Recovery ENVIRONMENT Sector Groups’ Terms Of Reference GUIDE

Disclaimer: This Guide is not doctrine but instead 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 should be modified to suit local circumstances.

This document provides a template Terms of Reference for Recovery Environment Sector Groups

**Purpose**

This Guide supplements the [Recovery Preparedness and Management Director’s Guideline [DGL24/20]](https://www.civildefence.govt.nz/assets/Uploads/documents/publications/guidelines/directors-guidelines/DGL24-20/Recovery-DGL24-20-Full-Version.pdf) by providing terms of reference examples[[1]](#footnote-2) for CDEM Group Recovery Managers and Local Recovery Managers to consider when establishing **Recovery Environment Sector Groups (RESG)**.

RESGs are a recommended national approach to cluster agencies and organisations by their skills, expertise, resources or mandate in relation to a specific recovery environment, so that they as a collective can collaborate, problem solve and deliver outcomes to support the recovery of affected communities.

This Guide provides example terms of references for each RESG to support their establishment. The Guide defines RESG’s contributions in simple, easy-to-read terms, outlining a collaboration framework that enables effective coordination between them, other RESGs, and CDEM Recovery.

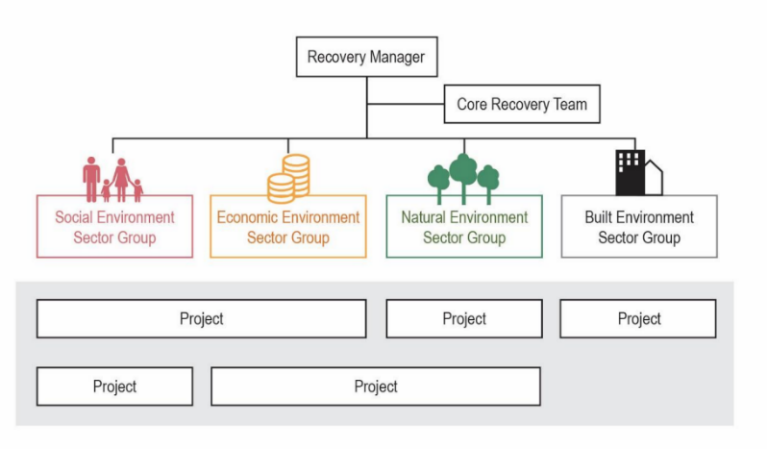
**Definition**

The Recovery Preparedness and Management Director’s Guideline [DGL24/20] defines Recovery Environment Sector Groups as: *“the structures through which agencies, organisations and groups involved in recovery activities are organised and coordinated”.**[[2]](#footnote-3)*

**Context**

“*At the CDEM Group level, the focus is on supporting and, where necessary, coordinating local-level recovery. The key recovery role at this level is the CDEM Group Recovery Manager, who supports and provides advice or direction to the Local Recovery Manager or Managers. The CDEM Group Recovery Manager also works with and coordinates across regional-level recovery programmes and recovery environment sector groups.*”[[3]](#footnote-4)

“*A recovery environment sector group is a collective of agencies and organisations that focuses on a particular aspect of recovery. Recovery environment sector groups are primarily based on the four recovery environments*. *Recovery environment sector groups report to the Recovery Manager at the level they are operating (i.e. local recovery environment sector groups report to the Local Recovery Manager, whereas CDEM Group recovery environment sector groups report to the CDEM Group Recovery Manager)*.”2

**The recovery framework at an operational level (at any level)**

Pages 64-66 of the Recovery Preparedness and Management Director’s Guideline [DGL24/20] provide further guidance on **how to form and activate** these Recovery Environment Sector Groups.

**Adapt the Terms of References in this Guide**

The following sections of this Guide outline template terms of references for each RESG. The Guide provides lists of example agencies/organisations and indicative responsibilities for each RESG.

Modify these terms of references to suit your own circumstances and consider other scalable alternatives where appropriate. For instance, in a smaller event you may choose to cluster partner agencies under the umbrella of a single terms of reference and merge or generalise responsibilities, so they encompass consideration of all the recovery environments. Alternatively, you may only need to establish one or two RESGs if not all the environments are significantly impacted.

