Disclaimer: While this Guide is not doctrine it aims to encourage a common approach to regional and local recovery operations, acknowledging that regions will have their own local nuances. This Guide is downloadable in Word format and can be modified to suit local circumstances.

A Guide to establishing a Recovery Programme Management Service within a Recovery Office

Recovery programme Management Guide

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# **Introduction**

This Guide provides Recovery Offices with an approach to programme management that can help them to collaborate, coordinate and maintain oversight of recovery activities.

While this Guide is likely to be more applicable in larger recoveries, there are elements that might still be useful for smaller recoveries where multi-agency coordination is still required.

This Guide uses terminology largely consistent with the [Recovery Preparedness and Management Directors Guidelines [DGL 24/20]](https://www.civildefence.govt.nz/assets/Uploads/documents/publications/guidelines/directors-guidelines/DGL24-20/Recovery-DGL24-20-Full-Version.pdf). We acknowledge that CDEM Groups may have different approaches or use variations of this terminology, but where possible the Guide is consistent with national guidance.

Establishing a recovery programme management system and structure will require funding and resources. This Guide does not provide details on how to acquire funding and resourcing. It does however outline a programme management approach that could be used to help identify and plan for programme funding and resource needs pre-event, or as part of the transition planning process.

Much of the guidance in this document draws upon business-as-usual programme management approaches. Although recovery operations are carried out in a significantly different operating environment, the fundamentals of good programme management systems and practice should still be applicable, particularly in the later phases of recovery.

# **Purpose of this Guide**

The purpose of the Recovery Programme Management Guide (the Guide) is to:

* Explain what a Recovery Programme Management Service (RPMS) is and the services it can provide.
* Provide guidance on establishing and running an RPMS.

This Guide is divided into three sections:

1. Section One explains:
   * the difference between project and programme management;
   * how recovery operations can be coordinated by adopting an RPMS approach; and
   * clarifying the services an RPMS can provide.
2. Section Two of this Guide provides an outline of the contributions each Recovery Office leadership and support service functions can make to programme management.[[1]](#footnote-2)
3. Section Three provides several project planning and reporting templates that could be useful for an RPMS.

# **Section One**

## **The Difference Between Project & Programme Management**

The terms ‘Programme’ and ‘Project’ Management are often used interchangeably.

**Project Management** is about managing the execution of a specific set of tasks for a specific objective or purpose.

Some characteristics of projects can include are:

* The budget is clearly defined at the outset.
* They have specific deliverables, such as repairing a damaged school, restoring internet services, or stabilising a landslip.
* Their completion should occur within a designated time frame.
* They have a clearly defined beginning and end state.

Projects are usually a subset of a programme.

**Programme Management** is about managing longer-term desired outcomes that are accomplished through multiple projects.

Some characteristics of programmes include:

* They align with larger [strategic goals. In a recovery context, this could include goals such as restoring livelihoods and wellbeing, building resilience and reducing future risk.](https://www.clearpointstrategy.com/top-performance-management-goals-and-objectives/)
* They may not have a clearly defined end date and the benefits they deliver can be ongoing.
* Their budget is often defined by a detailed programme plan which outlines the scope of the project work and resource requirements etc.
* They are often managed at a higher level in an organisation and programme managers are closely tied to strategy.

The Recovery Office may also act as a project manager or a project member on some projects, particularly in the early phases of recovery. However, its true value-add is in the programme management space by maintaining oversight of the broader work programme and enabling effective collaboration and coordination between agencies.

## **Programme Management in the Context of Recovery**

*An RPMS ensures there is strategic and operational alignment across parties working in the recovery space by enabling Recovery Governance to have oversight and influence over a wide range of recovery project plans.*

From a programme management perspective, the operating environment for larger recoveries will have differences and similarities to a business-as-usual operating environment.

The sheer scale and range of tasks needing to be completed and at a greater rate of speed will be one significant difference. This will be further compounded by other factors such as a lack of situational awareness, normal services that enable effective programme management being disrupted (e.g. access to the internet, loss of key staff or changing rotations of staff), inconsistent supply of resources and money, multiple leaders and funding providers, a high level of political pressure and public interest, and possibly the most challenging of all - the sheer diversity of agencies, organisations and community groups all wanting to contribute or have a say in recovery outcomes.

Both operating environments will usually utilise a decision-making framework that is more linear rather than hierarchical.[[2]](#footnote-3) Both operating environments will also require strong collaborative relationships, a joint vision, common objectives, and an adaptable participatory approach that enables effective information sharing and planning of recovery project delivery with affected communities. Further, this needs to be supported by a system that enables effective monitoring and reporting, finance and resource tracking, coordinated communications, and community engagement activities, among other things.

Modern programme management approaches are well positioned for recovery as they are designed to deliver outcomes using an iterative design approach that is responsive to new information, changing environmental conditions and end-user needs. Programme management is also an effective way to work collaboratively across organisational boundaries,[[3]](#footnote-4) while maintaining oversight of different project work streams being led by different organisations, that together are contributing to collective outcomes.

Programme management is an effective way of working collaboratively across organisational boundaries,[[4]](#footnote-5) while maintaining oversight of the different projects being led by different organisations that together are contributing to collective outcomes.

## **Providing a Recovery Office Programme Management Service**

A Recovery Office will often have links to central and local government, other potential project partners, iwi/hapū, community groups and funding & resource providers. The links to these partners, and the fact that it is a recognised structure in legislation, mean that the Recovery Office is often best placed to provide a programme management service. Recovery Offices will often have access to technical experts and carry out a range of strategy, planning, intelligence, communications, logistical, financial and administrative functions which can be utilised to support recovery project teams.

Example programme management services that the Recovery Office could provide to project teams include:

* Collaboratively developing and articulating the recovery objectives so that everyone is working in the same direction.
* Intelligence gathering and dissemination of the latest situation updates.
* Linking project managers with government, private sector, and community-based sponsors.
* Supporting Recovery Environment Sector Group Chairs in their role to ensure agencies/organisations are coordinated in their recovery activities.
* Supporting planning and ensuring consideration is given to all the recovery environments.
* Maintaining oversight of all projects planned or underway and improving coordination between projects that share similar objectives, use similar resources and/or are happening at the same time and space.
* Supporting project teams with their project communications and community engagement.
* Monitoring community needs and evaluating the effectiveness of project delivery.

# **Section Two**

## **Delivery of the Recovery Programme Management Service**

This section provides a summary of key contributions recovery leadership and functions can make to the RPMS. It also outlines suggested processes to enable the effective delivery of programme management services.

Councils will often have existing systems, resources and processes in place that can support RPMS delivery, such as financial management & reporting systems, experienced project managers and project planning processes and templates etc. These resources should be utilised to support the establishment of the Recovery Office Programme Management Service.

Depending on the size and scale of the event, and the capacity of the affected council/s, increasingly more of recovery programme management should be incorporated into and conducted through the Recovery Office.

The reasons for this include:

* It helps to distinguish the Recovery Office as an entity that has wider connections than just the council, specialising in the coordination of recovery activities on behalf of all agencies.
* A distinct Recovery Office entity may help to encourage more active contribution from other agencies/organisations.
* It makes it easier to separate out the costs associated with the recovery from council business-as-usual (BAU) work streams and budgets.

