RECOVERY SCHEDULE GUIDE

Disclaimer: This Guide is not doctrine but instead aims to encourage a common approach to 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.

This Guide supports Recovery Managers and their function staff to identify a schedule of actions and outcomes they may need to consider as they journey though the lifecycle of an event. This Guide should be read in conjunction with other guides/tools referenced in this document.

This Guide is designed to be printed on A3.

**How to use this Guide**

This Guide is written for Recovery Managers and Recovery CIMS function staff operating at the Group and local level. The Guide is designed to be used as a training tool pre-event and a reference point during an event to plan the Recovery Function’s contribution to the Response Phase. It also provides some recommended steps for recovery operations to consider during the later recovery-led operational phases. Ideally, this Guide should be tested and modified pre-event to suit local circumstances. Not all of the steps will be appropriate or in the right sequence to suit every event or local approach. Step through the Guide (ideally pre-event) with relevant parties (e.g. your local Controller/s and other CIMS function staff) to plan the recovery contribution and approach.

**Event Phases**

This document lists recovery-specific actions that should be considered throughout the different phases of an event to effectively implement recovery operations. The phases described below overlap, which means actions outlined in the Recovery Schedule Table do not have to be strictly confined to the phase in which they have been placed but should roughly follow the sequence outlined. This Guide acknowledges and embraces flexible approaches, and we encourage Recovery Managers and their staff to modify the Recovery Schedule to plan and build their own operating schedule that records the recovery actions/outputs planned, underway or complete.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Controller Coordinates** | | **Recovery Manager Coordinates** | | |
| **RECOVERY DURING THE RESPONSE PHASE** | | **RECOVERY OPERATIONS** | | |
| **Early Response**  The Recovery CIMS Function is an integral part of Coordinated Incident Management System (CIMS) from day one of an activation. The Recovery Function considers the implications of response phase decision making for recovery and looks beyond immediate issues to consider potential medium and longer-term consequences and the level of Recovery resource likely to be required. | **Transition Planning**  A managed process involving all CIMS functions that involves the transfer of coordination & accountability from the Controller to the Recovery Manager. Once completed, it marks the end of the response phase and the start of the recovery phase. The Recovery CIMS Function plays an integral role in supporting and enabling this transition process. | **Short-Term**  **Recovery Phase**  Response phase Emergency Centres (ECC’s & EOC’s) are deactivated and Recovery Offices may be established. Focus is on preventing further injury, continuing to assess and respond to evolving consequences, restoration of basic services and infrastructure to a minimum level of functionality and laying the foundation for community collaboration and empowerment. The ECC/EOC’s CIMS-based model transitions to a programme management approach coordinated by Recovery Office Functions. | **Medium-Term Recovery Phase**  The rebuild phase. Typically involves returning individuals, families, critical infrastructure, and essential government services to a functional state. This phase involves intensive community engagement and incorporating feedback into recovery planning considerations. | **Long-Term**  **Recovery Phase**  The Regeneration Phase. Can last months, years, or decades depending on the scale of the event. Programmes/projects increasingly led by external partners with reduced input from the Recovery Office. The Recovery Exit Plan is implemented and lessons identified incorporated into future event planning preparations. |

**Monitoring Progress**

The following categories and colour codes (or symbols for people who are colour blind) can be used to show the status of recovery actions and outputs listed in the Recovery Schedule.

|  |  |
| --- | --- |
| o | Underway or Ongoing |
| Tick with solid fill | Complete |
| **x** | Not applicable |

**Note:** In the following Recovery Schedule text highlighted in ***bold* *italic*** indicates an output in the form of a document or report.

