and task staff; ensure staff have had an induction (including a Health and Safety induction)
- Set up logs (as required) to record decisions and actions
- Connect with Information Management & Monitoring to obtain ongoing information about the situation and project progress updates
- Contribute to the development of the Recovery Action Plan
- Lead the development of a Communication and Community Engagement Plan
- Contribute to the Recovery Office Operating Schedule
- Contribute to Impact, Needs & Resilience Assessments
- Determine Communication & Community Engagement function resource requirements and notify the Finance & Resource Allocation function
- Establish communication channels (e.g. Facebook, website etc.)
- Confirm with Recovery Manager who is authorized to approve information/material for public release
- Identify appropriate spokespeople

Ongoing tasks

- Support project leads with their community engagement requirements
- Develop, coordinate and distribute any ongoing health & safety messages, project proposal or progress updates and any other general recovery updates to the public
- Develop, coordinate and distribute internal communications with the Recover Office and partner agencies/organisations
- Contribute to the update of the:
 - Situation Report
 - Recovery Action Plan
 - Impact, Needs & Resilience Assessments
 - Finance & Resource Register
- Monitor media, news reports, public sentiment and media reactions passing information to the Recovery Manager, Information Management & Monitoring function, RMT and planning/project process
- Record all decisions, actions and other activities carried out by the Communications & Community Engagement function
- Support project teams with their project communications and community engagement

Strategy & Planning

Role

Oversight and facilitation of all local and/or regional recovery strategy & planning efforts, in doing so:

- facilitate the development of the recovery strategy and action plan in consultation with recovery leadership, recovery partners and the community
- provide specialist strategic and operational planning support to other recovery support services and partner agencies

Responsibilities

- Lead and coordinate the development of the Recovery Strategy and Action Plan
- Lead and coordinate any other event specific recovery planning
- Provision of expert planning advice to the Recovery Manager and other Recovery Office functions and Project Teams
- Establish and maintaining the Recovery Office Operating Schedule
- Translation of Recovery Governance's intent into a Recovery Strategy

- Translation of the Recovery Manager's intent and objectives into a Recovery Action Plan
- Collation of Impact, Needs and Resilience Assessments into an event specific Consequence Assessment Matrix
- Ensure partner agencies/organisations are included and aligned with the strategy & planning process
- Ensure the Recovery Manager and Recovery Management Team (RMT) are informed of the planning aspects of the response and have oversight of planning requirements
- Coordinate any specific reports required by central government

Key inter-dependencies

Recovery Planning contributes to:

- The *Project Coordination* function's project planning
- The *Information Management & Monitoring* function's Information Collection Plan, Situation Report, Impact, Needs and Resilience Assessments
- Supporting the *Community Wellbeing* function with planning for welfare delivery
- Supporting the *Communications & Community Engagement* function by collaboratively developing a Communications and Community Engagement Plan
- Supporting the *Māori Support Service* function by collaboratively developing a Māori Engagement Plan

- Assisting with the forecasting of funding and resource requirements for the *Finance & Resource Allocation* Function
- Supporting the *Recovery Manager* through development of the Recovery Plan and ongoing revisions and any identified Contingency Plans

Recovery Planning require support from:

- Strategic direction from Recovery Governance via the Recovery Manager
- Situation updates and Needs Assessment information from Information Management
- GIS analysis and scientific advice from technical advisors
- All Recovery Office Support Service function's for the development and maintenance of the:
 - Recovery Strategy
 - Recovery Action Plan
 - Consequence Assessment Matrix
 - Contingency & Long-Term Planning

Key relationships

- Recovery Manager
- The RMT and other functions - particularly Communications & Community Engagement, Project Coordination, Information Management & Monitoring, Community Wellbeing and Māori Support Service functions
- Strategy & Planning functions at other Recovery Offices
- Internal and external stakeholders/partners, supporting agencies/organizations and community groups
- Council planning staff

- Statistics NZ and other similar data management/supplier agencies

Key outputs

- Project Management Documents
 - Recovery Strategy
 - Recovery Action Plan
 - Consequence Assessment Matrix
 - Contingency & Long-Term Plans
 - Exit Strategy

Considerations

- Composition of the Planning function is important (people, skills, insights, diversity of thought, cultural competency)
- The importance of helping Recovery Governance clearly shape and articulate a recovery strategy (even in its briefest form in the early phases of recovery), and then working to further develop a more detailed strategy that reflects community aspirations over the short, medium, and long term
- The importance of conducting collaborative planning with other Recovery Office Support Service functions, external agencies/stakeholders, and community groups. Making sure this collaborative planning is well planned and is flexible in its approach.
- Applying local knowledge to recovery planning and in particular referencing existing plans, policies and community vision documents etc.
- Planning can help provide the means for public discussion of the future (adapting to the 'new normal') and generate new ideas, elaborate and refine proposals, and assess alternative strategies

- Regularly review and adapt the measures used to monitor and evaluate Recovery. Consider other means to 'ground truth' statistical results (e.g. community consultation, Consequence Assessments, surveys, expert opinion etc.)
- Plan for the transition between recovery phases and incorporate the changing operational environment into planning considerations
- Record and capture learnings from the initial response and onward through the phases of recovery
- Plan for the exit from recovery



Recovery Planning sub-functions

- Recovery Strategy Development
- Recovery Action Plan Planning
- Consequence Assessments
- Transition Planning
- Assisting other Recovery Office Support Service functions and Project Teams with their planning
- Contingency Planning
- Exit Planning

Initial tasks

- Obtain briefing from Recovery Manager to gain situational awareness and Recovery Manager's intent
- Establish Recovery Planning function; appoint, brief, and task staff; ensure staff have had an induction (including a Health and Safety induction)
- Set up logs (as required) to record decisions and actions
- Establish Recovery Office Operating Schedule
- Develop an initial Recovery Action Plan
- Establish a close liaison with the Information Management & Monitoring function to collate the latest Impacts, Needs and Resilience Assessments into a Consequence Assessment Matrix

Ongoing tasks

- Maintaining the Recovery Action Planning Cycle to ensure any changes to the operating environment and Recovery Objectives are incorporated into the latest Recovery Action Plan
- Maintaining and adjusting the Operating Schedule to account for any changes to the operating environment or Recovery Managers requests
- Facilitate Action Plan planning meetings, ensuring representation from all functions and external stakeholders where appropriate
- Coordinate planning activities with other Recovery functions
- Assist project teams with their planning
- Support the execution of the Recovery Action Plan and assess progress against it

- Maintain situational awareness, prioritizing and adjusting planning requirements (as required)
- Maintain the Consequence Assessment Matrix and incorporate it into Recovery Action Planning
- Provide reports, briefings (including handovers to incoming shifts) and situation updates (as required)
- Forecast medium to long term resourcing requirements and opportunities to innovate or build-in resilience
- Carry-out Contingency and Long-Term Planning
- Plan for each recovery phase including an Exit Strategy and Demobilization Plan.

Project Coordination

Role

Coordinate the Programme Management Office (PMO). This involves building and maintaining relationships and a planning, administration, and reporting framework that supports participatory and coordinated engagement with external agencies, organisations and community groups to deliver on the outcomes listed in the Recovery Plan.