Agencies/organisations leading or participating in recovery projects may have significantly more project management experience and capability than the Recovery Office; and it is not the intention of the Recovery Office to dictate how these parties should conduct their business. Rather, the objective of the RPMS is to have some oversight and influence on their project planning to ensure these agencies/organisations aren’t carrying out their recovery projects in isolation from the wider recovery effort.

The Recovery Office Programme Management Service should consider:

* The Recovery Office’s broader recovery goals (which provide an overarching context for all the recovery environments).
* Opportunities to coordinate their project planning with other project teams that might share similar objectives or are delivering outcomes at the same time and space.
* Opportunities to coordinate community engagement and public communications messaging on projects plans.
* Opportunities to maximise the efficient use of time, money and resources.

The key value-add for project partners working with and through the RPMS is the confidence of knowing they are carrying out recovery activities in coordination with other agencies and organisations.

## **Recovery Governance**

### Contribution to the RPMS

Draft Recovery Governance arrangements should be established pre-event, noting that these arrangements will be determined by existing Council governance processes.

Recovery Governance can play a critical role in the provision of the recovery programme management service by:

* Helping shape and define the recovery vision and strategy.
* Ensuring programme and project objectives align with strategic objectives.
* Working collaboratively with other governance boards to align recovery programme delivery.
* Helping set programme priorities and determining acceptable risk.
* Evaluating, critiquing, and approving work programmes and specific project scopes to ensure they align with recovery goals and objectives.
* Help leverage funding and external agency contributions to recovery work programmes.
* Approving programme investment or recommending programme investment to other governance boards and funding providers.
* Monitoring progress against programme objectives, milestones, budgets and the latest community needs.
* Using political influence and relationships to involve other parties in programme delivery.
* Advocating for work programmes that support their affected communities and lobbying for their ongoing support.
* Ensuring current and projected community needs are regularly and systematically incorporated into programme planning throughout all the phases of the programme’s life cycle.
* Helping to identify and encourage recovery partners and the wider community in the development and actioning of the Recovery Action Plan.
* Acknowledging the efforts, supporting the resourcing and general wellbeing of all programme partners.

All Recovery Office functions contributing to the RPMS should be mindful of opportunities to enhance resilience. Recovery Governance however will have a unique appreciation of the bigger picture and a greater capacity to advocate for the interests of their communities.

### Enabling Recovery Governance’s Contribution

At the early outset of the recovery work programme, it is important to consider the potential recovery work programme priorities and what agencies or organisations can play a leading role. Consider which of these agencies/organisations could be included in your Recovery Governance structure or actively engaged with.

Unlike programme management in a business-as-usual setting, Recovery Governance will not be in direct control of many recovery projects. Most projects will be funded and delivered by agencies reporting to their own programme boards or Chief Executives. To ensure Recovery Governance can maintain oversight and influence over these projects, the Programme Management & Delivery Function (in collaboration with the Recovery Environment Sector Group Chairs) should engage with project leads.

For projects of significance, the Recovery Governance Committee (or Recovery Governance Group) may even invite representatives from key agencies to join the Recovery Governance Committee permanently or on a temporary basis. There are examples of Recovery Governance Committee structures encompassing a diverse range of committee members, ranging from the traditional Mayors and Council CE’s through to hapū and iwi, business, rural and public service representatives etc.

**TIP:** Develop a draft Recovery Governance Terms of Reference pre-event so that you can put a structure in place quickly when required. Always allow for a level of flexibility in your Recovery Governance Structure to account for changes to the recovery operating environment. A Recovery Governance Terms of Reference Guide is planned, and once published, will be referenced here.

Once your Governance structure is in place, brief them on their role in recovery and more specifically their role in overseeing the recovery work programme. Important things to point out are the operating environment conditions during recovery, such as:

* The continued need to collaborate with other partners to coordinate the efficient use of time, money and resources.
* The increasing complexity, duration and cost of the recovery programme.
* The changing needs and rising psychosocial impacts on the community and staff in the Recovery Office.
* The need to manage the pressure of replacing like for like versus taking the time to consider opportunities to innovate and reduce future hazard risk.
* The lack of direct control over many recovery projects, with the goal being to try and influence their planning and delivery to ensure alignment with recovery objectives.

### Recommended Reports for Recovery Governance

During recovery operations, it is usually the Recovery Manager’s role to regularly keep Recovery Governance abreast of the latest situation, potential risks and opportunities, and any updates on projects being planned or delivered under the umbrella of a recovery work programme.

Project updates are usually summarised in a Programme Summary Report.[[5]](#footnote-6) This report is a key tool to track programme delivery and help maintain two-way communication between Recovery Governance and project managers. To facilitate a regular reporting cycle, the Recovery Manager should direct the Recovery Programme Management & Delivery Function to develop and maintain this report so that the Recovery Manager can brief Recovery Governance accordingly.

The frequency of programme reporting will be determined by Recovery Governance and influenced by the tempo of recovery operations. During short-term recovery, the tempo of recovery operational activity is higher and the project phases shorter, meaning that the reporting schedule could be fortnightly or monthly. However, in the later phases of recovery, this reporting cycle could be quarterly, bi-annually, or even longer.

The Programme Summary Report is a high-level summary of all the projects being planned or delivered under the umbrella of a recovery work programme. In many cases, particularly during the project planning phase, Recovery Governance may need to review more detailed project specific reports such as project scopes, plans, and status updates, particularly if Recovery Governance is a direct sponsor or being asked to help leverage resources or buy-in from other partners. In situations like this, the Recovery Governance Committee might request that a Recovery Project Manager present directly to the Committee or provide more detailed project documents.

All directives or enquiries from Recovery Governance in relation to a recovery work programme or specific recovery project should be directed to the Recovery Programme Management & Delivery Function (via the Recovery Manager) for actioning. The Recovery Programme Management & Delivery Function should record and track any taskings received from Recovery Governance in their function task plan so that requests are acted upon and managed in a timely manner.

In addition to the Programme Summary Report, there are other key documents produced by the RPMS that are essential to helping Recovery Governance maintain oversight and provide leadership and support to the recovery work programme effectively. Table 1 outlines what these reports are and what Recovery Office function is responsible for producing them.

The Recovery Strategy & Governance Function is responsible for scheduling reports to Recovery Governance.

*Table 1: Useful Programme Management Reports for Recovery Governance*

|  |  |  |
| --- | --- | --- |
| **Report** | **Description** | **Report Developer** |
| Recovery Strategy[[6]](#footnote-7) | Details the strategic goals and approach the recovery effort will take to restore and sustain the wellbeing of affected communities | Strategy & Governance Function |
| Recovery Action Plan | Recovery objectives and taskings to achieve the recovery strategic outcomes during a defined operational period | Strategy & Governance Function |
| Programme Summary Report | Summarises the status of projects under each Recovery Programme | Programme Management & Delivery Function |
| Status Report | Summary of latest recovery situation | Recovery Analytics Function |
| Indicator Dashboards | Quantitative & qualitative environment indicators that monitor change | Recovery Analytics Function |
| Risks & Opportunities Register | Summary of potential risks and opportunities | Recovery Analytics Function |
| Consequence Assessments | Summary of real and potential short to long-term consequences resulting from hazard impacts | Strategy & Governance Function |
| Recovery work programme financial and resource tracking reports | Summary of funding/resource providers and project disbursements | Finance, Resource & ICT Function |

## **Executive Leadership**

### Contribution to the RPMS

Depending on the scale of the event, Executive Leadership’s contribution to recovery operations may be conducted by the Council Chief Executive of the single affected TA or the Chair of the Coordinating Executive Group in a severe cross-boundary event.