**Recovery Schedule Table**

| **RECOVERY IN THE RESPONSE PHASE** | | |
| --- | --- | --- |
| **Status** | **Actions/Considerations & Outputs** | |
|  | Recovery Manager to attend Incident Management Team (IMT) meetings to gain an appreciation of the intial and evolving Response Phase Objectives and CIMS function taskings. | |
|  | Identify initial recovery tasks. Examples include:   * determining and sourcing additional Recovery CIMS Function staff * supporting the development of a ***Holistic Consequence Assessment Plan (HCAP)*** * reviewing and giving consideration to any pre-event plans that may influence response and recovery decision making * developing ways to monitor evolving needs & community sentiment * planning for the transition into recovery etc.   Ensure that any tasks identified by the Recovery Function align with the Controller’s objectives and are clearly communicated to the Controller and other CIMS functions. This may involve providing a verbal update or the provision of a ***Recovery Function Plan*** to the IMT. Check with your ECC/ EOC Response Manager to determine whether a function plan is required. | |
|  | If required, request from Logistics additonal Recovery CIMS function staff to help deliver on any assigned tasks.[[1]](#footnote-2) | |
|  | Ensure all Recovery Function staff are briefed on their respective role/s and check if they have received a suitable Health & Safety induction. Continue to monitor their wellbeing. Make time to have one on one catchups with them to see how they are going and encourage opportunties to relax and refresh. | |
|  | Utilise resources such as the CIMS Role Cards to orient incoming Recovery Function staff with the CIMS context and their recovery role. | |
|  | Establish good information management processes for your function that align with wider ECC/EOC file management protocols. If no Recovery Folder has been set-up pre-event, establish one with a suitable filing structure. Develop sub-folders as appropriate (e.g. Recovery Transition Planning, HCAP Assessment, Task Plans, Long-term Plans, Status Updates etc.). | |
|  | Establish and monitor Recovery Function communication channels (e.g. Recovery inbox and phone). If no file saving protocols are in place, establish suitable folders in your Outlook Inbox and a system to tag, prioritise and track communications effectively amongst your function team. If you have a function phone, make sure it is used rather than personal phones. | |
|  | Develop and maintain a function log to record tasks that have been completed by your function, as well as key announcements or relevant changes to the operating environment. | |
|  | Consider transcribing your latest ***Recovery Function Plan*** on a whiteboard display so that other CIMS functions can also see what you are working on and who in your team is assigned to each task. Use this as a visual aid to receive progress updates from within your team when preparing your ***Recovery Function Status Updates***. | |
|  | Notify relevant partners that the Recovery Function is activated (e.g. Group Recovery Manager, Sector Group Chairs, hapū/iwi, relevant partner agencies). | |
|  | Raise awareness of any information or resources needed from from other CIMS Functions and in turn, any contributions they need from the Recovery Function. For example: Planning – support with ***Response to Recovery Transition Report***, **HCAP** & Long-term Plans; Welfare - Needs Assessments; Intelligence - indicators; PIM – public communications; Operations - community engagement & partner agency relations.  Engage with the Reponse Manager to ensure that Intelligence, Planning, PIM, Welfare, and Operations invite Recovery to key decision-making meetings and maintain effective liaison with these CIMS functions on a regular basis. Encourage the forming of task teams that focus on key pieces of work requiring cross function collaboration. | |
|  | Continue to review & update the***Recovery Function Plan*** as new objectives and tasks are identified. | |
|  | Contribute to the Information Collection & Intelligence Cycle by providing updates from any recovery contacts engaging with affected communities. Utilise the ***Information Collection Plan*** to coordinate any information requested from external parties to avoid duplication. | |
|  | Provide timely ***Recovery Function Status Updates*** on progress being made on the ***Recovery Function Plan*** in accordance with the EOC Reporting Schedule. Remember to copy in the Group Recovery Function (if operating at the local level). | |
|  | Support and contribute to the development of the ***HCAP.*** The Intelligence or Planning Function is normally tasked to lead its development during the response phase, and may consider forming an ECC/EOC task team to help maintain it. The decision on which function leads the development of the ***HCAP*** is made by the Controller. Key considerations for the ***HCAP*** include:   * ensure partner agencies working with affected communities have an opportunity to contribute to the ***HCAP*** * ensure that the ***HCAP*** is continuously reviewed and updated and actively being used to inform the planning cycle. | |
|  | Spend time with your recovery staff to go through the [***Recovery Toolkit***](https://www.civildefence.govt.nz/cdem-sector/the-4rs/recovery/recovery-toolkit/) hosted on the NEMA website. Pull from it relevant templates, guides and factsheets to support your recovery planning process. You can also reach out to NEMA’s Regional Emergency Management Advisors (REMAs), the NEMA Recovery Team, the Group Recovery Function and other CDEM Group Recovery Managers for advice and support. | |
|  | Identify early what indicators could be used for monitoring of the recovery environments. A Recovery Office Indicator Guide is planned and once published, will be referenced here. This Guide will assist with establishing both quantitative and qualitative metrics to monitor change across the recovery environments. | |
|  | Support the Planning Function with any long-term planning, ensuring consideration is given to any relevant pre-event plans such as Open Spaces Strategies, Economic Development Strategies, Community Vision Statements, Climate Adaptation Plans, Long-term Plans etc. | |