Some of the agencies listed in this Guide may also not be appropriate RESG members depending on the nature and scale of the event. There may also be instances where national or regional agencies could be included at the local level due to hyper localised impacts. Examples of this include the Edgecumbe Flood 2017, White Island Eruption 2019, and Rena Sinking in 2011.

Due to the varied roles and responsibilities of partner agencies, the listed responsibilities of each RESG are indicative and should therefore be revisited when required.

Whatever partner agency collaboration approach is utilised, this Guide is a starting point to help clarify responsibilities, reporting lines and coordination arrangements.

**Supporting Guides**

This Guide should be read in conjunction with the Section 6 of the [Recovery Preparedness and Management Director’s Guideline [DGL 24/20]](https://www.civildefence.govt.nz/assets/Uploads/documents/publications/guidelines/directors-guidelines/DGL24-20/Recovery-DGL24-20-Full-Version.pdf) and 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)

**Social Recovery Environment Sector Group Terms of Reference**

**Role**

To identify and respond to recovery needs in the areas of safety and wellbeing, physical and psychological health and social activities, and to coordinate activities with other RESGs by working collaboratively with the Recovery Office.

The role of the Social RESG is to organise and ensure coordination across the agencies, organisations, and groups involved in social recovery activities.

A Social RESG can be used to coordinate recovery activities related to:

* Safety and Wellbeing
* Health
* Welfare
* Vulnerable Groups
* Cultural
* Temporary Housing

**Chair and Deputy Chair**

The chair and deputy chair will be determined by the Recovery Manager in consultation with the Social RESG members.[[4]](#footnote-5)

**Social RESG Responsibilities**

* Support coordinated engagement with affected communities from a social recovery perspective.
* As subject matter experts, support the Recovery Office to assess the impacts, consequences, and likely needs for social recovery.
* Identify social recovery priorities and actions to advocate for, fund, and deliver on recovery activities that support social recovery activities.
* Work with the Recovery Office to identify links and collaboration opportunities with other RESGs. For more information on working with the Recovery Office, 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)
* Ensure the needs of vulnerable groups are considered and reflected in recovery activities.
* Convene task groups, with recovery partners from other RESG when necessary, to define, coordinate, and deliver social recovery outcomes.
* Monitor and review recovery activities and outcomes, amending programmes as required, through the recovery process.

In giving effect to its responsibilities, example activities the Social RESG might engage in include:

* Identifying, engaging, and integrating other social environment agencies/organisations into the social environment work programme.
* Engaging and partnering with iwi/ hapū in social environment recovery planning and decision making.
* Identifying financial hardship and coordinating individual and household financial support.
* Supporting the delivery of psychological and counselling services.
* Coordinating ongoing medical and health services.
* Developing public health advice warnings and directions to workers and communities.
* Coordinating temporary, short-term, and medium-term accommodation.
* Providing specialist and outreach services.
* Coordinating community development, support and referrals to assist affected people, families and groups.
* Supporting the operation of Recovery Centres and welfare navigator services.
* Facilitating the re-opening of education and medical facilities, libraries, and council service facilities.
* Engaging with the other RESGs and looking for opportunities to collaborate on shared outcomes by involving them in social environment project plans.
* Working with community leadership groups to enable learning from their disaster experiences to better prepare for future adverse events.
* Leading or participating in recovery projects that restore and build resilience in the social environment.
* Facilitating opportunities to re-connect and re-establish a sense of belonging (which might involve projects such as art, gatherings, community events and people expressing themselves in a variety of positive ways).