Executive Leadership has perhaps the least capacity to focus entirely on recovery operations, due to their ongoing responsibilities to lead and maintain core Council service delivery and look after the health and wellbeing of Council staff. However, with the Recovery Office often largely being funded and resourced by Council (particularly in the early phases of recovery), Executive Leadership will often play a pivotal role in supporting the Recovery Manager to set up a Recovery Office and oversee the effective delivery of all Recovery Office services.

Executive Leadership’s contribution can include:

* Collaborating with Recovery Governance, the Recovery Manager, Recovery Environment Sector Group Chairs and external partners to support establishing shared recovery goal/s, objectives, a Recovery Action Plan and work programme priorities.
* Ensuring the Recovery Manager has sufficient resources to carry out the Recovery Office’s responsibilities effectively.
* Maintaining an effective two-way communication channel between Recovery Governance and the Recovery Office delivering a programme management service.
* Monitoring programme performance, namely realisation of outcomes of benefit.
* Supporting the Recovery Office’s relationship with Recovery Governance and adherence to Recovery Governance directives.
* Reviewing and quality-checking Recovery Office reports to Recovery Governance.
* Encouraging external agencies to engage with and work in collaboration with the RPMS.

Ultimately, the Recovery Manager is accountable to Recovery Governance for the performance of the RPMS. However, Executive Leadership plays a key role in supporting the Recovery Manager in the delivery of this service.

### Recommended Reports for Executive Leadership

In addition to the same reports that Governance might wish to receive, Table 2 outlines a list of additional reports relevant to Executive Leadership.

*Table 2: Useful Reports for Executive Leadership*

|  |  |  |
| --- | --- | --- |
| **Report** | **Description** | **Report Developer** |
| Stakeholder Engagement and Communications Plan | The purpose of the Stakeholder Engagement and Communications Plan is to detail how stakeholders are identified, prioritised, and engaged with over the life of the programme, including two-way communication channels. | Community Engagement & Communications Function |
| Health & Wellbeing Status Report | Staff health and wellbeing update | Health& Wellbeing Specialist Advisor Function |
| Recovery Office finance and administrative reports | Summary of staffing, resource needs and expenses for running the RPMS | Finance, Resource & ICT Function |

## **Recovery Manager**

### Contribution to the RPMS

The Recovery Manager leads the coordination of the multi-agency recovery work programme.

In carrying out this role, the Recovery Manager’s responsibilities include:

* Collaborating with Recovery Governance, Executive Leadership, Sector Group Chairs (if relevant) and external partners to establish a shared recovery goal, objectives, and priorities.
* Day-to-day leadership of the Recovery Office and the Recovery Functions contributing to the RPMS.
* Ensuring regular monitoring and reporting on programme performance are shared with Recovery Governance and other relevant parties such as programme and/or project sponsors, and the media.
* Identifying and resolving programme-level issues.
* Ensuring all Recovery Office functions understand their role and contribution to the RPMS.
* Working with Recovery Environment Sector Group Chairs (if relevant) to maintain relationships with partner agencies, organisations and community groups leading or supporting aspects of the recovery work programme.
* Engaging with external partners and advocating/influencing these partners to work in collaboration with the RPMS.
* Identifying opportunities for project collaboration, delivery of resilience outcomes, and manage risks and issues between projects.
* Linking project leads with Recovery Office functions, other partners and sponsors.

A big part of the Recovery Manager’s role in establishing and maintaining a coordinated multi-agency work programme will involve explaining the benefits and value-add of working in collaboration with the Recovery Office to partner agencies, particularly in pre-disaster recovery planning.

### Recommended Reports for the Recovery Manager

In addition to receiving the reports that are being provided to Recovery Governance and Executive Leadership, the Recovery Manager will likely want to receive more detailed programme management reports. Table 3 provides a recommended list.

*Table 3: Useful Reports for Recovery Manager and/or Programme Managers*

|  |  |  |
| --- | --- | --- |
| **Report** | **Description** | **Report Developer** |
| Project Gantt Chart (and other project management charts as requested) | Provides a summary of projects being planned and their anticipated timelines/milestones etc. | Programme Management & Delivery Function |
| Project Scopes, Plans, Status Updates | Detailed project documents that outline project objectives, milestones, resource requirements, risks etc. | Programme Management & Delivery Function (via Sector Group Chairs) |
| Project Close-Out Reports | Summary of project outcomes, challenges and lessons learned etc. | Programme Management & Delivery Function |
| Recovery Long-term Plans | Long-term recovery planning considerations that may need to be factored into the Recovery Action Plan and in turn impact programme planning | Strategy & Governance Function |
| Community feedback resulting from community engagement on project planning and delivery | Project Teams and various Recovery Support Service functions will likely receive direct feedback on various recovery projects underway or being planned. This feedback should be collated by the Community Engagement & Communications Function into a summary for project managers and the Recovery Manager | Community Engagement & Communications Function |

## **Recovery Environment Sector Group Chairs**

### Contribution to the RPMS

Recovery Environment Sector Group Chairs (Sector Group Chairs) are a position outlined in the [Recovery Preparedness and Management Directors Guideline [DGL 24/20].](https://www.civildefence.govt.nz/assets/Uploads/documents/publications/guidelines/directors-guidelines/DGL24-20/Recovery-DGL24-20-Full-Version.pdf) Their role is to support the coordination of recovery activities being led/ conducted by recovery partners. These partners, and their activities, are often grouped according to the four recovery environments in Recovery Environment Sector Groups. The contribution of Sector Group Chairs to the RPMS is not too dissimilar to their DGL defined recovery role, in that they are tasked to help establish and maintain relationships with external partners that have an interest in or can contribute to a recovery project. A key outcome for Sector Group Chairs is to ensure these partners collaborate with the Recovery Office by:

* Ensuring recovery partners are aware of the overarching recovery objectives, action plan priorities, work programmes and projects planned or underway.
* Through their engagement with recovery partners, help to identify Recovery Action Plan priorities and project ideas.
* Identifying and engaging with new partners and explaining the role of the Recovery Office and the RPMS.
* Helping partner agencies understand how they might help contribute to the Recovery Action Plan objectives.
* Linking and bridging recovery partners with the Recovery Office Programme Management Service.
* Helping manage any ongoing relationship issues between the Recovery Office Programme Management Service and recovery partners.
* Raising awareness of issues/risks that may need to be addressed in their recovery environment specialty.

In carrying out their role to support effective collaboration and coordination between the Recovery Office, project teams, and other potential partners/sponsors, Table 4 provides a list of recommended reports that Sector Group Chairs need or can contribute to.