|  | Assess the event severity level to help inform early planning requirements for recovery operations which will include staffing, resource and governance arrangements. A ***Recovery Scorecard Assessment Template*** can be used to help carry out this assessement. A Recovery Scorecard Assessment Template is planned and once published, will be referenced here. Discuss your assessment results with the Controller, Mayor and CE so that early transition planning can be considered. Continue to periodically carry out updated Scorecard Assessements as situational awareness improves. Remember to share these assessments with the Group Recovery Function to support the overall assessment of the region. | |
|  | Support the Planning Function with the development of a ***Response to Recovery Transition Report***. Refer to the[***Response to Recovery Transition Report Guide & Template***](https://www.civildefence.govt.nz/assets/Uploads/documents/recovery/recovery-toolkit/response-transition-report-recovery-toolkit-guidance-en-jul25.docx) to assist with this.  In collaboration with the Planning Function, identify and reach out to information sources and give them an early ‘heads-up’ on information required for the Transition Report. Consider developing and managing a ***Response to Recovery Transition Report*** ***Information Collection Plan*** to coordinate information required for the Report[[2]](#footnote-3).  Encourage the Planning Function to form a task team involving other CIMS functions to develop the ***Draft Response to Recovery Transition Report***. Work collaboratively with Planning to brief the IMT on the information collection requirements for producing a ***Response to Recovery Transition Report***. Ensure any contributions to the ***Response to Recovery Transition Report*** are recorded appropriately in relevant CIMS function task plans or the ECC/EOC Information Collection Plan. | |
|  | Work with the Planning Function to develop a draft recovery transition timeline, this can be used as an aid to plan and agree timeframes with the Controller, your team and other CIMS functions. | |
|  | Support the Planning Function to engage directly with iwi/hapū and other partners agencies on key sections of the ***Response to Recovery Transition Report*** that require their input – brief them on the purpose of the Report and the importance their support can make to helping shape recovery operations. | |
|  | Consider whether you require a local transition period. Refer to guidance documents such as NEMA’s[***Factsheet on Local Transtion Periods***](https://www.civildefence.govt.nz/assets/Uploads/documents/publications/factsheets/Local-Transition-Periods/Factsheet-local-transition-periods.pdf) &[***Quick Guide: Giving Notice of a Local Transition Perio***](https://www.civildefence.govt.nz/assets/Uploads/documents/publications/factsheets/Local-Transition-Periods/Quick-Guide-to-giving-notice-of-local-transition-period.pdf)***d*** to assist with your decision making. | |
|  | Determine if Recovery Assistance Centres will be required, identify suitable locations, and the extent of services requried and what partners could contribute. Examples include: MSD, MBIE, Federated Farmers, insurance & financial advisors, Council planning and building control personnel, health providers, Red Cross & Salvation Army etc. | |
|  | Brief the Controller, Chief Executive, Mayor, Group Recovery Manager (if operating at the local level) & NEMA REMA on recommended recovery priorities, challenges, resource & funding requirements, and governance arrangements. With the Planning function, obtain agreement on a transition phase timeline that gives sufficient time to put a recovery structure in place.  Consider putting the agreed transition phase timeline and action steps on a whiteboard or virtual display. | |
|  | Ensure key response phase planning tools and databases (such as the HCAP & Welfare Needs Assessments) are updated and ready to be transferred to recovery when required. Ensure any Privacy Act implications are being managed appropriately. Ensure that inaccuracies or gaps in databases are fixed or at least identified before handover to recovery. | |
|  | In close collaboration with the Controller, Mayor and Chief Executive, jointly announce the transition phase timeline and any handover expectations to all CIMS staff and partner agencies. Ensure all CIMS functions are aware of their handover responsibilities and at agreed points during the the transition:   * leadership will shift from the Controller to the Recovery Manager and his/her alternates * the last Response Phase Action Plan will be superceded by the ***Initial Recovery Action Plan*** * the EOC/ECC will undergo a phased demobilisation and a formal closure announcement * the agreed recovery operational structure (e.g. Recovery Office or enhanced BAU) will gradually build-up capacity and be formally announced as opened in time with the ECC/EOC closure * response phase databases and any other relevant information management systems/processes are transferred to recovery, this will be conducted in compliance with any Privacy Act requirements * the ***Response to Recovery Transition Report*** will be finalised and a decision made on the requirement for recovery powers. | |
| **Recovery in Response Check-In:**  Throughout the response, it is is important to check the progress of the key recovery outcomes. As follows: | | |
| The ***Recovery Function Plan*** is being regularly updated and actioned in accordance with any taskings received from the Controller  Periodic Recovery Scorecard Assessments are being carried out to determine the implications for recovery and shared with the Group Recovery Office  Scorecard Assessments are being used to negotiate Recovery operational resource requirements and timeframes for the transition  A Local/Group Recovery Manager for the event has been appointed. | | The Recovery Function is contributing to the ***Holistic Consequence Assessment***  Planning for the transition is underway and all relevant parties are aware of their contribution to the transition process and the ***Response to Recovery Transition Report***  The ***Response to Recovery Transition Report*** is being drafted and actively used to assist detailed transition planning – such as consideration of governance arrangements, staffing requirements, short-term recovery priorities and if a Transition Notice will be required. |

