Disclaimer: This Guide is not doctrine but instead aims to encourage a common approach to regional and local recovery operations, acknowledging that each will have their own local nuances.

This Guide is downloadable in word format and can be modified to suit local circumstances.

Response to Recovery Transition Report GUIDE

**Introduction**

**Purpose of this Guide**

This Guide is an operational tool designed to help the development of a Response to Recovery Transition Report (also known as the ‘Transition Report’).

**What is a Response to Recovery Transition Report?**

A Response to Recovery Transition Report is a handover document managed by the Controller and coordinated by the Planning function in collaboration with other ECC/EOC CIMS functions. Other stakeholders including agencies, iwi and hapū, or specialist advisors may also directly contribute to its development. It is jointly approved by the Controller and Recovery Manager.

The Transition Report summarises the operating environment toward the end of the response phase, usually detailing:

* Impacts from the event and associated consequences (both real and potential)
* Summary of actions taken
* What activities are ongoing or remain outstanding
* Resources that have been used or still being used
* Any remaining risks & opportunities that need to be managed
* Recovery management structures and responsibilities
* Recovery resource and operational requirements

It is a written record detailing the situation when the response phase is winding down and recovery operations are scaling up.

**What does it inform?**

A Response to Recovery Transition Report informs:

* the notice of Transition Period which provides access to the use of recovery powers [if required][[1]](#footnote-2)
* the Initial Recovery Action Plan[[2]](#footnote-3) [[3]](#footnote-4)
* the Recovery Comms & Community Engagement Plan[[4]](#footnote-5)
* Recovery Governance arrangements; and[[5]](#footnote-6)
* the recommended Recovery operational structure & resource requirement[[6]](#footnote-7)

**When should it be completed?**

A Response to Recovery Transition Report is completed after ECC/EOC activations to both wind down the Response and formally transition into Recovery. While all 'active[[7]](#footnote-8)’ recoveries require a Response to Recovery Transition Report, consideration should also be given to preparing one for more minor events, even if the agreed recovery response results in little more than a continuation of business-as-usual service delivery.

In an operating environment where recovery operations are likely to come under increasing scrutiny, a Response to Recovery Transition Report serves as an important event summary and evidence base to support the recovery operational decision-making process.

**Sign Off**

The Controller and Recovery Manager must both sign-off on the Transition Report. They should only do so if they are satisfied it accurately summarises the situation and provides sufficient detail to support continuity of service delivery to affected communities. If arrangements are not in place for recovery operations, consider maintaining response arrangements until recovery functions are established. If this is done, it should be included in the transition arrangements recorded in the Transition Report.

**Who should lead the development of the Transition Report?**

The Controller is responsible for the Response to Recovery Transition Report and usually delegates the responsibility for its preparation to the Planning function. The Recovery function has a substantial role in supporting the development of the Transition Report.

The creation of the Transition Report requires a significant amount of work and engagement. The development of the Transition Report should commence well before the anticipated transition date to ensure a seamless transition into recovery.

Past events have highlighted the failure to plan early for the development of the Response to Recovery Transition Report negatively impacts recovery operations. The Recovery Manager can play a pivotal role in helping to ensure the Incident Management Team gives it timely consideration.

To support an early collaborative planning process, this Guide should be shared with the Controller, Planning and other CIMS functions and used during training exercises so it can be tested and localised pre-event.

Table 1 provides guidance to plan and develop a Response to Recovery Transition Report.