*Table 4. Recommended Reports for Sector Group Chairs*

| **Report** | **Description** | **Report Developer** |
| --- | --- | --- |
| Recovery Strategy | A pre-event document that can be modified to suit a specific event | Strategy & Governance Function |
| Recovery Action Plan | Latest recovery objectives and taskings | Strategy & Governance Function |
| Project Summary Report | Summarises status of projects under each Recovery Programme | Programme Management & Delivery Function |
| Status Report | Summary of latest recovery environment situation | Recovery Analytics Function |
| Indicator Dashboards | Quantitative & qualitative environment indicators that monitor change | Recovery Analytics Function |
| Risks & Opportunities Register | Summary of potential risks and opportunities | Strategy & Governance Function |
| Consequence Assessment | Summary of real and potential short to long-term consequences resulting from hazard impacts | Strategy & Governance Function |
| Stakeholder Engagement and Communications Plan | Details how stakeholders are identified, prioritised, and engaged over the life of the programme, including two-way communication channels. | Community Engagement & Communications Function |
| External Stakeholder Contact list | A contact list which outlines partner agency contacts, areas of interest or mandated responsibilities and resource capacity | Programme Management & Delivery Function |

## **Recovery Office functions**

The Recovery Office Functions referenced in this section will be further articulated in the Recovery Function Guide. The Recovery Function Guide is planned, and once published, will be referenced throughout the document.

### Programme Management & Delivery Function

All Recovery Functions contribute to the Recovery Office Programme Management Service according to their area of speciality, but one function that has a dedicated role to coordinate the activities across all the Recovery Office functions so that RPMS service delivery is consistent and efficiently delivered is the Programme Management & Delivery Function.

The key responsibilities for the Programme Management & Delivery Function are to:

1. Work closely with recovery leadership and Recovery Environment Sector Group Chairs to support their efforts in identifying, establishing and maintaining a close working relationship with recovery partners.
2. Support project managers to ensure alignment between project outcomes and Recovery Action Plan objectives.
3. Support the awareness of recovery leadership (i.e. the Recovery Manager, Executive Leadership and Recovery Governance).

The Programme Management & Delivery Function delivers on its responsibilities by:

* Contributing to the Recovery Action Plan’s development and any ongoing reviews.
* Supporting Sector Group Chairs in forming environmental sector groups and involving them/briefing them on Recovery Action Plan objectives.
* Supporting Sector Group members in forming project teams and developing project scopes and plans to achieve Recovery Action Plan objectives.
* Maintaining oversight of project delivery and close working relationships with project managers.
* Connecting project managers to other Recovery Office functions that may be able to assist with aspects of their project work programme (e.g. comms assistance, community & iwi engagement, potential project sponsors, the latest needs assessments, planning support etc.
* Producing or sharing reports that inform recovery leadership of:
  + project plans
  + project status updates
  + project risks, issues and opportunities
  + overall status of programme delivery

### Māori Recovery Specialist Function

Working in partnership with Māori is an important aspect of effective recovery operations. The Māori Recovery Specialist Function can enable this by ensuring a Māori worldview is present in programme management and project planning. This Function is integral to helping bridge the gap between project teams and the Māori community and help maintain this link throughout the project lifecycle.

### Community Engagement & Communications Function

The Recovery Community Engagement & Communications Function can contribute to the RPMS by supporting project teams with their communications and community engagement efforts. The Community Engagement & Communications Function can coordinate project communications and community engagement so that resources are used effectively; opportunities to engage and communicate on multiple project proposals can be done at the same time; and communities can effectively contribute to project proposals, are not overwhelmed by competing project ideas, and best use is made of their time.

This function can help bridge the gap between project teams and the target communities. It does this by assisting the project teams with maintaining an ongoing link and effective two-way communication throughout the iterative project design stage and wider project lifecycle.

### Strategy & Governance Function

The Strategy & Governance Function has an important contribution to the RPMS, particularly regarding maintaining a current Recovery Action Plan that is reflective of evolving community needs.

The Recovery Action Plan objectives and related taskings will inform the recovery work programme and specific projects required to achieve programme outcomes. The Strategy & Governance Function can support alignment between the Recovery Action Plan and recovery project plans, ensuring they are developed in collaboration with other key recovery partners. The Strategy & Governance Function can also assist project teams with the development of project scopes and plans.

Other contributions that the Strategy & Governance Function can provide to the RPMS include:

* Ensuring project outcomes are incorporated into future reviews of the Recovery Action Planning Cycle and vice versa.
* Supporting the Recovery Manager and Programme Management & Delivery Function to keep Recovery Governance informed of programme delivery progress.
* Ensuring project teams are aware of any changes to recovery objectives, updated consequence assessments, long-term plans and contingency plans.

### Recovery Analytics Function

Through the Recovery Analytics Function, the Recovery Office can provide project partners with the latest, cross-environment assessments in the form of regular recovery environment status updates. These updates can incorporate intelligence received from multiple sources such as:

1. Monitoring of qualitative and quantitative recovery metrics.
2. Needs assessments.
3. Project status updates from across all recovery work programmes.
4. Announcements from central government.
5. Feedback received from community engagement activities.

The Recovery Analytics Function enables the Recovery Office to provide unique, in-depth assessments of the evolving recovery situation. This analysis can be hugely beneficial for recovery partners and can be articulated as another reason to work with the Recovery Office Programme Management Service.

Other valuable services the Recovery Analytics Function can provide to the RPMS include:

* Maintaining an information collection plan on behalf of all recovery partners.
* Developing/maintaining qualitative and quantitative surveys and dashboards to monitor change across the recovery environments.

### Finance, Resource & ICT Function

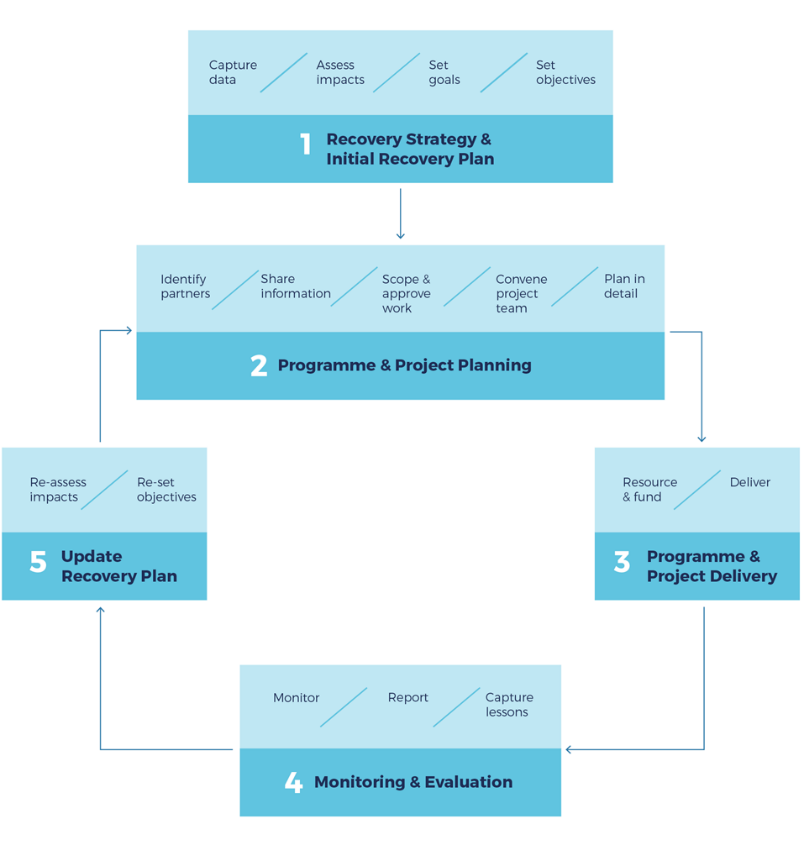
Managing money and resources effectively is a critical aspect of recovery operations. Without sound financial management and tracking, resources cannot be efficiently allocated, used or audited, nor does it inspire confidence from potential recovery sponsors.