| **RECOVERY IN THE RESPONSE PHASE** | | |
| --- | --- | --- |
| **Status** | **Actions/Considerations & Outputs** | |
|  | Develop/review your ***Draft Recovery Operational Structure*** for the event and brief the CE/Mayor or Regional Council CE/Mayor (if operating at a Group level) to obtain their support to put it into place.[[3]](#footnote-4) Don’t forget to use resources such as the Recovery Scorecard Assessment tool, Recovery Function Guide and Recovery Set-up Guide to help you articulate and justify your recovery operational needs. All three of these resources are planned and once published, will be referenced here.  When designing your ***Draft Recovery Operational Structure***, you will need to recommend:   * where your recovery structure is best located (e.g. in a dedicated stand-alone Recovery Office or incorporated into existing Council facilities) * governance arrangements; and * staffing requirements. (Note that this may involve temporarily rolling-over selected response phase staff into short-term recovery until further capacity can be found.   Other considerations for planning your recovery structure include: identifying and securing a physical office location, establishing IT, finance and database systems, and other supporting resources etc. Consider inviting input from key partner agencies such as iwi, the Group Recovery Manager and NEMA (REMAs and the NEMA Recovery Team).  A Recovery Function Guide is under development which describes recovery roles that can be used for short-term recovery operations. Use this Guide to help you plan your initial Recovery Office staffing needs and the skill-sets required. This Recovery Function Guide will also assist with hiring of fixed-term recovery staff from outside of council or requesting surge staff. Once the Recovery Function Guide has been published, it will be referenced here. | |
|  | Brief Recovery Governance on their role and contribution to recovery. The Recovery Function Guide has a role card for Governance that may assist you with this.  Brief Governance early on priority recovery funding needs and Recovery Office resource requirements so that a strong recovery decision-making and planning structure can be established quickly. Councils may have contingency funding in place for emergency events that can be utilised to set up a Recovery Office.  Central government agencies may activate funding mechansisms that can be drawn on to support recovery. Refer to the [***NRCG Central Government Recovery Funding Factsheet & Guide***](https://www.civildefence.govt.nz/assets/Uploads/documents/recovery/recovery-toolkit/nrcg-funding-recovery-toolkit-guidance-en-jul25.pdf) for more information.  Develop a ***Recovery Governance Terms of Reference*** to support the establishment of your Recovery Governance arrangements. A Recovery Governance Terms of Reference Guide is planned and once published will be referenced here. | |
|  | If not already appointed pre-event, identify Recovery Environment Sector Group (RESG) Chairs.[[4]](#footnote-5)  Brief Sector Group Chairs on their role, the role of the Recovery Office, RESGs (further details can be found in the DGL[[5]](#footnote-6)), and work with them to identify agencies/organisations that should be represented in each of the Sector Groups. Refer to the [***Recovery Environment Sector Group Terms of Reference Guide***](https://www.civildefence.govt.nz/assets/Uploads/documents/recovery/recovery-toolkit/recovery-sector-groups-recovery-toolkit-guidance-en-jul25.docx) to assist your planning. The Recovery Function Guide also has a role card for Sector Group Chairs that may assist you with this. | |
|  | Use your ***Draft Response to Recovery Transition Report*** to start developing your ***Initial Recovery Action Plan*** and ***Communications & Community Engagement Plan***.Ensure the ***Initial Recovery Action Plan*** aligns with the last ***Response Phase Action Plan***. | |
|  | Ensure any response phase staff rolling over into recovery are fully briefed on expectations, timelines and how they will continue to be supported. If recovery surge staff are required, action any request for support from NEMA and other CDEM Groups and plan for their inductions if they are required – consider travel, accommodation, food, general expenses, and health & safety briefings.  Consider appointing a surge staff liaison who looks after the needs of recovery surge staff and maintains local oversight, ensuring records of all recovery surge staff are kept so they can be acknowledged and their wellbeing monitored. | |
|  | Determine what Navigator Support Services are required and start planning to put them into place – for guidance, refer to Emergency Management Bay of Plenty’s [***Recovery Navigator Guide.***](https://www.civildefence.govt.nz/assets/Uploads/documents/resilience-fund/2021-22/Recovery-Navigators-Guide.pdf) | |
|  | Finalise the ***Response to Recovery Transition Report*** by obtaining signoff from the Controller and Group Recovery Manager. Ensure the document has sufficient detail to support the handover to recovery and is clear on the recovery structure and resource arrangements. Ensure the timeframe for the closure of the ECC/EOC aligns with the Recovery Office’s capacity to maintain continuity of service delivery to affected communities. | |
|  | If transition period powers are required, complete and get the Mayor to sign the ***Notice of Local Transition Period***, ensuring they are fully briefed on the implications of giving ***Notice of a Local Transition Period***. Templates and guidance for local transition periods can be found [here](https://www.civildefence.govt.nz/cdem-sector/the-4rs/recovery/recovery-framework-and-guidance#transition-periods). | |
|  | Finalise the ***Notice of Local Transition Period*** (if applicable) and ***Initial Recovery Action Plan*** and send copies of both, along with the ***Response to Recovery Transition Report***, to relevant parties (e.g. NEMA & Group Recovery Office if applicable). | |
|  | Complete the final handover of the ***Holistic Consequence Assessment Plan***, ***Information Collection Plan*** and any other planning & intelligence, welfare and operations resources/databases etc. | |
|  | Finalise closure of the EOC/ ECC and the stand-up of the Recovery Office. Ensure all relevant parties are aware that recovery operations have now taken over from the EOC and that the Recovery Manager is now leading the coordination of the multi-agency recovery effort. | |
| **Recovery in Response Check-In:**  Before transitioning to recovery, the following actions [if required] should be in progress or completed: | | |
| The latest ***HCA*** and relevant response phase databases have been transferred to recovery in compliance with the Privacy Act  The ***Response to Recovery Transition Report*** has been finalised, signed-off and shared with relevant parties  A ***Notice of Local Transition Period*** has been considered [and if required] signed-off and relevant parties notified | | An intial Recovery Office structure encompassing governance arrangements, core function staff and supporting systems are in place and any additional resource requriements are being actively progressed  A date for the end of ECC/EOC and the start of recovery operations has been agreed and relevant parties notified  An ***Initial Recovery Action Plan*** and ***Communications & Community Engagement Plan*** have been approved by the Recovery Manager and shared with relevant parties |