**Collaboration with the Recovery Office**

The Social RESG can support alignment with the Recovery Office by:

* Facilitating information flows between the Social RESG and the Recovery Office Programme Management & Delivery Function.
* Collaborating with the Recovery Office on establishing and updating recovery objectives and developing recovery work programmes.
* Assisting the Recovery Office in building collective situational awareness across all RESGs by sharing timely intelligence on the social environment.
* Collaborating with the Recovery Office to identify and manage recovery risks and opportunities.
* Coordinating public communications with the Recovery Office.
* Collaborating with the Recovery Office and other RESGs to scope recovery projects that contribute to recovery work programme objectives.
* Developing project teams[[5]](#footnote-6) and leading[[6]](#footnote-7) or contributing to project planning and delivery.
* Sharing project plans with the Recovery Office, including details on project phases, taskings, funding and resource requirements and risk assessments etc.
* Collaborating with the Recovery Office on project-related community engagement and public communication activities.
* Adhering to any other Recovery Office project reporting requirements.[[7]](#footnote-8)

**Monitoring and Evaluation**

The Social RESG can support the monitoring and evaluation of recovery activities by:

* Monitoring change in the social environment and staying responsive to evolving social needs.
* Engaging with affected communities and evaluating the effectiveness of social recovery projects.

**Meeting Schedule**

* The schedule and agenda of Social RESG planning meetings will be set and managed by the Social RESG Chair in collaboration with the Recovery Office.[[8]](#footnote-9)

**Representation**

* The Social RESG Chair (or Deputy chair) will represent the Social RESG and maintain the direct relationship with the Recovery Office and other RESG Chairs.

**Indicative Social Environment Membership/ Partners**

* Local Level
  + Hapū and iwi
  + Response Agencies
  + Government agencies (as appropriate)
  + Rural Support Trust
  + Representatives from community groups (e.g. recreation/ cultural/disability/youth/senior citizens/rural and faith groups)
  + Sports, social & service clubs
* CDEM Group Level
  + Hapū and iwi
  + Govt departments, e.g. Ministry of Social Development, Ministry for Primary Industries (MPI), Ministry for Business, Innovation and Employment (MBIE), Te Puni Kōkiri (TPK), Department of Internal Affairs (DIA), Work & Income NZ (WINZ), Kāinga Ora, Ministry of Education (MoE), Education NZ (ENZ), Health NZ (HNZ), Ministry of Health (MoH) etc.
  + Representatives from other community sector groups active in recovery (e.g. Mental Health Foundation, Red Cross, Salvation Army, Rural Support Trusts, disability services, grey power, youth support services)
  + Community health providers

**Built Recovery Environment Sector Group Terms of Reference**

**Role**

To coordinate implementation of housing, commercial and industrial buildings and structures and physical infrastructure (including power, water, telecommunications, transport networks) recovery in the affected area.

The role of the Built RESG is to organise and ensure coordination of built recovery activities undertaken by the relevant agencies, organisations, and groups.

A Built RESG can be used to coordinate recovery activities related to:

* Lifeline utilities/ Horizontal infrastructure
* Residential housing
* Commercial/ industrial property
* Public buildings and assets
* Disaster waste disposal (with natural RESG)

**Chair and Deputy Chair**

The chair and deputy chair will be determined by the Recovery Manager in consultation with the Built RESG members.[[9]](#footnote-10)

**Built RESG Responsibilities**

* Support coordinated engagement with affected communities from a built recovery perspective.
* As subject matter experts, support the Recovery Office to assess the impacts, consequences, and likely needs for built recovery.
* Identify built recovery priorities and actions to advocate for, fund, and deliver on recovery activities that support built recovery activities.
* Work with the Recovery Office to identify links and collaboration opportunities with other RESGs. For more information on working with the Recovery Office, refer to the *Recovery Programme Management Guide*.
* Convene task groups, with recovery partners from other RESG when necessary, to define, coordinate, and deliver built recovery outcomes.
* Monitor and review recovery activities and outcomes, amending programmes as required, through the recovery process.

