Name and logo of Council

Recovery Action Plan

|  |  |  |
| --- | --- | --- |
| Event: |  | |
| Regions/Districts/Wards affected: |  | |
| Prepared by: |  | |
| Handover from: | Controller’s name | Signature: |
| Handover to: | Recovery Manager’s name | Signature: |
| CE | CE’s name | Signature: |
| Date of handover from Controller to Recovery Manager: |  | |
| Status: | Version number | |

*Replace yellow highlights with relevant information or delete if not applicable.*

*This template from MCDEM’s Recovery Toolkit aims to help CDEM Groups and local authorities prepare and support their communities to recover after an emergency, meet their legislative duties and elevate recovery preparedness across New Zealand. The templates provide suggestions based on lessons from previous recoveries - they are not prescriptive. Please email* [*MCDEMRecovery@dpmc.govt.nz*](mailto:MCDEMRecovery@dpmc.govt.nz) *with your feedback and suggestions.*

The purpose of a Recovery Action Plan is to establish and plan for effective recovery and exit arrangements. It needs to outline the principal aspects of the transition from response to recovery, establish timeframes for implementing recovery activities and assign responsibility.

The Recovery Action Plan should be prepared by the Recovery Manager, in consultation with the Controller, and with buy-in from key recovery stakeholders who will implement it.

The Recovery Action Plan is a living document. This initial version is written towards the end of response and should be aligned with and update the Response Transition Report. It should provide more detail on projects, update issues and opportunities and identify any emerging risks.

As the recovery progresses and more information is gathered, the Plan should be regularly reviewed and is likely to become simpler and shorter as the recovery progresses.

The initial and final Recovery Action Plans should be strongly aligned.

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# Executive summary

Brief overview of plans for effective recovery arrangements, outlining the principal aspects of the transition from response to recovery, timeframes and responsibilities.

# Emergency and response summary

*Lift and update section from the Response Transition Report.*

## Summary of the event

Brief summary of event:

## Extraordinary powers

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Declaration/ Notice | Start date | Expiry date | Given by | Terminated by | Area covered | Comments (include reason for declaration / notice) |
| State of Local Emergency |  |  | Name and title of authorised person |  |  |  |
| Transition Period |  |  | Name and title of authorised person |  |  |  |
| Non-declared |  |  |  |  |  |  |

## Ongoing need for extraordinary powers

Summary of any ongoing need for extraordinary powers:

Implications of powers no longer available, moving from response to recovery:

# Recovery arrangements

## Group structure

## Recovery Managers

|  |  |  |
| --- | --- | --- |
|  | Name of Recovery Manager | Contact Details |
| Local Recovery Manager |  |  |
| Group Recovery Manager |  |  |
| National Recovery Manager |  |  |

## Recovery staff

Office structure:

Staff in place:

## Recovery Leads

*These and other stakeholder details and contacts could be in a separate Stakeholder database. See Stakeholder engagement list, map and contacts database on* [www.civildefence.govt.nz](https://www.civildefence.govt.nz/)*.*

|  |  |  |  |
| --- | --- | --- | --- |
| Project/Environment | Name of Lead | Agency | Contact Details |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

## Ongoing support

Status of welfare centres, community hubs:

Support during response that ends in recovery, eg access to free medical assessments:

Support during response that transfers to recovery, eg business support:

Other assigned resources:

## Expenditure and funding

### Expenditure

Open, pending or ongoing financial commitments:

### Funding

Mayoral Relief and donations:

Funding and grants available, eg Lotteries funding:

Take-up of available funding:

Funding applied for, eg business support packages:

Approval processes and criteria:

### Government assistance

Funding and support provided by central government, eg IRD, MPI:

Assistance likely to be sought from central government *(See Central government support in recoveries on* [*www.civildefence.govt.nz*](https://www.civildefence.govt.nz/) *for a list of potential government funding.)*

## Information management

Brief description of and links to information, how and where has it been recorded, and how it is managed. Eg needs assessments, sit reps, building inspections, risk register, project plans:

Challenges and issues:

## Plans

Links to plans in place, eg plans in place during response that will continue into recovery such as fuel conservation plan:

Plans to be developed:

## Reporting

Brief description of and links to reports that will be carried over:

* Status Report
* Report to CEG
* Report to Joint Committee
* Reports to MCDEM
* Internal reports, eg to Council
* Other

## Meetings and Forums

| Lead organisation | Who attends | Dates |
| --- | --- | --- |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

# Recovery goals, principles and objectives for this recovery

*This section outlines recovery goals, principles and objectives. You may have a separate emerging recovery strategy in development.*

## Recovery principles

See *National Civil Defence Emergency Management Plan 2015.* Eg iwi engagement, community driven

## Recovery goals

*High level results the recovery aims to achieve*

## Recovery strategy

*The approach you take to achieve a goal*

## Recovery objectives

*The measurable steps to achieve a goal, eg from the National Civil Defence Emergency Management Plan 2015*

* minimising the escalation of the consequences of the emergency
* regenerating and enhancing:
  + the social, psychological, economic, cultural, and physical wellbeing of individuals and communities
  + the economic, built, and natural environments that support that wellbeing
* taking practicable opportunities to adapt to meet the future needs of the community
* reducing future exposure to hazards and their associated risks
* supporting the resumption of essential community functions.

## Environments, programmes and projects

## Indicators

Eg 90% people home by year end.

# Recovery actions

*Lift and update section from the Response Transition Report. Included detail on medium to long term actions from Appendix A.*

*The following table will be the basis of your regular Status report to key stakeholders, eg Joint Committee, CEG, Group Recovery Manager, CE, MCDEM.*

| Action # | Task Group/ Project | **Outstanding response action** | **Expected outcome** | **Indicator** | **Organisation** | **Responsible person** | **Priority** | **Timing** | **Rating** | **Expected completion date** | **Status** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Eg, Social, Built, Natural, Economic, Rural, Financial, Community engagement, Communications |  |  |  |  |  | High, Medium, Low | Short, Medium or Long term | Red, orange yellow as per below |  | Eg Not started, On track, Complete |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **Priority** |  | Extreme | Extreme |
| High |  |  |  |
| Medium |  |  |  |
| Low |  |  |  |
|  | Long | Medium | Short |
|  |  | **Timing** |  |

# Resource analysis

*Lift and update short term resource analysis from the Response Transition Report. Add medium and long term needs.*

## Analysis of resource needs

| Action # from above | **Action** | **Responsible agency  and lead** | **Resourcing gaps** | **Staff needed** | **$ needed** | **How resourcing gaps could be filled** |
| --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  | Skills and numbers |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

# Risks

*Lift and update short term resource analysis from the Response Transition Report.*

Key risks and issues arising because of the emergency and in moving from response to recovery, and actions proposed and underway to reduce the impact.

Links to Risk register (*see* [www.civildefence.govt.nz](https://www.civildefence.govt.nz/) *for a Risk and Opportunity register template):*

Risks are **potential** future problems and issues are **current** problems. A **risk** is something that hasn't happened yet but has some probability of occurring. An **issue** is a risk that has happened.

|  |  |  |  |
| --- | --- | --- | --- |
| **Risk/issue** | **Action needed** | **Responsibility** | **Result** |
| Include emerging risks or challenges, eg resource and funding gaps, changes needed to District Plan/Long Term Plan, communications and reputation risks |  |  | Outcome / result needed |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

# Engagement and communications

*Lift and update items below from the Response Transition Report.*

## Engagement plans

Brief description of key partners, including iwi, community leaders, representatives from the community, private sector and other interested parties

Links to engagement plans about how these groups will be engaged to help deliver the recovery.