The Recovery Office Finance, Resource & ICT Function can support the RPMS by linking project teams with potential funding and resource providers. The Finance, Resource & ICT Function can also help monitor the distribution of project funding and resources and identify potential opportunities to share resources, pool funds and ultimately make the best use of these resources.

## **How the Recovery Action Plan Influences and is Influenced by the Recovery Work Programme**

Diagram 1 outlines a process where the Recovery Action Plan forms the basis for programme development and identification of projects that will contribute to programme objectives. As projects are planned and delivered, the monitoring of their effects on community, in combination with ongoing needs assessments, will ultimately influence future revisions of the Recovery Action Plan. The cycle repeats until CDEM recovery operations are gradually transferred back to business-as-usual service delivery by a range of public and private organisations.

*Diagram 1: Recovery Project Management Cycle*



Getting this cycle working effectively will require some influencing and ongoing support. Recovery Governance, the Recovery Manager, and Sector Group Chairs can play a critical role in engaging with recovery partners to identify agreed recovery objectives that will then inform the recovery work programme and associated projects.

The cycle involves identifying, encouraging and supporting the participation of recovery partners who can contribute to recovery projects. Further, many partner agencies will be leading complex recovery projects, have their own governance boards to report to and have their own project management processes to follow. It is not the role or intention of the Recovery Office Programme Management Service to supplant any of this, but rather to maintain oversight in both the planning and delivery phases of their projects so that the Recovery Office can support and align all the recovery projects planned or underway.

For project teams with less experience or capacity, the Recovery Office could potentially play a more active role in supporting project planning and delivery by providing specific resources and skills such as project templates, communications & community engagement assistance, planning and funding support etc.

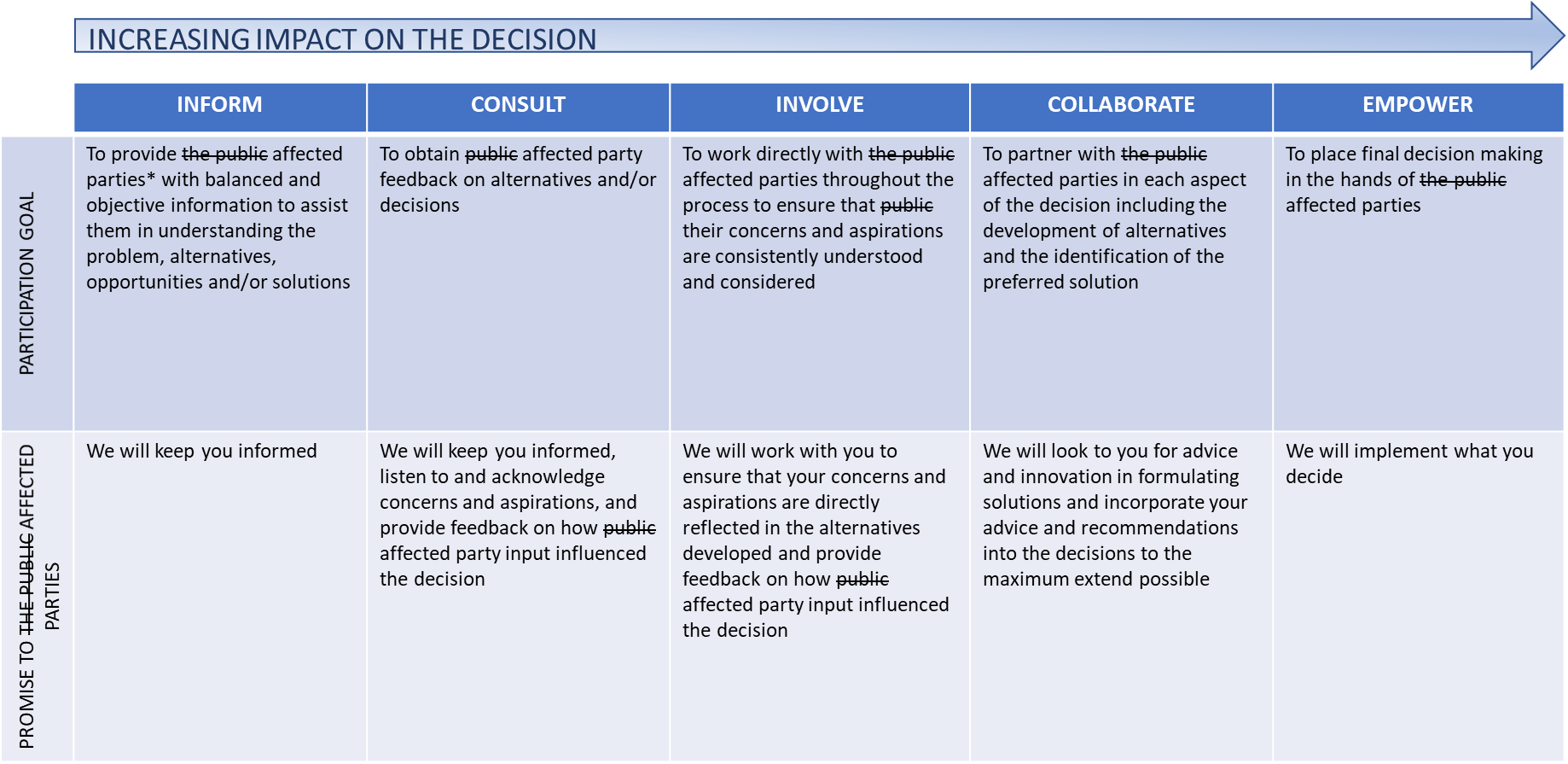
Regardless of who is involved in leading or participating in a recovery project, it is the goal of the Recovery Office Programme Management Service to maintain a level of oversight and influence on programme delivery to improve coordination, ensure everyone is working toward similar goals, are making the best use of time, money and resources, and ultimately achieving the best outcomes for affected communities.

## **IAP2 Spectrum of Public Participation**

At its heart, the Recovery Office Programme Management Service is designed to enable coordinated multi-agency service delivery to affected communities. However, the recovery work programme will only be effective if it is responsive to the evolving needs of affected communities. This means programme and project planning must involve affected communities. A methodology that could be used to help enable this is the IAP2 Spectrum of Public Participation.

The IAP2 Spectrum of Public Participation is a methodology that can be applied throughout the project lifecycle. Table 5 outlines the IAP2 Spectrum of Participation (IAP2) as five levels of participation: inform, consult, involve, collaborate and empower and promise to interested parties for each type of participation.

The spectrum is a flexible engagement tool that can be adapted to changing recovery operating environment conditions or phases of a project lifecycle. It is a tool that can be used by both public and private organisations as a methodology to engage effectively with affected communities.

*Table 5: IAP2 Spectrum* 

\*Affected parties are defined as people or organisations impacted by a decision, have an interest in the decision or have the capacity to contribute knowledge, time, resources, funds or skills.