In giving effect to its responsibilities, example activities the Built RESG might engage in include:

* Assessing damage to housing stock, commercial and industrial buildings and structures, rural structures, and all other infrastructure facilities.
* Supporting building safety inspection services and the securing of damaged buildings and structures.
* Engaging and partnering with iwi/ hapū in built environment recovery planning and decision making.
* Prioritising repair and reconstruction activities where appropriate.
* Supervising demolition of unsafe buildings and structures.
* Coordinating the disposal of hazardous material debris etc.
* Coordinating the disposal of damaged household goods.
* Facilitating repair and rebuilding of housing stock.
* Facilitating the recovery of infrastructure, which is normally undertaken by infrastructure owners and operators.
* Coordinating the restoration of sporting facilities and public playgrounds.
* Ensuring community consultation and involvement in the recovery decision making process.
* Ensuring a coordinated approach to housing-related strategies in partnership with relevant organisations.
* Ensuring that opportunities to incorporate resilience and risk reduction is an integral component of any built environment work programme.
* Protecting any heritage and culturally significant areas of value and importance.
* Engaging with the other RESGs and seeking opportunities to collaborate on shared outcomes by involving them in Built environment project plans.

**Collaboration with the Recovery Office**

The Built RESG can support alignment with the Recovery Office by:

* Facilitating good information flows between the Built RESG and the Recovery Office Programme Management & Delivery Function.
* Collaborating with the Recovery Office on establishing and updating recovery objectives and developing recovery work programmes.
* Assisting the Recovery Office in its efforts to build collective situational awareness across all workgroups, by sharing timely intelligence on the built environment.
* Collaborating with the Recovery Office to identify and manage recovery risks and opportunities.
* Coordinating public communications with the Recovery Office.
* Collaborating with the Recovery Office and other RESGs to scope recovery projects that contribute to recovery work programme objectives.
* Developing project teams[[10]](#footnote-11) and leading[[11]](#footnote-12) or contributing to project planning and delivery.
* Sharing project plans with the Recovery Office, including details on project phases, taskings, funding and resource requirements and risk assessments etc.
* Collaborating with the Recovery Office on project related community engagement and public communication activities.
* Adhering to any other Recovery Office project reporting requirements.[[12]](#footnote-13)

**Monitoring and Evaluation**

The Built RESG can support the monitoring and evaluation of recovery activities by:

* Monitoring change in the built environment and staying responsive to evolving needs.
* Engaging with affected communities and evaluating the effectiveness of recovery projects.

**Meeting Schedule**

* The schedule and agenda of Built RESG planning meetings will be set and managed by the Built RESG Chair in collaboration with the Recovery Office.[[13]](#footnote-14)

**Representation**

* The Built RESG Chair (or Deputy Chair) will represent the Built RESG and maintain the direct relationship with the Recovery Office and other RESG Chairs.

**Potential Built Environment Membership/ Partners**

* Local Level
  + Local lifeline utilities
  + Territorial Authority (planners and building / asset management)
  + Regional Council (e.g. transport networks, solid waste & 3 waters)
  + Hapū and iwi representation
* CDEM Group Level
  + Regional Lifelines Group
    - Lifeline utility companies (e.g. power, gas and telecom providers etc.)
  + MBIE
  + Ministry of Housing and Urban Development (MHUD)
  + MPI
  + Infrastructure NZ
  + Insurance Council NZ
  + Natural Hazards Commission
  + New Zealand Transport Agency
  + Hapū and iwi
  + Road & rail authorities and operators
  + Public transport operators
  + Water and sewage authorities
  + Health & education providers
  + Building control & town planning authorities
  + Professional bodies (e.g. architects, engineers, building surveyors)
  + Waste and debris management facilities
  + DOC, National Trust and conservation groups
  + Energy providers

**Economic Recovery Environment Sector Group Terms of Reference**

**Role**

To coordinate the implementation of economic and financial recovery in the affected area.

The role of the Economic RESG is to organise and ensure coordination of economic recovery activities undertaken by the relevant agencies, organisations, and groups.