Responsibilities

- Establish and maintain a project management and reporting framework
 - Provide updates on progress to the Recovery Manager and RMT; and
 - Monitor and regularly re-evaluate the effectiveness of recovery projects and make recommendations on adjustments to suit changing needs
 - Ensure protocols and mechanisms are in place to monitor, understand and rapidly respond to the changing situation and ensure recovery interventions remain focused on what matters most to impacted communities
 - Appoint staff to act as Sector Group Chair/s in the absence of a Chair being appointed from within a sector group/s
 - Work collaboratively to identify, evaluate, prioritise and manage risks and opportunities between projects
 - Collect information from the field to inform Consequence Assessments, the Information Collection Plan and Recovery Planning Cycle
 - Integrate all external stakeholders into Project Coordination's collaborative planning process
 - Manage field staff and coordinate volunteer activities and support their health, safety and wellbeing
 - Develop and maintain contact lists
- Lead, coordinate or support shovel ready projects that contribute to Recovery Plan objectives
 - Identify, coordinate and support the planning, development and delivery of work pro-programmes that achieve Recovery Plan objectives, and in so doing:
 - Maintain strong relationships with other Recovery functions, sector group partner agencies/organisations, volunteers and community groups
 - Help convene, coordinate and support project teams
 - Actively contribute as a project team member (when and where appropriate)

Key inter-dependencies

Project Coordination contributes to:

- Development of the *Strategy & Planning* function's Recovery Plan, Operating Schedule and Consequence Assessment Matrix
- The *Information Management & Monitoring* function's Information Collection Plan, Situation Report and Needs, Impact & Resilience Assessments
- Supporting the *Communication & Community Engagement* function's Communications & Community Engagement Plan implementation
- Supporting *Community Wellbeing* operations (particularly with the establishment of an Emergency Assistance Centre/s)
- Establishing and building strong working relationships with *Environment Sector Group* agencies, other stakeholder agencies/organisations, volunteers and community groups
- Contributing to funding and resource forecasting with the *Funding & Resource Allocation* function
- Working closely with the *Māori Support Service* function to identify Māori needs and recovery project interventions

Project Coordination requires support from:

- Situation updates, from *Information Management & Monitoring*
- Recovery Action Plan, Consequence Assessments & Contingency Planning information from *Strategy & Planning, Monitoring & Evaluation*
- Project planning support from all *Recovery functions*

- Communications support & community engagement support from *Communications & Community Engagement*
- Funding and logistical support from the *Finance & Resource Allocation* function
- Environmental Sector Group agencies, other agencies/organisations, volunteers and community groups to actively support or deliver recovery projects
- A Māori perspective from the *Māori Support Service* function
- Community needs assessment from *Community Wellbeing*

Key relationships

- Recovery Manager
- The RMT and other Recovery Support Service functions
- Project Coordination functions at other Recovery Offices
- Sector Group Chairs & agencies

Key outputs

- Project Management Documents
 - Programme Gantt Chart
 - Programme Status Summary Report
 - Environment Sector Group Contact lists

Considerations

- Incorporate community knowledge and capacity into project planning and delivery where-ever possible
- Prioritise projects based on their feasibility and capacity to achieve Recovery Plan Objectives

- Build relationships of trust, respect and accountability
- Support, coordinate and empower community-led solutions
- Always aim to consult but at the very least inform community of project plans
- Maintain oversight and assist with the planning, coordination and resourcing of recovery projects
- Be honest and upfront about delays, limitations, competing priorities, failures or pitfalls – incorporate lessons learned into future project planning considerations
- Build on lessons learnt and strive for continuous improvement
- Be sensitive to the needs of Māori, take the time to build relationships and where-ever possible encourage and support Māori-led solutions
- Ensure all project evaluation, planning & reporting requirements are being consistently followed
- Anticipate problems, issues and opportunities and the development of contingencies
- Draw on the expertise and capacity of the other Recovery Office Service Support functions.
- Support the health & wellbeing of all partner agencies, contractors and volunteers
- Community-led solutions are preferable, since it allows them to move on better
- Promote and adhere to the core values of the International Association of Public Participation (IAP2) that: “Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process”

- Look for local champions and influencers, use their knowledge and networks, and seek a collaborative approach to recovery



Project Coordination sub-functions

- Relationship Management – convening and coordination of partner agencies, volunteers and community groups
- Project Support
- Programme Management & Reporting

Initial tasks

- Obtain briefing from Recovery Manager to gain situational awareness and Recovery Manager’s intent
- Establish Recovery Project Coordination Support Service function; appoint, brief, and task staff; ensure staff have had an induction (including a Health and Safety induction)
- Set up logs (as required) to record decisions and actions
- Notify partner agencies/organisations that the Recovery Office has been activated
- Contribute to the identification of the Recovery Action Plan Objectives and taskings that are feasible, actionable
- In collaboration with partner agencies and other Recovery Office Support Service functions identify shovel ready or short-term recovery projects that address immediate needs
- Determine resource requirements to achieve delivery of the Recovery Action Plan

- Liaise with and identify potential project leads and project contributors, their tasks, actions, and timeframes
- Help identify measures to monitor impacts and evaluate the effectiveness of recovery interventions
- Integrate external stakeholders and (where possible) the community into recovery planning & operations
- Set up a project management evaluation, planning and reporting framework and insure all internal and external partners are aware of its requirements

Ongoing tasks

- Establish and coordinate a project evaluation, planning and reporting process with partner agencies/organisations to identify:
 - Project priorities and the feasibility of their delivery within required timeframes and resource constraints
 - Who will lead or participate in the project
 - What they will contribute and what additional resources/funding is required
 - When, where and how they should carry out their respective tasks
 - Establishment of milestones, admin & reporting requirements and any other project planning considerations
 - Review and re-evaluate project progress and effectiveness, recommend adjustments as and when necessary
- Guide and support project managers and their teams so they can deliver on their allocated tasks in alignment with Recovery Action Plan Objectives
- Inform and support community engagement activities

- Maintain strong working relationships with Environment Sector Groups, other partner agencies/organisations, volunteers and community groups
- Support project implementation to ensure priorities are being met and efficiencies from economies of scale and shared use of resources is maximized.
- Provide status updates, reports and briefings to the Recovery Manager
- Record decisions, actions and other activities
- Ensure activities of community groups, volunteers and field staff are coordinated effectively and health and safety is always a priority
- Manage the transition out of Recovery Office programme management
- Actively contribute to Impact, Needs and Resilience Assessments

Community Wellbeing

Role

Manage the coordination of wellbeing delivery, and in so doing, support and enable activities that improve the comfort, psychological stability, physical and mental health and happiness of affected communities.

Responsibilities

- Managing the *transition* from CDEM-led welfare to coordinating ongoing wellbeing support to affected communities
- Lead, coordinate and support wellbeing interventions that contribute to Recovery Action Plan Objectives
- Identify, coordinate and support wellbeing providers by:
 - Coordinating their services via the establishment of an Assistance Centre and/or Navigator Service
 - Maintaining strong collaborative working relationships with them
 - Providing resource and funding assistance
 - Managing a monitoring and reporting framework of wellbeing needs and service de-livery; and
- Provide regular updates on progress to the Recovery Manager and RMT
- Engaging with and collect information from affected communities to inform Impact, Needs and Resilience Assessments, the Information Collection Plan, and Monitoring & Evaluation Dashboard/s
- Establish and maintain oversight over a navigator service (if required) to assist affected households access support services (see [Navigator Service Guide](#))
- Assist with the management of field staff and wellbeing volunteers
- Lead the task team to establish and manage an Emergency Assistance Centre/s (if required)
- Develop and maintain wellbeing provider contact lists and the day-to-day relationship with them

Key inter-dependencies

Community Wellbeing contributes to:

- The *Project Coordination* function's project evaluation, planning, implementation and reporting processes
- Development of the *Strategy & Planning* function's Recovery Action Plan and Operating Schedule
- The *Information Management & Monitoring* function's Information Collection Plan, Situation Report, Needs, Impact & Resilience Assessments and indicators for monitoring the recovery environments

- Supporting the *Communication & Community Engagement* function's Communications & Community Engagement Plan implementation
- Establishing and building strong working relationships with external agencies (particularly in the wellbeing space)
- Contributing to funding and resource forecasting with the *Funding & Resource Allocation* function
- Working closely with the *Māori Support Service* function to identify Māori needs and recovery project interventions

Community Wellbeing requires support from:

- Situation updates and Needs Assessments from *Information Management & Monitoring*
- Recovery Action Plan, Consequence Assessments & Contingency Planning information from *Strategy & Planning, Monitoring & Evaluation*
- Project planning support from *all Recovery functions* (in particularly the *Strategy & Planning* and *Project Coordination functions*)
- Communications and community engagement support from *Communications & Community Engagement*
- Funding and logistical support from the *Finance & Resource Allocation* function
- Environmental Sector Group agencies, other agencies/organisations, volunteers and community groups to actively support or deliver wellbeing projects
- A Māori perspective from the *Māori Engagement* function

Key relationships

- Recovery Manager
- The RMT and other functions (in particular the Communication & Community Engagement function)
- Community Wellbeing Support Service functions at other Recovery Offices
- Wellbeing service providers, volunteers, community champions and the wider community

Key outputs

- Support the development of a Wellbeing Plan
- Assistance Centres and/or a Navigator Service (if required)
- Wellbeing contact lists

Considerations

- Lead the planning for and management of Emergency Assistance Centres and a Navigator Service
- Incorporate community knowledge and capacity into wellbeing project planning and delivery where-ever possible
- Prioritise projects based on their feasibility and capacity to achieve Recovery Action Plan Objectives
- Build relationships of trust, respect and accountability
- Support, coordinate and empower community-led solutions
- Look to transition CDEM wellbeing coordination back to business-as-usual navigation services
- Always aim to consult but at the very least inform community of wellbeing project plans

- Assist with the planning, coordination and resourcing of wellbeing projects
- Be careful not to burn-out community leaders who engage with the recovery programme
- Be honest and upfront about delays, limitations, competing priorities, failures or pitfalls – incorporate lessons learned into future project planning considerations
- Build on lessons learnt and strive for continuous improvement
- Be sensitive to the needs of Māori, take the time to build relationships and where-ever possible encourage and support Māori-led solutions
- Anticipate problems, issues and opportunities and the development of contingencies
- Draw on the expertise and capacity of the other Recovery Office Service Support functions.

Initial tasks

- Obtain briefing from Recovery Manager to gain situational awareness and Recovery Manager's intent
- Establish a Community Wellbeing Support Service function; appoint, brief, and task staff; ensure staff have had an induction (including a Health and Safety induction)
- Set up logs (as required) to record decisions and actions
- Notify partner wellbeing agencies/organisations that the Recovery Office has been activated
- Contribute to the identification of the Recovery Plan Objectives and taskings that are feasible, actionable

- Contribute to Needs & Impact Assessments particularly from a wellbeing perspective
- In collaboration with wellbeing partner agencies and other Recovery Office Support Service functions identify short-term recovery wellbeing projects that address immediate needs
- Determine wellbeing resource requirements and if there is a need for the establishment of a Navigator Service to help affected communities access support services
- Help identify measures to monitor impacts and evaluate the effectiveness of wellbeing recovery interventions
- Help determine if Emergency Assistance Centres are required and lead the task team to establish and manage them.

Ongoing tasks

- Lead, coordinate and manage the running of Emergency Assistance Centres
- Working closely with the Project Coordination function to coordinate and support projects contributing to wellbeing objectives in the Recovery Action Plan
- Continue to provide insight into Needs, Impacts and Resilience Assessments from a wellbeing perspective
- Inform and support community engagement activities
- Maintain strong working relationships with other wellbeing partner agencies/organisations, volunteers and community groups
- Support and maintain oversight of a Wellbeing Navigator Service to help affected communities access support services
- Look to develop or support mid to long term welfare solutions that are increasingly being

led by business-as-usual welfare providers and decrease welfare dependency

- Provide status updates, reports and briefings (including handover notes for in-coming shifts)
- Record decisions, actions and other activities
- Ensure activities of wellbeing volunteers and field staff are coordinated effectively and health and safety are always a priority
- Manage the transition out of Recovery Office wellbeing delivery

Information Management & Monitoring

Role

Manage the collation, analysis, and dissemination of information for decision making and situational awareness; monitor change across the five recovery environments

Responsibilities

- Identifying and receiving the intelligence requirements of key decision makers (e.g. the Recovery Manager, Recovery Management Team (RMT), external partners and project leads)
 - Managing an intelligence cycle of collection, collation, verification and analyses of information (including community consultation feedback) pertinent to decision making
 - Establish and maintain the Recovery Office:
 - Master Log
 - Situation Reports
 - Impact, Needs and Resilience Assessments
 - Information Collection Plan
 - Indicator Dashboard
 - Contribute to the Recovery Action Planning Cycle
- Disseminate intelligence reports/briefings to decision makers and others who need to know
 - Ensure situational awareness and a common operating picture is maintained across the Recovery Office and contributing partners
 - Monitor and evaluate impacts and the effectiveness of recovery interventions by:
 - identifying indicators to monitor the recovery operational environment and the effectiveness of recovery interventions
 - maintenance of an indicator dashboard
 - Manage the storage of documentation including sensitive information and compliance with any privacy act requirements

Key inter-dependencies

Information Management & Monitoring contributes to:

- Helping to identify and support the information needs of the *Recovery Manager, RMT and all other Support Service functions*
- Development of the *Strategy & Planning* function's Recovery Action Plan, Consequence Assessment Matrix and Operating Schedule
- Supporting the *Communication & Community Engagement* function's Communications & Community Engagement Plan implementation

Information Management & Monitoring requires support from:

- Information collection as per the Information Collection Plan and other sources from all *Recovery Support Service functions and partner agencies to inform:*
 - Situation Report
 - Impact, Needs and Resilience Assessments
 - Intelligence forecasts
- Status updates from all *Recovery Support Service* functions for the Situation Report

Key relationships

- Recovery Manager
- The RMT and other Support Service functions
- Other Information Management & Monitoring Support Service functions in the region
- Recovery partner agency's information desks

Key outputs

- Situation Report
- Master Log
- Impact, Needs and Resilience Assessments
- Information Collection Plan
- Monitoring & Evaluation Dashboard/s

Principles

- High quality information needs to be collected to enable decision making
- Information is a “currency” of recovery to combat the uncertainty of decision

demands. Recovery decisions may need to be made faster than information, knowledge, and planning can often flow.