The level of participation used to develop and implement recovery projects will vary depending on the goals, timeframes, resources and levels of concern or interest of the affected parties.

No single participation level is better than any other, and may need to be adjusted to suit changing requirements throughout the project lifecycle. For example, in the early days of the recovery effort when basic services still need to be restored, it may be entirely appropriate to just ‘inform’ affected communities of decisions being made. Soon after, communities should be consulted on both the impacts of the event, and their priorities for recovery. In later phases of recovery when decisions need to be made that could permanently change the physical or social fabric of a community (such as during the rebuild phase), greater levels of participatory involvement could be required.

To learn more about IAP2 go to: <https://www.iap2.org/mpage/Home>

### How to Decide on the Appropriate Participation Level

Needs assessments, often incorporated in the Holistic Consequence Assessment process, help to inform the Recovery Action Plan, the priority and sequencing of recovery projects and the level of concern and interest from affected parties. Holistic Consequence Assessments (which includes monitoring of quantitative metrics in the form of recovery indicators) may help to provide a steer on the level of affected party interest or concern, but this should always be overlayed with direct engagement and qualitative advice from people who represent or have a close association with the affected community as well.

# **Section 3**

## **Recovery Programme Management Templates**

Table 6 lists several project planning and reporting templates that could be useful for project managers.

These planning and reporting tools will help to ensure that the RPMS can support project planning and delivery, monitor progress and effectively maintain situational awareness across the entire recovery work programme on behalf of all recovery partners.

There is no requirement that project managers use these templates to scope, plan and report on the status of their projects; but they should be encouraged to use and share their own completed versions.

*Table 6: List of Project Templates*

|  |  |
| --- | --- |
| ***Template*** | ***Description*** |
| Project Scope | A brief scoping document to help project teams consider and present their project proposals |
| Project Plan | A detailed project plan that includes taskings, milestones, project partners, communication and engagement details, resource and funding requirements etc. A plan is only completed once approved and signed off by the Recovery Manager. |
| Project Task Plan | A worksheet detailing a tasks given to a project partner or partners specifically listing the required work to be done, budgetary, resource and communication/engagement requirements, and the timeframe for completion |
| Project Status Report | A periodic project update detailing progress, risks, and adjustments proposed or made. This report can be used by project partners to give a status update on a task as well as by a project lead to give a status update on an entire project or programme. |
| Project Close-out Report | A project summary detailing milestones completed, the final outcome achieved, and lessons learned. This report is only completed once approved and signed off by the Recovery Manager. |
| Project Contact List | An excel spreadsheet used to record project partners |

This section provides a summary of what the templates will look like once the links go live in the Guide.

### **Project Scope**

Project initiated: [date planning started]

Scope approved:[date approved, name of approver]

*This template includes guidance in green italics text, just like this, with some extra prompts, tips, and links to other recovery programme management materials where relevant. Many sections also have* [text in black brackets] *which offer an example of content, or in some cases a prompt to copy over content from a previously completed recovery programme management document. Delete all green italics text (including this) after the scope is finalised.*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Project Manager** | [name] |  | **Start date** | [date project Initiated] |
| **Project Sponsor** | [name] |  | **Est. end date** | [estimated end date] |
| **Final Approvals** | [name] |  | **Est. Budget** | [estimated budget] |

**Overview**

|  |  |
| --- | --- |
| Background  *What issue or context has happened to create the need for this project?* |  |
| Purpose and benefit  *What change is produced by this project, and what benefit does that create?* |  |
| Final Deliverable  *The primary output, product or service that will be handed over/used after completion* | [Complete the Deliverables section below and summarise here] |
| Objectives  *In general, what change will be measured to gauge success?* | [Complete the Objectives section below then copy here]   1. [e.g. objective statement] 2. [e.g. objective statement] |
| Timeframe and budget  *When is the project expected to be finished by? How much effort will it likely take? How much will it cost?* | [Estimated overall timeframe, and intensity of work over that period. e.g. ‘2 months duration, primary focus of project team during that time’ or ‘4 months duration, estimated 4 hours per week’] |

**Deliverables**

|  |  |
| --- | --- |
| Final deliverable  *What is the primary product or service produced at the end of the project?* | Final deliverable   * One sentence description * Intended user or audience * How it achieves the purpose of this project * Major tasks likely needed * Final acceptance criteria |
| Supporting deliverables  *Are there deliverables needed to complete the final deliverable?* | Supporting deliverable   * One sentence description * Intended user or audience * How it supports primary deliverable * Major tasks likely needed * Final acceptance criteria |
| Out of scope  *What work is* ***not*** *included in this project? If it is likely to be expected, note why it is out of scope.* |  |

**Objectives**

|  |  |
| --- | --- |
| Objective 1 |  |
| Objective 2 |  |
| Objective 3 |  |
| Objective 4 |  |
| Objective 5 |  |

**Stakeholders**

|  |  |
| --- | --- |
| End users  *Who are the intended beneficiaries of this project? Why do they care? What might they expect?* |  |
| Recovery stakeholders  *Other than the project team, who within the wider recovery effort is likely to care about this project? Why do they care? What might they expect?* |  |

**Resources – People**

|  |  |
| --- | --- |
| Project lead  *Who should lead the project? What will their leadership role intail? How much time would they likely need to commit?* |  |
| Project team  *Who should be on the core project team? What is their role on the team? How much time would they likely need to commit?* | * [Name, agency, project role, time commitment] * *[e.g. Name, WCC, GIS support, low commitment]* |
| Suppliers  *What kind of suppliers are needed? What are they needed for? Or, if already known, list suppliers* | * [Supplier, purpose] * [Supplier, purpose] |
|  | |

**Resources – Costs**

|  |  |
| --- | --- |
| Material / Venues  *What physical resources such as equipment or venue hires are expected?* |  |
| Budget  *Estimate the budget needed and potential funding sources* | Total estimated budget: |

**Risks and Mitigations**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Name of risk  *A short description of what could occur* | Likelihood  *How probable is it to occur* | Impact  *How serious is it if it occurs* | Total Risk  *(Likelihood x Impact)* | Mitigations  *A short description of what could be done to mitigate* |
|  |  |  |  |  |
|  |  |  |  |  |
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### **Project Plan**

Scope approved:[date approved, name of approver]

Plan approved: [date approved, name of approver]

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Project Manager** | [name] |  | **Start date** | [date project Initiated] |
| **Project Sponsor** | [name] |  | **Planned end** | [date] |
| **Final Approvals** | [name] |  | **Budget** | [$] |

1. **Overview**

|  |  |
| --- | --- |
| **Background**  *What issue or context has happened to create the need for this project?* | [Copy from Scope and modify as needed] |
| **Purpose and benefit**  *What change is produced by this project, and what benefit does that create?* | [Copy from Scope and modify as needed] |
| **Final Deliverable**  *The final product or service handed over at the end of this project.* | [Copy from Scope and modify as needed] |
| **Objectives**  *What specific change will be measured to gauge progress and success of the project?* | [Complete ‘Section 2. Objectives’ first, and then copy the objective statements here.]   1. [e.g. objective statement] 2. [e.g. objective statement] |
| **Timeframe and budget**  *When is the project expected to be finished by? How much effort will it likely take? How much will it cost?* | [Total timeframe, estimated from task/milestone timelines. Include any relevant factors that could change timeframe, e.g. ‘ minor likelihood of delay due to staff engaged in annual exercise’]    [Total budget, estimated from Resources – Cost section. Note any pre-approved budget flexibility, e.g. ‘total budget $x,xxx. Sponsor may extend budget cap by 5% if required’] |