The Economic RESG can coordinate recovery activities related to:

* Business finance and employment support
* Business continuity and supply chain
* Market promotion and reassurance
* Government regulatory changes and tax

**Chair and Deputy Chair**

The chair and deputy chair will be determined by the Recovery Manager in consultation with the Economic RESG members.[[14]](#footnote-15)

**Economic RESG Responsibilities**

* Support coordinated engagement with affected communities from an economic recovery perspective.
* As subject matter experts, support the Recovery Office to assess the impacts, consequences, and likely needs for economic recovery.
* Identify economic recovery priorities and actions to advocate for, fund, and deliver on recovery activities that support built recovery activities.
* Work with the Recovery Office to identify links and collaboration opportunities with other RESGs. For more information on working with the Recovery Office, 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).
* Convene task groups, with recovery partners from other RESG when necessary, to define, coordinate, and deliver economic recovery outcomes.
* Monitor and review recovery activities and outcomes, amending programmes as required, through the recovery process.

In giving effect to its responsibilities, example activities the Economic RESG might engage in include:

* Assessing impacts on key economic assets including business closures, interruption and causes, infrastructure damage, property damage, natural resource damage.
* Assessing employment issues and capacity of local businesses to operate including revenue loss, job loss, wage loss, worker relocation and business continuity.
* Engaging and partnering with hāpu and iwi in economic environment recovery planning and decision making.
* In conjunction with economic partners, developing industry and business recovery plans and implementation strategies including the identification of priorities.
* Facilitating business, industry and regional economic recovery in consultation with key stakeholders (i.e. chamber of commerce, local businesses and other industry representatives).
* Facilitating financial assistance, access to funds, loans and employer subsidies. This includes collating information on assistance programs, grants and providing this information to the public through the Recovery Office’s Communications Team, the affected area’s industry groups and business networks, community assistance centres and other sources.[[15]](#footnote-16)
* Facilitating linkages with job providers and employment agencies to source labour, re-establish supply chains and commence joint marketing activities.
* Monitoring the impacts of the economic viability of individuals, households and businesses and developing strategies to minimise the effects on individuals and businesses.
* Ensuring effective consultation with the business community and their active involvement in the recovery decision making process.
* Ensuring that opportunities to incorporate risk reduction are an integral component of any economic work programme.
* Engaging with the other RESGs and seeking opportunities to collaborate on shared outcomes by involving them in economic environment project plans.

**Collaboration with the Recovery Office**

The Economic RESG can support alignment with the Recovery Office by:

* Facilitating good information flows between the Economic RESG and the Recovery Office Programme Management & Delivery Function.
* Collaborating with the Recovery Office on establishing and updating recovery objectives and developing recovery work programmes.
* Assisting the Recovery Office in its efforts to build collective situational awareness across all workgroups by sharing timely intelligence on the economic environment.
* Collaborating with the Recovery Office to identify and manage recovery risks and opportunities.
* Coordinating public communications with the Recovery Office.
* Collaborating with the Recovery Office and other RESGs to scope recovery projects that contribute to recovery work programme objectives.
* Developing project teams[[16]](#footnote-17) and leading[[17]](#footnote-18) or contributing to project planning and delivery.
* Sharing project plans with the Recovery Office, including details on project phases, taskings, funding and resource requirements and risk assessments etc.
* Collaborating with the Recovery Office on project related community engagement and public communication activities.
* Adhering to any other Recovery Office project reporting requirements.[[18]](#footnote-19)

**Monitoring and Evaluation**

* Monitor change in the economic environment and stay responsive to evolving needs.
* Engage with affected communities and evaluate the effectiveness of recovery projects.

**Meeting Schedule**

* The schedule and agenda of Economic RESG planning meetings will be set and managed by the Economic RESG Chair in collaboration with the Recovery Office.[[19]](#footnote-20)

**Representation**

* The Economic RESG Chair (or Deputy Chair) will represent the Economic RESG and maintain the direct relationship with the Recovery Office and other RESG Chairs.