**Recovery Considerations**

As the response transitions to recovery, the sequencing and specificity of tasks can become more bespoke. Although the tables below still include some key process steps, much of their content is made up of ‘considerations’ that are not bound to a particular sequence.

| **SHORT-TERM RECOVERY PHASE** | |
| --- | --- |
| **Status** | **Actions/Considerations & Outputs** |
|  | Continue finalising arrangements for the Recovery Office facility (whether located within Council or an external site). Establish internal Recovery Office administrative systems & processes. If these have not been considered in pre-event planning, examples include: Recovery Office inbox, filing structure, financial management and reporting systems, webpage, databases, HR induction plan, report & project templates. Ensure all relevant response databases are suitably transferred to Recovery Function staff in compliance with the Privacy Act. |
|  | Ensure all relevant recovery stakeholders are aware of the Recovery Office’s contact details, role and responsibilities. If not completed in pre-event planning, map the partner agencies/ entities that can contribute to recovery and their area of interest, specialty or mandate. Ensure these partners are represented in appropriate Recovery Environment Sector Groups for planning purposes and confirm points of contact and ways to stay in regular contact. |
|  | Get your Recovery Governance Structure established and up-and-running as early as possible.[[6]](#footnote-7)  Empower Recovery Governance to advocate for their affected communities by keeping them regularly informed of the latest situational updates and potential risks & opportunities. Use key reports like the ***Recovery Status Report***, ***Holistic Consequence Assessment Plan, Recovery Action Plan,*** and[***Programme Summary Report***](https://www.civildefence.govt.nz/assets/Uploads/documents/recovery/recovery-toolkit/project-summary-recovery-toolkit-template-en-jul25.docx) to provide context for any funding requirements and the identification of risks and opportunities.  If operating at a regional level or you are responding to an extreme and hyper local event, encourage representation from central governement in your Recovery Governance Structure. A Recovery Governance Terms of Reference Guide is planned and once published, will be referenced here. |
|  | Brief recovery partners on the ***Initial Recovery Action Plan*** and involve them in the planning of further iterations of the ***Recovery Action Plan*** and ***Communications & Community Engagement Plan.*** Examples of ***Recovery Action Plans*** can be found in the Recovery Toolkit hosted by NEMA.  Establish a planning cycle that keeps these plans responsive to improved situational awareness and evolving community needs.[[7]](#footnote-8)  A Recovery Objectives Guide is planned and once completed will be referenced here. This Guide will provide some recommended recovery operating principles and a list of generic recovery objectives (by recovery environment and phase) that can assist your action planning. |
|  | Ensure Recovery Office staff (including partner agencies) are kept regularly updated on the evolving situation. Speak to the Group Recovery Office (if operating at the local level) and NEMA to understand any reporting requirements at the group or central government level and establish a distribution list.  Set-up a Recovery Governance reporting schedule that outlines reporting requirements and timelines. Encourage all recipients to contribute to situational awareness – this can be managed through the ***Recovery Information Collection Plan***. |
|  | Work with Recovery Environment Sector Group (RESG) Chairs to establish RESGs that reflect the continually evolving agencies/organisations supporting the recovery effort.  Brief these RESGs on the latest ***Recovery Status Report,*** ***HCAP, Initial Recovery Action Plan*** and ***Communications & Engagement Plan***. Finalise the ***Recovery Environment Sector Group Terms of Reference*** and brief them on the Recovery Office’s role to coordinate and support recovery project planning and delivery through its Programme Management Service. Refer to the [***Recovery Programme Management Guide***](https://www.civildefence.govt.nz/assets/Uploads/documents/recovery/recovery-toolkit/recovery-programme-management-recovery-toolkit-guidance-en-jul25.docx) to assist with this. |
|  | Continue to task and track progress on ***Initial Recovery Action Plan*** taskings. |