Considerations

- The importance of sharing information across Recovery Support Service functions, partner agencies and the community to develop a common operating picture
- Key information requirements during recovery usually comprise, but are not limited to:
 - Wellbeing needs and residential building assessments
 - Public and commercial building impacts
 - Lifelines utilities impact assessments
 - Environmental impact assessments
 - Community wellbeing and psychosocial impact assessments⁴⁴;
 - Recovery project impact assessments;
 - Community engagement results
- Existing information systems should be used where possible (e.g. Council call centre), and efforts should be made to avoid duplicating systems
- Ensure Needs Assessments are coordinated either through the Information Collection Plan or by regular communication with other Recovery Support Service functions and other partner agencies/organisations
- Ensure intelligence products support the immediate, ongoing and future needs of decision makers, key clients, other functions throughout the Recovery phases

⁴⁴ Recovery Preparedness and Management Director's Guideline [DGL 24/20], page 119

- Constantly remind other Recovery Support Service functions that contributing to situational awareness is everyone's responsibility
- Coordinate and manage information collection via the Information Collection Plan, Status Updates and Needs Assessments
- Information privacy requirements under the Privacy Act and Official Information Act
- The security of partner agencies sensitive information
- Establishing a consistent and systematic process to collect, analyse and report information to various end-users
- Diversity of thought and perspectives during analysis, use of analytical tools and techniques, use multiple channels to present intelligence
- Gather information so you can start working towards answering the questions – How much? How long? And what are the community impacts?

Initial tasks

- Obtain briefing from the Recovery Manager to gain situational awareness and Recovery Manager's intent
- Establish Information Management & Monitoring Support Service function; appoint, brief, and task staff; ensure staff have had an induction (including a Health and Safety induction)
- Set up logs (as required) to record decisions and actions
- Engage across functions to gain an initial understanding of intelligence gaps and risks, start recording in them in Information Collection Plan and assign information collection taskings.

- Participate in setting Recovery Action Plan Objectives
- Contribute to the development of the initial Recovery Action Plan
- Develop a schedule for producing outputs that includes due dates/times for Status Reports, Needs Assessments and information collection taskings from other functions and partner agencies
- Ensure workstream priorities for the Information Management & Monitoring function aligns with the Recovery Action Plan
- Identify indicators to measure impacts, change and progress toward recovery goals in each of the recovery environments
- Log key activities or occurrences in the Master Event Log
- Determine internal and external stakeholders and establish communication channels

Ongoing tasks

- Maintain the intelligence cycle and increasingly aim to incorporate external partner agencies into contributing to it and being informed by it
- Provide intelligence reports, briefings, situation updates, master log and visual information to meet decision maker and key client's needs; continually review requirements and needs
- Contribute to the project planning processes and provide expert intelligence advice to the response
- Manage and continually review and update Information Collection Planning tasks, with an increasing emphasis on incorporating information from external partners and community consultation

- Maintain the integrity of intelligence outputs by setting and applying a consistent verification and validation process to all incoming information (e.g. such as use of the [Admiralty Scale](#))
- Conduct ongoing intelligence scanning to understand:
 - decision makers intelligence needs
 - current and potential changes to the operating environment
- Ensure the Recovery Manager, the wider RMT and key external partners are informed of the intelligence process and understand the collection and dissemination cycles
- Monitor indicators and review/adjust according to changing needs or goals
- Incorporate indicator results into the Situation Report, Needs Assessments, and project planning cycles
- Build strong relationships with internal and external stakeholders, including other Information Management & Monitoring functions at local, regional, and national level (if applicable)
- Maintain and communicate handover documents
- Manage the demobilization of the Information Management & Monitoring function

Finance & Resource Allocation

Role

Manage the accounting system, finance and resource tracking, funding applications and coordination and integration of services and resources (including human) into the recovery programme.

Responsibilities

- Ensure the Recovery Manager and wider Recovery Management Team (RMT) are informed of the funding and logistical aspects of recovery operations
- Provision of funding and resources to other Recovery Support Service functions, partner agencies or project leads
- Identify, advocate and coordinate recovery funds and resources, and in so doing manage:
 - their efficient distribution based on recovery priorities or conditions of use
 - adhere to any accountability or reporting requirements
- Establishment and maintenance of recovery facilities (i.e. Recovery Office and Emergency Assistance Centres)
- Source and maintain recovery personnel, arrangement of catering, travel, and accommodation

- Establishment and maintenance of communication and information technology systems
- Assurance of fiscal responsibility across Recovery Operations
- Resource tracking, record keeping and administration

Key inter-dependencies

Finance & Resource Allocation contributes to:

- Contributes to the development of the *Planning* function's Recovery Action Plan, and Operating Schedule
- Contributes to the development of the *Project Coordination* function's Program and Project Plans
- Helping to identify, source and coordinate the financial and resource needs of all other *Recovery Office Support Service functions and recovery partners* (where applicable)

Finance & Resource Allocation requires support from:

- All Support Service functions to help identify, prioritise and coordinate the provision, distribution and management of funds and resources
- Forecasting and forward planning support from the *Information Management & Monitoring and Strategy & Planning Support Service* functions
- Assistance from *Recovery Governance* to help access funding or resources from government and the private sector

- Assistance from *Executive Leadership* for local government funding and resources
- Assistance from local government finance department (at a local or regional level) to help establish and maintain a robust financial tracking system

Key relationships

- Recovery Manager
- The RMT and other functions
- Other Information Finance & Resource Allocation Support Service functions in the region
- Recovery partner agencies
- Local Government finance teams

Key outputs

- Resource Register
- General Ledger
- Plans for supply, transport, accommodation, communications, and information technology
- Staff roster
- Recovery facilities
- Recovery Office Document Management System
- Status Report
- Input into the Recovery Plan
- Input into Project Plans

Considerations

- Financial accountability and transparency are necessary to building and maintaining trust with impacted residents and

businesses and between those who provide recovery funds, those who manage the funds, and those who use the funds in rebuilding

- Find appropriate and safe facilities to work from or create arrangements that take into account the post-disaster context⁴⁵
- The prioritisation and provision of recovery support and resources will be based upon an equitable hierarchy of needs.
- Financial assistance for disaster recovery is a shared system of private and public sources, for example: central government disbursements, insurance payments, rate increases, tax break and private donations
- Invest time and energy into finding funders, use the mana of Recovery Governance or Executive Leadership to assist
- Inequities and pre-disaster trends can be exacerbated post-emergency due to simultaneous and competing demands for limited resources
- Local and regional authorities play an important leadership role in understanding disaster funding and resource requirements for their communities
- Establish the systems and organisation necessary to access resources and manage these re-sources once received
- Coordinate funds and resources to make best use of economies of scale
- Ensure the Recovery Office staff's jobs are backfilled
- Consider short term recovery staff contracts with the ability for extension while roles are

45 Canterbury Earthquake Recovery Learning and Legacy Programme

<http://www.eqrecoverylearning.org/assets/downloads/reso-033-communicationskey-lessons-identified.pdf>

being formalized (but note this may compromise staff commitment)

- Ensure normal recruitment processes are followed for all applicants and conflicts of interest are avoided.
- Seek to develop private – public partnerships and combine potential resource streams
- Ensure recovery team’s wellbeing is monitored and maintained via staff rotation, stand-down time and actively dealing with stress or performance issues
- Know the various kinds of funding available for post-disaster recovery and how to access them (i.e. eligibility requirements, project conditions, application procedures, regulatory and legal compliance, requirements for matching funds, approval processes, time limitations and deadlines, and audit and documentation requirements)
- Develop a comprehensive disaster recovery financing strategy that integrates three categories of information about the community’s recovery: the community’s needs (i.e. total damage and economic impacts), the known recovery resources (i.e. government assistance, insurance, local reserves, and other resources), and the potential gaps in funding
- Develop and employ robust and transparent financial tracking and procurement systems, including protocols to direct financial management specific to recovery activities, to monitor recovery projects and track all expenditures project-by-project



Finance & Resource Allocation sub-functions

- Sourcing funds
- Supplying resources
- Transport
- Financial Management & Reporting
- Catering
- Personnel
- Administration
- Information Technology
- Facilities
- Administration & Document Registration