**Potential Economic Environment Membership/ Partners**

* Local Level
  + WINZ
  + Local Business Associations, micro and home-based business representatives
  + Chambers of Commerce
  + Territorial Authority
  + Hapū and iwi representation
  + Local industry and business
  + Federated Farmers
  + Tourism representatives
  + Wine growers (if applicable)
  + Manufacturers
  + Māori business associations
* CDEM Group Level
  + Regional Economic Development
  + Trade & Enterprise NZ
  + Inland Revenue
  + Tourism Association, Tourism NZ
  + Industry/ sector groups
  + MBIE (regional representative)
  + Hapū and iwi representation
  + Insurance Council of New Zealand (ICNZ)
  + Banking & Finance representatives
  + Employment & training service providers

**Natural Recovery Environment Sector Group Terms of Reference**

**Role**

To coordinate implementation of the natural environment (e.g. waterways, parks, wildlife etc) in the affected area.

The role of the Natural RESG is to organize and ensure coordination across the agencies, organisations, and groups involved in social recovery activities.

The Natural RESG can coordinate recovery activities related to:

* Biodiversity and ecosystems
* Contamination and pollution
* Amenity
* Natural resource protection or restoration

**Chair and Deputy Chair**

The chair and deputy chair will be determined by the Recovery Manager in consultation with the Natural RESG members.[[20]](#footnote-21)

**Natural RESG Responsibilities**

* Support coordinated engagement with affected communities from a natural recovery perspective.
* As subject matter experts, support the Recovery Office to assess the impacts, consequences, and likely needs for natural recovery.
* Identify natural recovery priorities and actions to advocate for, fund, and deliver on recovery activities that support built recovery activities.
* Work with the Recovery Office to identify links and collaboration opportunities with other RESGs. For more information on working with the Recovery Office, refer to the *Recovery Programme Management Guide*.
* Convene task groups, with recovery partners from other RESG when necessary, to define, coordinate, and deliver natural recovery outcomes.
* Monitor and review recovery activities and outcomes, amending programmes as required, through the recovery process.

In giving effect to its responsibilities, example activities the Natural RESG might engage in include:

* Assessing the impact on the natural environment and identifying any real or potential consequences resulting from these impacts.
* Coordinating the preservation and restoration of any natural assets (e.g. key habitat, endangered wildlife, reserves, waterways, water quality).
* Engaging and partnering with iwi/ hapū in natural environment recovery planning and decision making.
* Supporting any rāhui restrictions.
* Ensuring community consultation and involvement in the decision-making process.
* Developing a strategy to maximise use of local resources during clean-up and restoration activities.
* Monitoring any ongoing consequences resulting from hazard impacts and developing strategies to minimise any harmful effects.
* Ensuring that opportunities to incorporate risk reduction are an integral component of any natural environment work programme.
* Engaging with the other recovery environment workgroups and looking for opportunities to collaborate on shared outcomes by involving them in any natural environment project plans.

**Collaboration with the Recovery Office**

The Natural RESG can support alignment with the Recovery Office by:

* Facilitating good information flows between the Natural RESG and the Recovery Office Programme Management & Delivery Function.
* Collaborating with the Recovery Office on establishing and updating recovery objectives and developing recovery work programmes.
* Assisting the Recovery Office in its efforts to build collective situational awareness across all workgroups by sharing timely intelligence on the natural environment.
* Collaborating with the Recovery Office to identify and manage recovery risks and opportunities.
* Coordinating public communications with the Recovery Office.
* Collaborating with the Recovery Office and other RESGs to scope recovery projects that contribute to recovery work programme objectives.
* Developing project teams[[21]](#footnote-22) and leading[[22]](#footnote-23) or contributing to project planning and delivery.
* Sharing project plans with the Recovery Office, including details on project phases, taskings, funding and resource requirements and risk assessments etc.
* Collaborating with the Recovery Office on project related community engagement and public communication activities.
* Adhering to any other Recovery Office project reporting requirements.[[23]](#footnote-24)

**Monitoring and Evaluation**

* Monitor change in the natural environment and stay responsive to evolving needs.
* Engage with affected communities and evaluate the effectiveness of natural environment recovery projects.