1. **Objectives**

|  |  |  |  |
| --- | --- | --- | --- |
|  | *Objective statement* | *Data source* | *Measured?* |
| **Ob. 1** |  | [e.g. download website metrics] | [e.g. end of each month] |
| **Ob. 2** |  |  |  |
| **Ob. 3** |  |  |  |
| **Ob. 4** |  |  |  |
| **Ob. 5** |  |  |  |

1. **Deliverables**

*Note: This should be largely copied from your scope, but you are likely to refine tasks here. Include a revised Work Breakdown Structure in the plan or as an attachment if it’s a large image.*

|  |  |
| --- | --- |
| Final deliverable  *What is the primary product or service produced at the end of the project?* | [Name of final deliverable]   * One sentence description * Intended user or audience * How it achieves the purpose of this project * Major tasks likely needed * Final acceptance criteria |
| Supporting deliverables  *Are there deliverables needed to complete the final deliverable?* | [Name of supporting deliverable]   * One sentence description * Intended user or audience * How it supports primary deliverable * Major tasks likely needed * Final acceptance criteria     [Name of supporting deli |

1. **Communications**

*List all major/recurring forms of communication required or likely to be used, such as status reports or monthly newsletter updates to stakeholders.*

|  |  |  |  |
| --- | --- | --- | --- |
| *Type/Format* | *Audience* | *Delivered by* | *Frequency* |
| [e.g. status report] | [e.g. PMO members] | [e.g. Project Manager] | [e.g. monthly] |
|  |  |  |  |
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1. **Resources - People**

*Modify the People and Cost resources listed in the Scope as needed. If staffing resources change during delivery of the project, discuss with the Project Sponsor and record any changes here. Note: Any changes made to an approved document should be written* in red text and *summarised in that month’s status report.*

|  |  |  |  |
| --- | --- | --- | --- |
| *Team/Org* | *Name* | *Role/involvement on project* | *Time/effort* |
| [e.g. CRR] | [e.g. first and last] | [e.g. Project Manager, deliverable 1 and 2] | [e.g. High] |
| [e.g. FENZ] |  |  | [e.g. Low] |
|  |  |  |  |
|  |  |  |  |

1. **Resources - Costs**

*Modify the People and Cost resources listed in the Scope as needed. If costs change during delivery of the project, discuss with the Project Sponsor and record any changes here. Note: Any changes made to an approved document should be written* in red text and *summarised in that month’s status report.*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| *Item* | *Quantity* | *Unit Cost ($)* | *WBS code* | *Total Cost ($)* |
| [e.g. a consultant | [e.g. 20 hours] | e.g. $50 p/hr | 333/xxx/xx | *Quant. x Cost* |
| [e.g. a piece of equipment] | [e.g. 3 pieces] | e.g. $120 each | 333/xxx/xx | *Quant. x Cost* |
|  |  |  |  |  |
|  |  |  |  |  |

1. **Roles and Tasks**

*If multiple people are included in any category, list the* ***primary*** *person first. Note that some boxes are already filled in with normal text. These are assumed to be the usual roles for tasks each project must do, such as providing status reports or making change requests.*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Task / Role | Timeframe | Responsible | Accountable | Consulted | Informed |
| **Management and Monitoring** | Team coordination | Ongoing | Project Manager |  |  |  |
| Attending team meetings | Ongoing | Team members | Project Manager |  |  |
| Status reports | Monthly | Project Manager |  |  |  |
| Minor changes to Scope/Plan | As required |  | Sponsor |  |  |
| Change requests | As required | Project Manager | PMO |  | EMA - Projects |
| **[Deliverable 1]** | e.g. Task 1.1 | e.g. 15 June |  |  |  |  |
| e.g. Task 1.2 |  |  |  |  |  |
|  |  |  |  |  |  |
| Deliverable 1 approval |  |  | Sponsor |  |  |
| **[Deliverable 2]** | [e.g. Task 2.1] |  |  |  |  |  |
| e.g. Task 2.2 |  |  |  |  |  |
|  |  |  |  |  |  |
| Deliverable 2 approval |  |  | Sponsor |  |  |
| **[Deliverable 3]** | e.g. Task 3.1 |  | Project Manager |  | EMA - Projects |  |
| e.g. Task 3.2 |  |  | PMO |  |  |
|  |  | Project Manager |  |  |  |
| Deliverable 3 approval |  | EMA - Projects | EMA - Projects |  |  |
| **Project Close** | Closeout report |  | Project Manager |  | EMA - Projects |  |
| Overall project approval |  |  | PMO |  |  |
| Handover of deliverables |  | Project Manager |  |  |  |
| Archive / Data capture |  | EMA - Projects | EMA - Projects |  |  |

1. **Risks and Mitigations**

*Revisit the* ***Risks and Mitigations Register*** *table completed during Scope development. Make changes based on new information and copy the updated table here, replacing the example descriptions below. (If needed, a fresh register template can be found in the PMO Resources folder.)*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **ID** | **Risk description** | **Likelihood** | **Impact** | **Total Risk** | **Mitigations** |
| E.g. R01 | A short description of what could occur | How probable is it to occur | How serious is it if it occurs | (Likelihood x Impact) | A short description of what could be done to mitigate |
|  |  |  |  |  |  |

### **Project Task Plan**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Project Name |  | | | Project Manager | |  | |
| Project Deliverable |  | | | | | | |
| Scope Statement |  | | | | | | |
| Start Date |  | End Date |  | | Overall Progress | | % |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Task Name | Assigned to | Start Date | End Date | Duration (in days) | Status |
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### **Status Report [report #]**

[PMO code] [Project name]

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Project Manager** | [name] |  | **Start date** | [date project Initiated] |
| **Executive Sponsor** | [name] |  | **Planned end date** | [from scope/plan] |
| **Final Approval** | [name] |  | **Spent / Budget** | [$total spent / $budget] |

**Summary comments**

|  |  |
| --- | --- |
| **Summary of progress** | [1 or 2 sentences summarising overall progress and note anything warranting an amber or red status] |
| **Summary of changes** | [1 or 2 sentences summarising minor changes approved by Sponsor. Indicate if a full Project Change Request form has been submitted this reporting period] |

**Status update**

|  |  |  |  |
| --- | --- | --- | --- |
| **Status Key** | *Green* | No issues occurring or expected. No interventions needed. | |
| *Amber* | Minor issues occurring or expected. Project team is able to mitigate. | |
| *Red* | Major issues occurring or expected. Requires LT intervention to mitigate. | |
|  | | | |
| ***Project aspect*** | | ***Status*** | ***Comment*** |
| **Schedule** | | e.g. Amber | [1-3 sentences noting any changes or concerns relating to completion time of the project, e.g. an emergency event forcing delays] |
| **Cost** | |  | […relating to budget or costs, e.g. rates for a supplier increasing] |
| **Scope** | |  | […relating to the tasks, objectives, deliverables in this project, e.g. scope creep] |
| **Quality** | |  | [… relating to acceptance criteria and expectations, e.g. a deliverable not meeting user expectations] |
| **Communication** | |  | [… any changes or concerns relating to communication and relationships with stakeholders, e.g. inability to contact a supplier] |