Initial tasks

- Obtain briefing from the Controller to gain situational awareness / obtain Controller's intent
- Establish Finance & Resource Allocation Support Service function; appoint, brief, and task staff; ensure staff have had an induction (including a Health and Safety induction)
- Establish the Recovery Office and other facilities; communications and information technology networks; links with supporting logistics contacts and document management systems
- Work with other functions to identify existing and initial resource requirements (to meet the Recovery Manager's intent, objectives, existing plans, and procedures)
- Contribute to the development of the Recovery Plan and develop additional Logistics content, (e.g. the Operational Communications Plan and Resource Register)
- Procure, issue or store resources (including transport) based on the Recovery Plan
- Identify funding streams, source, record and disperse funds based on the Acton Plan
- Set up logs (as required) to record decisions and actions

Ongoing tasks

- Identify and source recovery funding
- Provide reports, briefings (including handovers for incoming shifts) and situation updates (as required)
- Contribute to the action and project planning process
- Source, monitor, and review resourcing requirements/allocations and use of facilities
- Work with other functions to forecast resource and funding requirements
- Track and manage financial expenditure; enter into and manage contracts and agreements
- Plan for and work with resource owners to ensure maintenance of equipment
- Procure, issue, store, or release funds and resources (including transport) based on the Recovery Plan or response objectives or as approved
- Manage and maintain facilities, document management systems, records, and filing used for the response
- Ensure communication and information technology systems meet the needs of the response; maintain networks
- Work with other functions to review and advise on personnel requirements; manage rosters, catering, travel, and accommodation for response personnel
- Work with all functions to ensure the health and wellbeing of recovery personnel and volunteers
- Record decisions, actions, and other activities
- Manage demobilisation for Logistics

Health, Safety & Wellbeing

Role

Support the health, safety and wellbeing of all recovery staff, contractors and volunteers.

Responsibilities

- Support the Recovery Manager to ensure that all those involved in recovery operations are kept safe in accordance with the requirements of the Health and Safety at Work Act 2015
- Ensure the Recovery manager and wider RMT are informed of the Safety aspects of recovery operations
- Provision of Safety advice and recommendations to support SitReps, Recovery Plans, and recovery operations in general
- Provision of a process and guidance for identification and management of risks
- Monitoring and review of safety, health, and wellbeing information
- Monitoring and verification of Health and Safety practices across recovery operations, assuring they are embedded in each function's activities and processes
- Oversight of fatigue management across recovery operations
- Provision of coordination, direction, support, and/or mentoring to partner agencies and volunteers to establish Health and Safety

practices accordance with the requirements of the Health and Safety at Work Act 2015

Key relationships

- Recovery Manager
- The RMT and other functions
- Other Health, Safety & Wellbeing Support Service functions in the region
- Recovery partner agencies & volunteers
- Project Managers
- Local Government Health & Safety Advisors

Key outputs

- Health, Safety & Wellbeing Plan
- Risk Register
- A record of incidents, near misses, and activities pertaining to Health and Safety
- Health and Safety performance reporting
- Safety Status Report

Considerations

Safety considers the principles of risk management: risk management is integrated, executed using a structured, comprehensive, customised, inclusive, and dynamic approach based on the best information available on human and cultural factors, regularly reviewed, adapted, and improved.

- Risk ownership: Is it clear who is responsible for and leading actions to manage each risk?

- Risk profile: Is the overall risk profile for recovery operations being communicated effectively?
- Risk assessment: Are dynamic safety risk assessments being conducted and maintained appropriately?
- Understanding and appreciation of culture on the ground
- Embedding Cooperation, Coordination and Consultation (the 3 'C's') across recovery operations
- Have recovery staff had appropriate Health and Safety inductions and training and received appropriate information, resources, and supervision to do their job?
- How will you ensure that operations can pause or stop if the environment is unsafe?
- Blind spots, e.g. safety of lone workers, cultural safety of responders
- Is there a Health and Safety common operating picture (COP)?
- The level of Health and Safety protection being given to volunteers (must be same as paid workers)
- Put in place wellbeing measures and be a role model for this
- Assist staff to put in place a plan and long-term supports for their family/home life and acknowledge that recovery is a long process
- The availability of Health and Safety contractors with appropriate technical Health and Safety competence

Initial tasks

- Obtain briefing from the Recovery Manager to gain situational awareness / obtain Recovery Manager's intent
- Establish Safety function; appoint, brief, and task staff; ensure staff have had an induction (including a Health and Safety induction)
- Confirm initial risk assessment has been completed; assess the situation and define any problems
- Set up logs (as required) to record decisions and actions
- Determine immediate and ongoing measures required to ensure safety and check they are fit-for-purpose
- Establish critical relationships; confirm a safety point of contact within other functions or agencies (if required)
- Identify the Health and Safety obligations, policies, and practices of other agencies involved in the response and whether they are fit-for-purpose,
- Support Project Managers with resources to help them provide Health & Safety advice to their project teams
- Identify what is already in place and whether it is fit-for-purpose
- Establish monitoring and reporting arrangements for health, safety, and wellbeing across recovery operations
- Monitor and review risk management, ensuring controls for registered risks are still effective and/or have not created unintended additional risk
- Contribute to the development of the Recovery Plan
- Determine staffing requirements and establish if any Health and Safety Technical Advisors are required

Ongoing tasks

- Assess, identify, and advise on risk as appropriate; notify the Recovery Manager of potential safety issues and risks
- Ensure all personnel, including volunteers, have had a Health and Safety induction and are aware of standards and expectations
- Conduct appropriate verification that staff have the appropriate training, information, resources, and supervision to do their job
- Verify Health and Safety processes and registers are in place and being used consistently
- Monitor and review safety, health, and wellbeing information across recovery operations to provide insights to the RMT and assurance to the Recovery Manager
- Provide reports, briefings (including handovers for incoming shifts) and situation updates (as required)
- Contribute judgement, advice, and information to SitReps, Recovery Plans, and other response documents
- Provide ongoing advice and Health & Safety resources to Project Managers and their teams
- Review plans, registers, and staffing requirements as response activities change or new risks emerge
- Verify dynamic risk assessments have been undertaken
- Record Health and Safety decisions, actions, and other activities
- Manage reporting to regional level (if applicable)
- Encourage and promote clear lines of Health and Safety communication
- Problem solve Health and Safety issues escalated from local level or escalate to regional level (as necessary)

Recovery Management Team (RMT)

The Recovery Management Team (RMT) is not a Recovery Office Support Service function, rather it is a formal grouping of Recovery Office Support Service function managers that come together to coordinate activities across functions and support collective decision making. Whilst the RMT is not a specific function, it does perform a critical, specific and ongoing role that requires detailing in a role card.

Role

Facilitate coordinated leadership and collaborative planning to support: the Recovery Manager; the health, safety and wellbeing of recovery staff; a collective appreciation of the recovery environment and recovery priorities; and effective consistent delivery of recovery operational activities in alignment with Recovery Action Plan Objectives.