## Iwi Partnership

*Engagement with iwi should be undertaken to recognise and provide a practical commitment to the* [*principles*](https://nzhistory.govt.nz/politics/treaty-of-waitangi) *of the Treaty of Waitangi. The principles are often referred to as partnership, participation and protection.*

Iwi engagement underway:

Iwi engagement to be planned, eg Hui:

Initiatives underway:

Initiatives to come:

**Iwi contacts**

*These and other stakeholder details and contacts could be in a separate Stakeholder database.*

|  |  |  |
| --- | --- | --- |
| Iwi | Name | Contact Details |
|  |  |  |
|  |  |  |

## Other key stakeholders

*See Stakeholder engagement map and database of contacts on* [www.civildefence.govt.nz](https://www.civildefence.govt.nz/) *for a list of potential stakeholders, and templates.*

Engagement underway, eg with government agencies:

Engagement to be planned:

Initiatives underway:

Initiatives to come:

**Contacts**

*These and other stakeholder details and contacts could be in a separate Stakeholder database.*

|  |  |  |
| --- | --- | --- |
| Stakeholder | Name | Contact Details |
|  |  |  |
|  |  |  |

## Community engagement

*See Stakeholder engagement map and database of contacts on* [www.civildefence.govt.nz](https://www.civildefence.govt.nz/) *for a list of potential stakeholders and templates.*

Community engagement underway:

Community engagement to be planned:

Community initiatives underway:

Community initiatives to come:

**Community contacts**

*These and other stakeholder details and contacts could be in a separate Stakeholder database.*

|  |  |  |
| --- | --- | --- |
| Organisation (if applicable) | Name | Contact Details |
|  |  |  |
|  |  |  |

## Communications plans

*See Stakeholder engagement map and database of contacts on* [www.civildefence.govt.nz](https://www.civildefence.govt.nz/) *for a Communications and stakeholder engagement template.*

Brief description of and links to plans, processes and arrangements for communicating with affected communities, media, stakeholders and staff, plus national communications if necessary:

### Communication and engagement goals

*Goals are the communication results you want to achieve. Include goals for internal communications, public communications, community engagement, stakeholder engagement and media.*

### Communications and engagement risks and issues

*A risk is something that hasn't happened yet but has some probability of occurring. An issue is a risk that has happened.*

*See www.civildefence.govt.nz for a recovery risk register template. Ensure recovery risk registers include communications risks.*

### Strategy

The approach you take to achieve a goal.

### Key messages and FAQS

### RASCI

*The RASCI model is useful for clarifying communications roles and responsibilities.*

| Risks | Who Title and Name |
| --- | --- |
| Responsible for the communications plan | Recovery Communications Manager |
| Accountable – signs off | Recovery Manager |
| Support – resources to help | Recovery Communications team |
| Consult – subject matter experts | Eg Council Communications Manager |
| Inform – people who need to know about the plan | Eg CE, Mayor |

### Internal communications

Approach: How you will achieve your internal communication goals:

### Media

Approach: How you will achieve your internal communication goals:

### Monitor and Evaluate

Approach: How you will monitor the effectiveness of your communications:

# Exit strategy

An exit strategy is required under section 158 National CDEM Plan Order 2015. It is a plan to:

* formally withdrawal from the recovery structure
* incorporate long-term recovery activity into CDEM Group and local authority business as usual functions.

Work on the exit strategy should start at the same time as the Recovery Action Plan and the monitoring and evaluation framework. This enables recovery objectives and activities to be developed with the end of recovery in mind and the conditions that will allow recovery management structures to be wound-down identified.

|  |  |  |
| --- | --- | --- |
|  | Activities | Responsible agency |
| Assistance required in the longer term |  |  |
| A transition to BAU to manage long-term recovery activities |  |  |
| Planning and reporting in the longer term, interface with Council processes, eg the Annual Plan process |  |  |
| Managing public information and communications |  |  |
| Opportunities for communities to discuss unresolved issues and continue to participate in their recovery |  |  |
| Changes to organisational arrangements, including need for recovery task groups |  |  |
| Learning from the event: debriefing and reviewing |  |  |
|  |  |  |
|  |  |  |

###### Nature and extent of consequences (short, medium and long-term)

*Lift and update items below from the Response Transition Report.*

## Condition of community affected by the emergency

Summary of condition of aspects of the community affected by the emergency, focusing on the recovery environments (Social, Built, Natural, Economic) and their inter-relationships:

*The culture of a community should be considered within all environments. Culture includes how a community functions, what they value, their beliefs, social norms and the communities’ way of life. These characteristics should help understanding recovery environments and influence recovery activities and projects.*

## Situations with potential to re-escalate or exacerbate

Areas or situations with the potential to re-escalate the emergency, eg forecast weather, ongoing seismic activity, remaining flooding, ongoing volcanic activity:

Multi environment issues that cross environments with the potential to exacerbate consequences, eg insurance issues, labour shortages:

Issues that can change the environment:

## Social environment

Overview of consequences on the social environment, including critical issues (eg numbers of affected people, schools, major employers), how support is being coordinated locally and regionally), and an estimate of future cost, priorities and risks:

### Consequences on people and communities and probable future needs

|  |  |  |  |
| --- | --- | --- | --- |
| Impact | Extent | Comment | Future needs |
| Deaths | number |  |  |
| People displaced | number |  |  |
| People injured | number |  |  |
| People in emergency accommodation | number |  |  |
| Impact on children |  | Eg damage or access to schools |  |
| Impact on older people |  |  |  |
| Impact on iwi and marae |  |  |  |
| H&S issues |  |  |  |
| Others |  | Eg tourists, lifestylers, holiday makers, migrant workers, homeless, students, prisoners, disadvantaged groups |  |
| Impact on pets |  |  |  |
|  |  |  |  |

### Impact and welfare needs assessments

|  |  |  |
| --- | --- | --- |
| Rapid Impact and welfare needs assessments completed | Assessments outstanding | Comment |
| Number | Number |  |
|  |  |  |

### Available support

|  |  |  |
| --- | --- | --- |
| support | Issues | Future needs |
| Medical services |  |  |
| Psychosocial support |  |  |
| Support for managing issues with pets |  |  |
|  |  |  |

### Temporary Accommodation

Need for temporary accommodation, including number of families and vulnerable people, eg children, older people:

Issues, eg lack of houses, units, land in or near affected areas:

Arrangements underway, eg MBIE’s Temporary Accommodation Service activated:

Arrangements needed:

### Navigators

Need for Navigators:

Arrangements underway:

Arrangements needed:

## Built environment

Overview of consequences on built environment, including critical issues (eg damage and risks to residential and commercial buildings and lifelines utilities infrastructure, H&S issues), how support is being coordinated locally and regionally, and an estimate of future cost, priorities and risks:

### Residential buildings

Type and extent of damage:

Demolition, rebuild, repairs, cleaning done:

Demolition, rebuild, repairs, cleaning needed:

Hazardous substances (eg asbestos, contaminated land):

Outstanding assessments:

How houses were checked and marked, eg under the CDEM Act or under the Building Act:

| Area / Zone | **Insanitary building notices** | **Yellow** | **Red** | **White** |
| --- | --- | --- | --- | --- |
|  | number | number | number | number |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

### Commercial buildings

Type and extent of damage:

Demolition, rebuild, repairs, cleaning done:

Demolition, rebuild, repairs, cleaning needed:

Hazardous substances (eg asbestos, contaminated land):

Outstanding assessments:

How buildings were checked and marked:

| Area / Zone | **Insanitary building notices** | **Yellow** | **Red** | **White** |
| --- | --- | --- | --- | --- |
|  | number | number | number | number |
|  |  |  |  |  |

### Community assets

Type and extent of damage, eg to schools, halls, hospitals, churches, sport centres, pools:

Demolition, rebuild, repairs, cleaning done:

Demolition, rebuild, repairs, cleaning needed:

Hazardous substances (eg asbestos, contaminated land):

Outstanding assessments:

How buildings were checked and marked:

| Area / Zone | **Insanitary building notices** | **Yellow** | **Red** | **White** |
| --- | --- | --- | --- | --- |
|  | number | number | number | number |
|  |  |  |  |  |

### Roads and rail

**Local roads**

Type and extent of damage:

Outstanding assessments:

Closed roads:

How the closure is being managed:

Repair done:

Repair needed:

**National roads**

Type and extent of damage:

Outstanding assessments:

Closed roads:

How the closure is being managed:

Repair done:

Repair needed:

**Rail**

Type and extent of damage:

Outstanding assessments:

Closed lines:

How the closure is being managed:

Repair done:

Repair needed:

### Ports, harbours, airports

Type and extent of damage:

Closed facilities:

How the closure is being managed:

Outstanding assessments:

Repair done:

Repair needed:

### Three waters infrastructure

Type and extent of damage, eg to drinking water, wastewater, sewerage, storm water, treatment plants, reservoirs:

Out of order facilities and impact, eg boil water notices, portaloos:

Outstanding assessments:

Repair done:

Repair needed:

### Stopbanks, flood protection structures and dams

Type and extent of damage:

Level of risk:

Outstanding assessments:

Monitoring underway:

Repair done:

Repair needed:

### Lifelines (electricity, fuel, telecommunications)

**Electricity**

Type and extent of damage:

Outstanding assessments:

Out of order facilities:

Impact:

Repair done:

Repair needed:

**Fuel**

Type and extent of damage, eg to petrol, diesel and gas supplies:

Outstanding assessments:

Out of order facilities:

Impact:

Repair done:

Repair needed:

**Telecommunications**

Type and extent of damage:

Outstanding assessments:

Out of order facilities:

Impact:

Repair done:

Repair needed:

## Natural environment

Overview of impacts on natural environment, including critical issues (damage to ecosystems, rural and urban landscapes), how support is being coordinated locally and regionally, and an estimate of future cost, priorities and risks.

### Hazards

Type and extent of hazards, eg rockfall, sink holes, flooding, rivers, dangerous buildings:

### Rivers, coasts and national parks

Type and extent of damage:

Outstanding assessments:

Impact:

Restoration done:

Restoration needed:

### Ecosystems

Type and extent of damage, including hazards:

Outstanding assessments:

Impact:

Restoration done:

Restoration needed:

### Urban landscapes:

Type and extent of damage, including hazards:

Outstanding assessments:

Impact, eg on access to buildings, parks, roads:

Restoration done:

Restoration needed:

### Rural landscapes

*If significant rural damage, refer to Rural environment*

Type and extent of damage:

Outstanding assessments:

Impact:

Restoration done:

Restoration needed:

### Water drainage

Overview of status and critical issues, eg water to be pumped after flooding:

### Debris / Waste management

Overview of status and critical issues, eg removal and disposal of silt and debris, contaminated waste and land:

Arrangements made, eg with agencies, insurers, EQC, companies:

Outstanding matters:

### Land contamination

Overview of status and critical issues, including pre-existing, eg of farmland, pastures:

Environmental testing underway:

Environmental testing to be initiated:

Outstanding assessments:

Arrangements made:

Arrangements outstanding:

### Damage to fauna and flora

Overview of status and critical issues, eg impacts on forests, natural habitats

Outstanding assessments:

Arrangements made, eg with DOC:

Arrangements outstanding:

## Economic environment

Overview of economic environment, including critical issues (eg economic impact), how support is being coordinated locally and regionally, and an estimate of future cost, priorities and risks.

Employment / Business resumption

Impact on businesses, including small businesses, primary production, factories:

Actions taken to support return to work, eg providing shuttles:

Impacts on tourism:

Impacts on the rural economy: (or refer to separate rural section)

Outstanding assessments:

Arrangements underway, eg with MBIE and MPI:

### Insurance

Claim and assessment statistics:

Information about non- and under-insurance:

Engagement with insurance providers, Insurance Council NZ, EQC:

Need for Residential Advisory Services:

Information about business insurance:

## Rural environment (primary production)

Overview of status of rural areas and critical issues, including damage to farmland, stock, crops, affected businesses, and psychosocial issues.

Impact on animals:

Rural needs assessments:

Outstanding assessments:

Arrangements underway, eg with MPI, RST, Enhanced Task Force Green:

###### Source documents

*This section should be lifted and updated from the Response Transition Report.*

Documents used to develop this Recovery Action Plan, eg Response Transition Plan, Community Engagement Plan, Communications Plan