|  | Coordinate and support Navigator Services if required. Refer to the [***Recovery Navigator Guide***](https://www.civildefence.govt.nz/assets/Uploads/documents/resilience-fund/2021-22/Recovery-Navigators-Guide.pdf) to assist with this.  Establish Recovery Assistance Centres (if required). Coordinate and support Recovery Assistance Centres in collaboration with partner agencies and community organisations. |
|  | Finalise internal Recovery Office reporting and financial managment systems as well as assessment criteria to manage, track, distribute and report on recovery funding (such as Mayoral Relief and other Disaster Relief Funds). Get the funding team to identify and map funding providers and any associated funding criteria and reporting requirements they may have. Negotiate standardised reporting requirements to funding providers. Make sure there is a suitable system in place to equitably assess and distribute grant requests from affected communities. Refer to the [***NRCG Central Government Recovery Funding Factsheet & Guide***](https://www.civildefence.govt.nz/assets/Uploads/documents/recovery/recovery-toolkit/nrcg-funding-recovery-toolkit-guidance-en-jul25.pdf) to help identify how central government can provide support. |
|  | Plan for the management of recovery volunteers and donation of goods. Provide clear communications on how people and agencies can help, what donations are acceptable/ not acceptable and where to go to deliver goods. Consider appointing a volunteer coordinator. |
|  | Develop and finalise the next ***Recovery Action Plan*** and updated ***Recovery Communications & Engagement Plan*** in collaboration with key partners and community representatives. Involve RESG Chairs. Keep the Group Recovery Office (if operating at the local level) and NEMA briefed on their development. |
|  | Plan for further Recovery Office resource needs, particularly further staff resource and replacement of any remaining Response Phase staff. Ensure incoming Recovery Function staff are suitably briefed and health & wellbeing is made a prioirity underpinning all recovery operations. A Recovery Office Wellbeing Guide is planned and once completed will be referenced here. |
|  | In collaboration with RESG Chairs and their RESG members, task the Recovery Programme Management & Delivery Function to facilitate planning meetings to scope recovery projects and develop plans to deliver on the ***Recovery Action Plan***. Ensure project proposals are reported to Recovery Governance via the [***Recovery Project Summary Report.***](https://www.civildefence.govt.nz/assets/Uploads/documents/recovery/recovery-toolkit/project-summary-recovery-toolkit-template-en-jul25.docx)  Governance may request more detailed updates on some projects. Be prepared to submit project scopes, plans or status updates for Governance to consider. |
|  | Coordinate and support multi-agency engagement with affected communities to ascertain their needs and the delivery of recovery services. Ensure hapū/iwi are actively involved in planning and engaging with affected communities. Coordinate this engagement in accordance with the ***Recovery Communication & Community Engagement Plan***. |
|  | Establish a close working relationship with the Group Recovery Manager (if working at a local level) or the NEMA Recovery Team (if working at a Group level) to coordinate recovery plans and resourcing needs. Establish a regular reporting cycle. |
|  | Record and report on any use of transition period powers (if applicable). |
|  | Maintain a ***Risks & Opportunities Register*** and ***Lessons Identified Register***. Use the ***HCAP***, ***Project Status Reports*** and ***Recovery Indicator Dashboards*** to help inform this register. |
|  | Maintain a regular cycle of ***Recovery Status Report*** and [***Programme Summary*** ***Report***](https://www.civildefence.govt.nz/assets/Uploads/documents/recovery/recovery-toolkit/project-summary-recovery-toolkit-template-en-jul25.docx)updates to Governance and all other relevant parties including the Group or National Recovery Office (if established). |
|  | Continue to monitor quantitative and qualitative metrics to measure change across the recovery environments. Use these metrics to help inform recovery planning and the risk register. |
|  | Ensure the recovery action planning cycle stays responsive to community engagement feedback, indicator trends, project delivery and relevant pre-event plans (e.g. community vision statements, climate change plans etc.) |
|  | At each and every opportunity look for ways to incorporate risk reduction and increased resilience into all recovery planning and delivery. |