Responsibilities

- Supporting the Recovery Manager to plan, coordinate and implement recovery activities by collectively contributing to:
 - situational awareness
 - recovery planning and delivery
 - staff health, safety, and wellbeing
- Building and sustaining strong relationships between Recovery Office Support Service functions, partner agencies/organisations and community

- Providing a second-tier level of leadership to support the Recovery Manager and Recovery Office staff

Key relationships

- Recovery Manager
- Other Recovery Office Support Service functions
- Recovery partner agencies & volunteers
- Community

Key outputs

- Decision making input into the Recovery Action Planning Cycle
- Advice and leadership support to the Recovery Manager
- Oversee delivery of Recovery Support Service function responsibilities and compliance with any staff health & safety and wellbeing requirements
- Maintain a high level of coordination between Support Service functions and external partners

Considerations

- Understand and learn to articulate the recovery vision

- Understand Recovery Office interdependencies and how strong relationships and information sharing between functions is essential for effective and coordinated operations
- The importance of establishing and maintaining a common operating picture and adhering to Recovery Office schedules, plans and processes
- The critical role that RMT all have in leading and supporting staff, maintaining cohesion and moral, and supporting the Recovery Manager
- Be proactive and solution focused, adopt a continuous learning approach and be conscious of words and actions that will inspire or undermine the recovery vision
- Take the time to develop a strong team culture, celebrate successes, focus on the long game and be open and upfront about any failures along the way
- Be mindful of the long and often arduous road to recovery and the impact this can have on management and staff. Look after yourself and others within your team and the wider office, and put health, safety and wellbeing first at all times

Initial tasks

- Obtain briefing from the Recovery Manager to gain situational awareness / obtain Recovery Manager's intent
- Establish your Support Service desk function; appoint, brief, and task staff; ensure staff have had an induction (including a Health and Safety induction)
- Establish communications and a log of actions to record decisions and actions
- Commence initial recovery planning from your Support Service function's perspective

(e.g. if you are establishing the Information Management & Monitoring function consider what tasks you have to perform, when are they required to be done, who needs to contribute to them, what information gaps currently exist and what information is the most critical)

- Participate in the RMT planning meeting to confirm the initial Recovery Objectives, identify Recovery Plan tasks associated with each objective and your function's contribution to these (if applicable)
- Advise key partners that your Support Service function is activated (if applicable)
- Oversee the ongoing health and wellbeing of your staff and report any issue or concerns to the Health, Safety and Wellbeing Advisor.

Ongoing tasks

- Participate in any ongoing RMT briefings and planning meetings
- Be prepared to lead multi-function task teams as and when required
- Maintain ongoing delivery of your Recovery Office Support Service function's reporting or tasking responsibilities in accordance with the latest Operating Schedule and Recovery Plan timelines
- Ensure your function closely collaborates and supports other Recovery Support Service functions, partner agencies and community groups
- Maintain the health, safety and wellbeing of your staff
- Maintain quality control and a high standard of reporting and task completion
- Manage your functions transition out of recovery

Recovery Governance

Role

Manage the strategic direction of recovery operations by ensuring recovery objectives and ultimately community outcomes are being achieved as per the Recovery Action Plan.

Responsibilities

- Setting priorities and objectives and managing competing priorities
- Maintaining oversight of risk
- Ensuring recovery priorities are being met
- Ensuring adequate supply and distribution of resources for recovery management
- Promoting community self-determination and supporting community-led initiatives
- Ensuring the community is involved in the development of objectives and is engaged and in-formed
- Ensure metrics are established for measuring/monitoring and reporting on progress
- Ensuring the views of those impacted by their decision are considered
- Ensuring recovery is in line with best practice and national guidance

- Approve recovery funding⁴⁶

Key relationships

- Executive Leadership
- Recovery Manager
- Iwi/Māori
- Local authorities
- Other CDEM Groups
- Central government
- Non-government organisations
- Community leaders
- the private sector

Key outputs

- Strategic direction
- Recovery objectives
- Recovery funding

Considerations

- Ensuring the community is engaged and involved in development of Recovery Objectives
- Managing competing priorities
- Supporting the Recovery Manager and Recovery Office staff
- Using political influence and relationships to source resources and funding

⁴⁶ Recovery Preparedness and Management Directors Guideline [DGL 24/20], page 109

- Balancing the needs for community engagement against the need for timely decisions and action
- How to factor strategic risk into planning and execution
- Immediate, mid-term, long-term actions required

Initial tasks

- Identify and confirm make-up of Recovery Governance Structure
- Establish terms of reference and meeting schedule
- Notify stakeholders of appointment
- Support the Recovery Manager and the establishment of the Recovery Office
- Assess the situation and conduct initial appreciation of community needs
- Establish and oversee delivery of initial Recovery Objectives
- Review and approve funding
- Establish key relationships

Ongoing tasks

- Continuously review objectives, risks and strategic direction and adapt accordingly
- Oversee delivery of Recovery Objectives
- Promote effective community engagement
- Act as spokesperson (if required)
- Enable and support the Recovery Manager and recovery team
- Maintain key relationships; ensure key stakeholders are kept updated/involved
- Ensure recovery operations have the funding and resources they need

- Promote effective information flow and communication at a regional and national level

Recovery exit

- Approve the recovery termination plan
- Support and monitor the transfer of Recovery Operations back to business as usual

Recovery Executive Leadership

Role

Management support and advice to the Recovery manager and CDEM Group Governance. Brief and involve elected members.

Responsibilities

- Agree and understand governance's role and identify what information, advice or reporting is needed from the Recovery Manager
- Report up to Governance in place of the Recovery Manager (if required)
- Support and provide advice to the Recovery Manager
- Provide suitably trained and competent staff to support the Recovery Manager
- Implement any organizational arrangements for recovery and the associated Recovery Team and office if necessary
- Ensure elected members are suitably briefed on recovery operations and what contribution they can make as elected members.

Key relationships

- Recovery Governance
- Recovery Manager
- Elected Members
- Iwi/Māori

- Non-government organisations
- Community leaders
- the private sector

Key outputs

- Management support to the Recovery Manager
- Advice and reports to Governance
- Staff and resources to support Recovery Operations

Considerations

- Identify collective capability across the Group area and agree arrangements between other CDEM Groups and local authorities
- Hit 'go' on you pre-approved HR plan so you have capacity in place
- Ensure recovery activities are responsive to the changing needs of the community
- Make available information to support recovery
- Any emerging or actual risks or issues and the necessary mitigation measures needed
- The adequacy of resources, facilities, information and arrangements to support recovery
- Make decisions regarding the gradual transition to business-as-usual activities and the disestablishment of the recovery arrangements and Recovery Team/office in a managed and coordinated way
- Brief and involve elected members (as appropriate) in recovery planning and community engagement. Help them

understand the recovery vision, keep them informed of the common operating picture, developing risks and opportunities and how they can contribute toward recovery outcomes, examples include:

- communicating the recovery vision and objectives to affected communities
 - strengthening collaboration between affected communities and recovery operations
 - identifying community needs
 - supporting and enabling the community engagement process
 - Assisting with conflict management and re-building community confidence and morale
- In collaboration with the Recovery Manager recommend to recovery governance additional representatives that would add value to the recovery governance structure and reflect the interests of affected communities, priority populations, and the phase of recovery operations. Adopting a flexible and inclusive governance structure that evolves to the changing situation and looks wider than traditional response agencies such as FENZ, Police and DHB's, better reflects the agencies coming to the fore throughout the different phases of recovery. Examples include: representatives from business, arts, culture, education etc.

Initial tasks

- Identify and confirm make-up of Recovery Governance Structure and reporting requirements
- Contribute to the identification of Recovery Objectives and Recovery Plan
- Provide advice, resources, facilities, staff and information to support the Recovery Manager and the establishment of the Recovery Office
- Establish key relationships

Ongoing tasks

- Report up to Governance
- Provide ongoing advice and management support to the Recovery Manager
- Continuously review objectives and strategic/operational direction and adapt accordingly
- Act as spokesperson (if required)
- Maintain key relationships; ensure key stakeholders are kept updated/involved
- Ensure recovery operations have the funding and resources they need
- Promote effective information flow and communication at a local and regional level

Recovery exit

- Review and contribute to the recovery termination plan
- Support and monitor the transfer of Recovery Operations back to business-as-usual

Environment Sector Group Chair

Role

Manages and represents their sector group environment's activities and partnerships and relationship with other recovery stakeholders.