**Task progress**

|  |  |  |  |
| --- | --- | --- | --- |
| ***Tasks*** | ***Progress this period?*** | ***Planned for next period?*** | ***End date?*** |
| [2-5 word task name] | [1 -2 sentences noting work done this month/related issues] | [1-2 sentences noting expected work next month] |  |
|  |  |  |  |
|  |  |  |  |
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**Changes made or requested**

|  |  |  |
| --- | --- | --- |
| ***Change*** | ***Reason for change*** | ***Approval*** |
| [1-2 sentences describing what was changed] | [1 -2 sentences describing the justification for the change] | [date approved, person who approved] |
|  |  |  |
|  |  |  |

### **Closeout Report**

[PMO code] [Project name]

Scope approved:[date approved, name of approver]

Plan approved:[date approved, name of approver]

Closeout report approved:[date approved, name of approver]

*This template includes guidance in green italics text, just like this, with some extra prompts, tips, and links to other recovery programme management materials where relevant. Many sections also have* [text in black brackets] *which offer an example of content, or in some cases a prompt to copy over content from a previously completed PMO document. Delete all green italics text (including this) after the scope is finalised.*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Project Manager** | [name] |  | **Start date** | [date project Initiated] |
| **Project Sponsor** | [name] |  | **End date** | [date] |
| **Final Approvals** | [name] |  | **Total spent** | [$] |

1. **Summary**

|  |  |
| --- | --- |
|  | |
| **Purpose and benefit**  *Why was this project undertaken? Who was intended to benefit?* | [Copy from Plan] |
| **Deliverables**  *What final products were produced, and who uses those products going forward?* | [Copy from Plan] |
| **Major changes**  *Were there any significant changes to the project? If so, why?* | [Briefly summarise major and minor changes, noting the reason and outcome for changes if relevant.] |
| **Final outcome**  *Overall, how well did the project turn out? Did it match expectations? Summarise from the perspective of the project team, as well as relevant stakeholders.* |  |

1. **Objectives**

*This section should be copied direct from the Plan, noting final results and commenting on why you think it turned out that way. If an objective is partially complete, or a better than expected result was measured, indicate the final measure. If known, say why it turned out as such.*

|  |  |  |
| --- | --- | --- |
|  | | |
| **Objective** | **Result?** | **Comments** |
| [Copy from Plan] | [e.g. yes] | [Briefly describe any context] |
|  | [e.g. no] |  |
|  | [e.g. %] |  |

1. **Deliverables**

*Summarise the outcomes of all deliverables, noting what was expected compared to what was produced in the end. If acceptance criteria were not met/partially met, be sure to include some context.*

|  |  |  |  |
| --- | --- | --- | --- |
| **Deliverable** | **Acceptance Criteria** | **Criteria Met?** | **Comments** |
| [Copy from Plan] | [Copy from Plan] | [e.g. yes or no] | [Briefly describe outcomes] |
|  |  |  |  |
|  |  |  |  |

1. **Variance**

*Variance percent will be negative if the project finished sooner than expected/under budget, or positive if it ran longer/over budget. To get the total number of days between start and finish, and to calculate duration in weeks and working days, you can use* [*https://www.timeanddate.com/date/duration.html*](https://www.timeanddate.com/date/duration.html)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Planned** | **Actual** | **Total Variance** | **% Variance** |
| **Start** | [dd/mm/yyyy] | [dd/mm/yyyy] | N/A | N/A |
| **Finish** | [dd/mm/yyyy] | [dd/mm/yyyy] | N/A | N/A |
| **Duration** | [# of total weeks, # of working days] | [# of total weeks, # of working days] | [Actual-Planned] | [% ((Planned duration / Actual duration)-1)\*100)] |
| **Budget** | [$ 00 from Project Plan] | [$ 00 spent in total] | [Actual – Planned] | [% ((Planned budget / Actual budget)-1)\*100)] |

1. **Project Lessons**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Lesson Description**  *Succinctly describe the context of what happened, what you learned from that, and how you or others might apply that to similar work in the future. Try and split lessons as needed – don’t lump too much into one. Think of like a chain, as in ‘Because X happened, I learned Y. Next time, I would do Z.’* | | | **Data tags**  *Data tags are used to help people find relevant lessons later, after they’re added to the Project Lessons Register.* | |
| What happened? | What did you learn? | Application in future work? | Project Phase? | Theme or keyword? |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
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|  |  |  |  |  |

This product is an output of the Recovery Toolkit Project, one of three collaborative initiatives undertaken by Civil Defence Emergency Management (CDEM) Groups and the National Emergency Management Agency (NEMA). The two other projects, the Recovery Pre-Disaster Planning Project and Recovery Capability Training, are also collaborative initiatives between CDEM Groups and NEMA. Each of these three projects is chaired by a different CDEM Group member, with support provided by NEMA staff. These projects collectively aim to develop a suite of nationally consistent resources applicable to recovery operations.

We welcome your feedback!  Please use the Google Form located at the bottom of the [NEMA Recovery Toolkit](https://www.civildefence.govt.nz/cdem-sector/the-4rs/recovery/recovery-toolkit) to share any feedback and recommended improvements to this Guide.

|  |  |
| --- | --- |
| The Recovery Programme Management Guide was last reviewed on | 07 July 2025 |
| Next Planned Review Date | March 2026 |
| Guide Reference | **RPMG\_01** |

1. This Guide should be read in conjunction with the Recovery Function Guide, which once published, will be referenced here. The outline of each functions’ contribution to the RPMS is not exhaustive and will need to be further refined following both practice and actual implementation. [↑](#footnote-ref-2)
2. Access to CDEM powers beyond the transition phase no longer exist so no one can be compelled to do anything. The decision-making structure during recovery is therefore less about command & control and more about negotiation, collaboration and consensus to get things done. [↑](#footnote-ref-3)
3. Pg 2, Managing Successful Programmes 5th Edition, AXELOS [↑](#footnote-ref-4)
4. Pg 2, Managing Successful Programmes 5th Edition, AXELOS [↑](#footnote-ref-5)
5. A Programme Summary Report outlines the current recovery objectives and the related work programmes to achieve each of these objectives. The report also provides a summarised status update on any projects planned or underway. A template and guide can be found [here.](https://www.civildefence.govt.nz/assets/Uploads/documents/recovery/recovery-toolkit/project-summary-recovery-toolkit-template-en-jul25.docx) [↑](#footnote-ref-6)
6. Event-specific recovery strategies are often developed toward the end of the short-term recovery phase and provide a longer-term view of the recovery work programme and the intended recovery end-state goal/s. Increasingly, as recovery preparedness efforts mature, some regions are developing recovery strategies pre-event. In practice however, many recovery plans often double as strategies in most recovery operations, particularly in smaller events or where these plans consider the longer-term recovery phases and what the new normal is intended to look like. A recovery strategy is a useful document for Recovery Governance to assess recovery work programmes and specific recovery projects against, to ensure they align with long-term goals. [↑](#footnote-ref-7)