| **MEDIUM & LONG TERM RECOVERY PHASES** | |
| --- | --- |
| **Status** | **Actions/Considerations & Outputs** |
|  | Continue to monitor the recovery environments and review the most recent ***Recovery Action Plan*** so that it remains responsive to evolving needs. Start planning for Long-term recovery. |
|  | Monitor the health and wellbeing of Recovery Function Staff. Make time to acknowledge good work and provide opportunities for rest, relaxation and celebration. |
|  | Consider replacing remaining council staff with external Recovery Function staff on fixed term contracts. Ackowledge the contributions of any leaving staff who have supported the recovery thus far. Continue to build-up sufficient Recovery Function Staff resource and ensure they are suitably inducted and continue to be supported in their role. |
|  | Look for opportunities to increasingly involve affected communities in recovery planning and implementation. Maintain a record of community engagement activities and outcomes from this engagement. Make sure promises made to recovery office staff, external stakeholders/ partners and the public are followed up on. |
|  | Continue to maintain recovery reporting and planning processes and governance arrangements but increasingly look for opportunities to gradually restore BAU agencies, structures and systems. |
|  | Ensure Recovery Governance continues to receive the latest summary of needs assessments and recovery metrics so they can advocate for affected communities. |
|  | Continue to closely monitor community sentiment and be mindful of rising levels of depression, disillusionment, frustration, financial strain and mental health issues. |
|  | Record milestones and celebrate successes amonst recovery staff, with partner agencies and in recovery public communications. |
|  | Look for positive recovery news stories, highlight progress and maintain advocacy and compassion for affected communities. |
|  | Continue to maintain situational awareness for all parties until closure of the Recovery Office. |
|  | Maintain Recovery Progreamme Management Services for as long as required to coordinate recovery project planning and delivery. |
|  | Continually look for ways to improve recovery systems and processes. Record any tips or pitfalls in a ***Lessons Identified Register*.** |
|  | Maintain coordinated recovery communications until the closure of the Recovery Office. |
|  | Continue to coordinate and support Recovery Navigator Services (if applicable) for as long as required. |
|  | Continue to monitor and evaluate the progress and impact of recovery project delivery. Ensure projects remain responsive to evolving needs. Continuously look for opportunities to build into project plans outcomes that reduce future risk and enhance resilience. |
|  | Maintain the HCAP, Risks & Opportunities and Lessons Identified Register for as long as required. |
|  | Plan for and support remembrance events and memorials to the disaster as part of the healing process. Ensure Recovery staff have opportunity to celebrate, de-stress and remain supported. |
|  | Plan for the transition of CDEM out of recovery and create a ***Recovery Exit Plan.***  A Recovery Exit Guide is planned and once completed, will be referenced here. |
|  | Ensure that all parties are involved in the after action review, and this in turn is incorporated into the pre-event recovery work programme to prepare for future events. Ensure any pitfalls, key tips, templates and other processes are shared with other CDEM Groups***.*** |