Responsibilities

- Representing the interests and views of the sector group to the Recovery Office and other recovery partners
- Convening and coordinating agencies, organisations and groups in their recovery environment sector group for project planning and delivery
- Supporting collaborative project planning and delivery between their sector group, the Recovery Office, and other recovery environment sector groups
- Ensuring their sector group participates in the development and receipt of the latest:
 - Consequence Assessments
 - Situation Updates
 - The Recovery Office Action Plan
- Maintaining two-way communication between their sector group and the Recovery Office; and
- Overseeing their sector groups contribution to recovery project planning and delivery,

and compliance with any reporting requirements

Key relationships

- Recovery Manager
- Project Coordination Support Service function
- Agencies/organisations and community groups working within their environment
- Other Recovery Environment Sector Group Chairs

Key outputs

- Information for Impact, Needs and Resilience Assessments
- Input into the Recovery Action Plan
- Input into the Consequence Assessment Matrix
- Project Plans
- Recovery project status updates and close-out reports

Considerations

- Ensure recovery activities are responsive to the changing needs of the community
- Gather intelligence from your recovery environment to support improved situational awareness and consequence assessments
- Seek to identify any emerging or actual risks or issues and the necessary mitigation measures needed
- Seek to identify opportunities to build resilience

- Adhere to the Recovery Office PPMO process to support effective and coordinated multi-agency programme and project delivery

Initial tasks

- Establish communications with the Recovery Office Project Coordination Support Service function
- Contribute to environment Needs Assessments
- Contribute to the identification and development of Recovery Objectives and the Initial Recovery Plan

Ongoing tasks

- Collaborate and maintain relationships between the Recovery Office Project Coordination Support Service function and environment sector group agencies
- Identify and incorporate new agencies, organisations and community groups into the environment sector group umbrella where appropriate
- Convene, manage and coordinate sector group input into Recovery Action Plan reviews, Needs assessments, information collection plan tasks and project plans
- Coordinate and support the implementation of project plans

Recovery Project Manager

Role

Responsible for planning and overseeing projects to ensure they are completed in a timely fashion and within budget. Project managers plan and designate project tasks, resources, prepare budgets, monitor progress, and keep stakeholders informed along the way.

- Ensuring Project Objectives align with the Recovery Action Plan Objectives
- Ensuring project planning and reporting adheres to any requirements specified by the Recovery Office's Programme Management Office (PMO)
- Allocating and overseeing delivery of tasks across the project team
- Identification and management of project risks/opportunities and providing regular updates on any changes to the Project Coordination function.
- Oversight and management of project budget, resources

Who can perform this role?

The Project management role can be filled by an appointed representative from an environment sector group agency, organisation or community group, they can also be filled by a representative from within the Recovery Office. However, a key outcome of the Recovery Office is to empower and enable external recovery partners to increasingly lead and manage recovery projects, with the Recovery Office playing more of a coordination and support role.

Responsibilities

- Representing the project team to the Recovery Office and other recovery partners
- Convening and coordinating Project Team Members for planning and delivery of project objectives and associated tasks
- Maintaining two-way communication with the Recovery Office Project Coordination Support Service function

Key relationships

- Recovery Manager
- Project Coordination Support Service function
- Agencies/organisations and community groups working as project team contributors
- The community
- Project sponsors

Key outputs

- Project Scope
- Project Plans
- Project Status Updates
- Project Close-out Report

Considerations

- Look for opportunities to empower community and build resilience into every project out-come
- The benefits of working within the Recovery Office PPMO structure include:
 - a quickly established and consistently applied project management structure also used by other recovery partners
 - a sustainable PPMO process active throughout all the phases of recovery
 - a strong link to the community, central and local government, wellbeing agencies, public communications, resources and funding bodies
 - improved situational awareness and better coordinated recovery planning and action
- Ensure programme and project objectives align with the Recovery Action Plan
- Engage with the community every step of the way and seek community input and collaboration in the project work programme
- Seek to identify any emerging or actual risks or issues and the necessary mitigation measures needed
- Regularly re-evaluate programme and project objectives to ensure they remain relevant
- Adhere to the Recovery Office PPMO process to support effective and coordinated multi-agency programme and project delivery
- Be sensitive to contributing agencies, organisations and community groups needs, capacity and desire to be involved

- Whilst every recovery project team member is responsible for the health, safety and well-being of their own staff and volunteers within their respective organization or group, set the expectation that the health, safety and wellbeing of anyone contributing to the project is a top priority and provide resources that will assist them looking after their people if required⁴⁷.

Initial tasks

- Contribute to and/or make yourself familiar with the Recovery Office Action Plan
- Establish communications with the Recovery Office Project Coordination Support Service function
- Make yourself familiar with the Recovery Office PPMO framework and reporting requirements
- Work with the Recovery Office Project Coordination function, other Support Service functions and recovery partners to explore project ideas and complete a project scope that delivers on Recovery Action Plan Objectives

Ongoing tasks

- In collaboration with the Recovery Office and other relevant recovery partners coordinate the development of the project plan
- Delegate project tasks amongst the project team
- Oversee and take accountability for project delivery
- Oversee the management of project resources and finances

⁴⁷ The Recovery Office Health, Safety & Wellbeing can assist with advice and resources to pass on to the project team.

- Oversee that all agencies, organisations and groups contributing to the project are carrying out their tasks safely
- Oversee quality control of project reporting and ensure regular updates are provided to the Recovery Office and any project sponsors
- Continue to collaborate and maintain the relationship between the project team and the Recovery Office Project Coordination Support Service function
- Convene project team meetings as and when required
- Ensure the project is developed and delivered in collaboration with the community
- Ensure the project team contributes to Recovery Office environmental Needs Assessments and situational awareness
- Identify and incorporate new agencies, organisations and community groups into the project team when and where appropriate

Monitoring and evaluation

‘You can’t manage what you can’t measure’ or so the old adage goes.

The Recovery Preparedness and Management Directors Guidelines emphasise why regular and planned monitoring and evaluation of recovery activities is important, as it helps to ensure:

- Projects are progressing toward their intended goals
- Emerging needs are identified
- Resources are prioritised effectively
- Recovery planning is based on the latest up-to-date information
- Recovery progress can be communicated effectively to the community and relevant stakeholders
- Programme or project accountability
- The appropriate time to move between phases or wind down formal recovery operations; and
- The wellbeing status of the recovery team



What’s the difference between Monitoring and Evaluation?

Monitoring is a continual process that aims to provide management and stakeholders of an ongoing intervention with early indications of compliance with responsibilities, and progress, or lack thereof, in the achievement of results.

Evaluation is about measuring effectiveness. It compares what is happening against what was intended (goals, objectives, and targets) and interpreting the reasons for any differences.

The main objectives of monitoring and evaluation are to:

- enhance organisational learning and development
- ensure informed decision-making and planning
- support substantive accountability, and
- build capacity and capability

What needs to be measured?

The goal of the recovery monitoring and evaluation programme is to help identify recovery priorities and the effectiveness of recovery interventions to address those priorities.