**Meeting Schedule**

* The schedule and agenda of RESG planning meetings will be set and managed by the RESG Chair in collaboration with the Recovery Office.[[24]](#footnote-25)

**Representation**

* The Natural RESG Chair (or Deputy Chair) will represent the Natural RESG and maintain the direct relationship with the Recovery Office and other RESG Chairs.

**Potential Natural Environment Membership/ Partners**

* Local level
  + Primary sector stakeholder and advocacy groups
  + Local volunteer groups with an environment focus
  + Department of Conservation (local)
  + Territorial Authority reps for environmental health, waste management and resource consents
  + Public Health
  + Regional Council
  + Hapū and iwi representation
  + Community based natural heritage groups
* CDEM Group Level
  + Regional Council
  + Department of Conservation (regional)
  + Hazard specialists
  + Ministry for the Environment
  + MPI
  + Hapū and iwi representation
  + Environmental Protection Authority
  + Land Information NZ
  + Water Services Regulator
  + Regional Council parks & recreation and river & stream management teams etc.
  + NGO’s (e.g. Forest and Bird)

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 Pre-Disaster Recovery Planning Project and Recovery Capability Development Project, 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 Environment Sector Group Terms of Reference Guide was last reviewed on | 07 July 2025 |
| Next Planned Review Date | March 2026 |
| Guide Reference | **RESGToR\_01** |

1. Refer section 6.5.2, page 66-67, [Recovery Preparedness and Management Director’s Guideline full version (civildefence.govt.nz)](https://www.civildefence.govt.nz/assets/Uploads/documents/publications/guidelines/directors-guidelines/DGL24-20/Recovery-DGL24-20-Full-Version.pdf) [↑](#footnote-ref-2)
2. Refer to Section 6.5, page 63, [Recovery Preparedness and Management Director’s Guideline full version (civildefence.govt.nz)](https://www.civildefence.govt.nz/assets/Uploads/documents/publications/guidelines/directors-guidelines/DGL24-20/Recovery-DGL24-20-Full-Version.pdf) [↑](#footnote-ref-3)
3. Refer section 6.3, page 60, [Recovery Preparedness and Management Director’s Guideline full version (civildefence.govt.nz)](https://www.civildefence.govt.nz/assets/Uploads/documents/publications/guidelines/directors-guidelines/DGL24-20/Recovery-DGL24-20-Full-Version.pdf) [↑](#footnote-ref-4)
4. Further details on the responsibilities of a Sector Group Chair will be articulated in the Recovery Function Guide. This guide is planned and once published, will be referenced here. [↑](#footnote-ref-5)
5. Project teams should involve participants from across all four Environment Sector Groups (where applicable). [↑](#footnote-ref-6)
6. Details on the responsibilities of a Recovery Project Lead will be articulated in the Recovery Function Guide. This guide is planned and once published, will be referenced here. [↑](#footnote-ref-7)
7. Sensitive project related information that can’t be shared with the Recovery Office should be discussed directly with the Sector Group Chair and Recovery Manager. A key outcome of the Recovery Office programme management service is to maintain oversight of all recovery work programmes to avoid duplication of effort and maximise time, resources, and money. [↑](#footnote-ref-8)
8. The Recovery Office Programme Management & Delivery Function can provide support with meeting related administration. [↑](#footnote-ref-9)
9. Further details on the responsibilities of a Sector Group Chair will be articulated in the Recovery Function Guide. [↑](#footnote-ref-10)
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13. The Recovery Office Programme Management & Delivery Function can provide support with meeting related administration. [↑](#footnote-ref-14)
14. Further details on the responsibilities of a Sector Group Chair will be articulated in the Recovery Function Guide. [↑](#footnote-ref-15)
15. This includes clarifying timeframes around when this assistance will be available and criteria for accessing funding etc. [↑](#footnote-ref-16)
16. Project teams should involve participants from across all four Environment Sector Groups (where applicable). [↑](#footnote-ref-17)
17. Further details on the responsibilities of a Recovery Project Lead will be articulated in the Recovery Function Guide. This guide is planned and once published, will be referenced here. [↑](#footnote-ref-18)
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