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.

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| The Recovery Schedule Guide was last reviewed on | 07 July 2025 |
| Next Planned Review Date | November 2025 |
| Guide Reference | **RSG\_01** |

1. As a Recovery Manager, it is important you don’t get ‘stuck in the weeds’ trying to do everything yourself. Your value-add is in maintaining oversight of the ‘bigger picture’ and giving consideration to long-term implications, your contribution to the IMT decision making process, coordinating planning for recovery operations and supporting the wellbeing of your Recovery CIMS Function staff. [↑](#footnote-ref-2)
2. It is recommended that even in smaller events, a Response to Recovery Transition Report is completed and covers key fields such as: a summary of impacts and consequences; response phase activities completed and ongoing; identification of any ongoing or future potential risks; an outline of recovery priorities; and how recovery operations will be structured and resourced. [↑](#footnote-ref-3)
3. The current Response to Recovery Transition Report Template does not provide a lot of prompts for outlining a recovery operating structure, or detailed consideration of recovery operational arrangements and resource needs. However, it may be necessary to create additional headings that give consideration to recommended Recovery Governance arrangments, a Recovery Office location, staffing and resource needs etc. In a smaller event, your recommended recovery operation could be as simple as utilising existing BAU services and governance structures within Council. Either way, the Recovery CIMS Function will most likely have to lead this planning. [↑](#footnote-ref-4)
4. Not all CDEM Groups use Sector Groups or Sector Group Chairs. [↑](#footnote-ref-5)
5. Recovery Preparedness and Management Guideline [DGL 24/20], NEMA [↑](#footnote-ref-6)
6. Recovery Governance plays a vital role in advocating for your affected communities and there is often a window of opportunity in the early phases of recovery when funding and resource providers are abundant and keen to help. To maximise your local area or regions access to this support, brief Recovery Governance on your initial recovery priorities. Consider also briefing them on community funding needs and ongoing Recovery Office resourcing requirements, so they can advocate in a timely and effective manner. [↑](#footnote-ref-7)
7. Note: a 100-day Recovery Action Plan is often used as an initial planning horizon at the start of Short-term Recovery Operations. [↑](#footnote-ref-8)