So, when thinking about recovery measures we need to think about two things:

6. Measures that help monitor the impacted recovery environments, contribute to situational awareness and identification of priority recovery needs
7. Measures that help monitor the progress and effectiveness of the recovery work programme against outcome statements that seek to address those priority recovery needs

Generally, the impact measures are often referred to as negative measures as they often

highlight things at points in time post event when the situation is looking grim, whilst measures that monitor progress toward outcome statements for goals, objectives or projects are often perceived as more progressive or positive. Usually, a combination of both types of measures are required to maintain a comprehensive appreciation of the current situation and forward progress.

The Directors Guidelines mentions the importance of developing clear and agreed recovery outcome statements for all recovery activities. Outcome statements are generally developed with input from stakeholders who will contribute to the recovery activity, as well as the affected community. Outcome statements need to be specific, measurable, attainable, results oriented and time bound. Some example outcome statements:

For a goal:

“Great resilience will be built into network utilities as part of the earthquake repair programme in the Hutt Valley over the next five years”

For an objective:

“The stormwater network in Lower Hutt will be upgraded to a 1-in-100 year flood standard by the end of 2025”

For a project:

“Stormwater Pipe & Consultation Plan to be completed in the Eastern Ward by July 2022.”

Recovery Indicators

Measuring impacts and recovery outcomes will often involve identifying a mix of Indicators that collectively provide some insight on the situation and progress toward the achievement of recovery outcomes. Indicators can be both quantitative or qualitative, for example statistical data received from government departments

and NGO's (quantitative) or observations made from consulting with community members and conducting surveys (qualitative).

It is a real challenge getting the right mix of indicators, often they have significant limitations, for example:

- are not measured at a granular enough level (e.g. regional or local)
- are infrequently updated
- the data is inconsistently collected
- there is no known data source, or the data is difficult or expensive to access; and
- it'd hard to clearly discern what relevance can be drawn from the data

In many situations a requirement to measure something is identified but there is no available data or it is hard to measure due to it having intangible or subjective outcomes like measuring feelings or perceptions. Which is why measuring community wellbeing has often been a challenge. Rather than asking people directly how they feel, often a combination of proxy measures can be used to provide an indication on how things are progressing. For example, instead of conducting a periodic survey to assess community mental health, measuring things like antidepressant usage; police mental health callouts; attempted suicides; volunteer and social/sport club membership; calls to Youthline or the Mental Healthline etc. could also be ways to discern mental health impacts on a community and any progress toward addressing these impacts on a more regular basis, with less subjectivity and across a broader cross section of the population to a survey or asking people directly. Better yet, the two could be done together to get both a quantitative and qualitative overlay that collectively improves situational awareness.

To assist implementing a recovery monitoring and evaluation framework quickly and in

advance of an event, WREMO has been working with the National Emergency Management Agency (NEMA) and other recovery partners to develop a Recovery Indicator Repository that can be filtered by a range of categories to prompt ideas for measures and direct recovery staff to data providers.

The Recovery Support Service function responsible for coordinating the identification of recovery indicators and periodically reporting on them is the Information Management & Monitoring function. During an event they will work with the Recovery Manager, RMT and key stakeholders to select the high-level strategic indicators required to measure both impacts and progress toward recovery goals and objectives.

PMO Monitoring

In addition to these high-level recovery indicators the Recovery Office PMO provides a lower-level monitoring, evaluation and reporting framework via the project planning and reporting templates that project teams use to help scope, plan and identify project targets, key milestones and provide progress updates. The PMO planning and reporting process contributes to recovery monitoring and evaluation by ensuring projects align with objectives and can be monitored and evaluated on a regular basis to ensure they remain on target and are making a difference.

Financial Monitoring

Another area of recovery monitoring and reporting that can be often under-emphasised but is vitally important for successful recovery operations is the need to establish an effective financial monitoring and reporting framework. A big part of recovery is about finding, managing and distributing funds effectively. To maintain the confidence of funders and get money to where it is needed most a financial monitoring and reporting framework needs to be rolled over

from the response phase and expanded if required (e.g. with additional staff resources and recovery specific cost codes) to ensure recovery spending is transparent and accountable. The Recovery Support Service Function responsible for managing recovery finances is the Finance and Resource Allocation function.

Internal Monitoring

Recovery can be exhausting, and with this in mind it is just as important to monitor your internal environment as it is your external one. Both qualitative and quantitative measures should be considered to monitor the wellbeing of recovery staff and contractors to identify any developing issues early so that mental/physical health and performance are not impaired, and the long road to recovery can be sustainably maintained.



Relevant Links

[TEMPLATE: Recovery Indicator Dashboard – Quantitative](#)

[TEMPLATE: Recovery Indicator Dashboard – Qualitative](#)

[Recovery Indicator Repository](#)

Exiting Recovery

Recovery has a long tail with some objectives taking months, years or even decades to complete. With this in mind there is often no clear end point for recovery operations, every event will be different but at some stage the decision must be made for the Recovery Office to close, and any ongoing recovery tasks incorporated into CDEM Group and local authority business-as-usual functions.

The Directors Guidelines emphasis that the decision to wind down Recovery Office operations should be carefully considered, planned, staged and well managed to minimise any negative consequences from the withdrawal of support arrangements and services. To help recovery leadership decide on winding up operations the Directors Guidelines recommend giving consideration to the following questions:

- have outcomes largely been achieved?
- what level of reliance does the community still have on Recovery Office coordinated services and support?
- what does the monitoring and evaluation indicators say?
- what activities and projects coordinated through the Recovery Office are ready to move to business-as-usual?
- how will the recovery PPMO be closed and who should be notified?

- are all partner agencies, organisations, and groups ready to move to business-as-usual functions?
- how will the transition from recovery to business-as-usual be communicated to the community and stakeholders?⁴⁸

Exit Strategy

Clause 158 of the National CDEM Plan 2015 directs that a Recovery Exit Strategy must be developed. An Exit Strategy:

- marks the formal withdrawal of recovery operations coordinated through the Recovery Office; and
- incorporates any remaining long-term recovery activities into the CDEM Group, local authority and other agency, organisation and group business-as-usual functions.

An Exit Strategy must include:

- a description of assistance required in the long term
- a transition plan to business-as-usual so as to manage long term recovery
- how planning and reporting will continue in the long term
- how public information and communications will be managed
- opportunities for communities to discuss unresolved issues and to continue to participate in their recovery

48 Recovery Preparedness and Management Director's Guidelines [DGL 24/20], pg 195

- changes to organisational arrangements, including the need for recovery environment sector groups; and
- a plan for debriefing and reviewing to occur



Relevant Links

[TEMPLATE: Exit Strategy](#)

Other Resources

This Guide has drawn upon a broad range of recovery resources from both within New Zealand and abroad. The following are some links to a sample of some of the recovery websites/documents we found useful should you like to do some extra reading.



Relevant Links

[Recovery Preparedness and Management Directors Guideline \[DGL 24/20\]](#)

[Recovery Toolkit – National Emergency Management Agency](#)

[Canterbury Earthquake Recovery Learnings](#)

[Guide to Disaster Recovery Capitals \(Recap\)](#)

[National Principles for Disaster Recovery](#)

[Resilience Quickstart Guides](#)

[City of Seattle Disaster Recovery Framework](#)

[Toolkit for a Resilient Recovery](#)
[University of Iowa Community Recovery Toolbox](#)

[FEMA Pre-Disaster Recovery Planning Guide for State Governments](#)

[Integrated Recovery Planning Guide](#)

[Handbook on Recovery Institutions: A Guidebook for Recovery Leaders and Practitioners](#)

[Recovery Navigators Guide 2022](#)