**Table 1: Recommended Steps to Prepare a Response to Recovery Transition Report**

| **Checkmark with solid fill** | **Recommended Actions** | **Notes** | **Recommended Responsible Role or Function(s)** | **Other Recommended Contributing Role or Function(s)** |
| --- | --- | --- | --- | --- |
|  | **Begin scoping the need for a Response to Recovery Transition Report early in the response phase.** | * If not confirmed pre-event, confirm with the Controller who will lead the development of the Transition Report and ensure this is recorded in the EOC/ECC Task Plan. It is important this is confirmed early in the response so that transition planning can begin. * Confirm which function will be coordinating the development of the Transition Report. | Controller | Recovery Manager, Planning Function Manager |
|  | **Gauge the level of event severity and the likely recovery operational requirement** | * Assess the severity of the event using the Recovery Scorecard Assessment Tool to gauge the indicative recovery operational requirements and the level of detail required in the Transition Report. The Recovery Scorecard Assessment Tool is planned and once published will be referenced here. * As situational awareness improves, periodically carry out repeat Scorecard Assessments and use these updated assessments to help further inform your recovery operational structure and resource requirements. | Recovery Manager | All functions |
|  | **If required, raise awareness amongst the IMT of the importance of planning early for the Response to Recovery Transition Report** | * Describe the scope and purpose of the Transition Report to the ECC/EOC Incident Management Team (IMT) and other key partners. Use the Response to Recovery Transition Report Template, examples from previous events, and your Scorecard Assessment to help support your brief. * Emphasise what the Transition Report informs, for example:   + the Initial [Recovery Action Plan](https://www.civildefence.govt.nz/assets/Uploads/documents/recovery/recovery-toolkit/Recovery-action-plan-template-Jul19.docx)   + t[he need for transition powers](https://www.civildefence.govt.nz/assets/Uploads/documents/publications/factsheets/Local-Transition-Periods/Factsheet-local-transition-periods.pdf)   + the scale of recovery operations and resource/staffing requirements; and   + the transition timeframe * Ideally, awareness of the importance of early planning for the Transition Report should be known pre-event by all stakeholders. | Planning Function Lead[[8]](#footnote-9) | Recovery Manager |
|  | **Ensure all CIMS functions understand their contribution to the Response to Recovery Transition Report** | * Brief all functions on their contribution to the Transition Report. * In a large event consider recommending a ‘task team’ be established involving representatives from the appropriate CIMS functions to coordinate the development of the Response to Recovery Transition Report. | Planning Function Lead & Controller | Recovery Manager |
|  | **Map out which functions will need to contribute to the different sections of the Response to Recovery Transition Report** | * Use the Response to Recovery Transition Report Template and previous event examples (available to view in the [NEMA Recovery Toolkit](https://www.civildefence.govt.nz/cdem-sector/the-4rs/recovery/recovery-toolkit#templates)) to brainstorm and note other relevant. Consider contributors beyond other CIMS functions; examples include: other response agencies, NGOs, specialist advisors, iwi and hapū liaisons, community champions etc. * Refer to the Holistic Consequence Analysis (HCA) to help identify required information, level of detail, and what issues will need to be managed or monitored into recovery. * Use the Transition Report Template to mark out contributors to each section. Brief these contributors early on information that will be needed from them. | Planning Function Lead | Recovery function |
|  | **Depending on the scale and severity of the event, identify the critical sections of the Transition Report that must be completed at a minimum** | * The level of detail outlined needs to be agreed between the Controller, Local/Group Recovery Manager and Planning Function Lead. Consultation with the following stakeholders is recommended to discuss recovery priorities, resourcing requirements and information requirements for the Transition Report to support their decision making:   + Chief Executive (CE), if operating at the local level   + Coordinating Executive Group (CEG), if operating at the group level   + Relevant partner agencies e.g. NEMA. * Raise awareness that even in a small event the Transition Report is still useful, as it provides the evidence base to justify how recovery will be incorporated into BAU service delivery. | Controller, Recovery Manager & Planning Function Lead | CE, Governance  NEMA & other partner agencies |
|  | **Collaborate with the Controller to determine when the conditions are right to start transition planning in earnest** | * Once the Controller (in collaboration with the Recovery Manager) has indicated they would like to start transitioning into recovery, the Controller, Planning Function Lead & Group/Local Recovery Manager should jointly hold a planning meeting with all function leads and relevant partner agencies to discuss transition requirements. The agenda for this meeting should include:   + sections of the Transition Report that need to be completed   + the development schedule for the Transition Report, including deadlines and the level of detail required   + any internal administration steps such as updating and tidying up of response phase databases   + the transition timeline required to get a recovery structure and supporting resources in place. * The work done earlier in the response phase to map contributors to the Transition Report will help to inform this planning meeting, and all tasks should be listed in relevant function action plans or the EOC/ ECC information collection plan. | Controller, Recovery Manager & Planning Function Lead | All functions |
|  | **Ensure the working template is hosted in a location where multiple approved users can access it. Make it clear to all parties that information in the document must be treated as private until formal approved release** | * Maintain access and version control to the complete working document. * Send out sections/excerpts of the Transition Report to those agencies or organisations who need to contribute to a specific section. * Ensure any sensitive sections of the document are worked on separately. * Ensure the document has a DRAFT watermark until sign-off. | Planning function | All functions and relevant partner agencies |
|  | **Use a broad range of information sources and ensure information is collected and tracked through the proper channels** | * Remember to look beyond the CIMS functions to other key information sources such as iwi and hapū, NGOs, emergency service liaisons, lifeline utility representatives and other partner agencies. Ideally, brief them face-to-face so they can ask questions, and you can clarify and agree on expectations and timelines. * Follow up any face-to-face planning meetings with an email of the minutes so that there is a written record of any information request. * Record all information requests in the EOC/ECC Information Collection Plan – record point of contact, when engaged and information request details. | Planning function | All functions and relevant partner agencies (particularly those with access to a wider array of networks) |
|  | **Look to utilise the skills, knowledge and capacity of iwi, Council policy writers, expert advisors and other parties (external to the EOC) to help write sections of the Transition Report** | * Consider other sources with capacity and skillset to help put the Transition Report together. Examples could include strategy and policy teams from Council and other organisations. * Don’t forget to ask for advice and support from regions with experience putting together Response to Recovery Transition Report and view the examples in the NEMA Recovery Toolkit. You can also reach out to your NEMA REMA or a member of the NEMA Recovery Team for assistance. | Planning function | Council staff, Recovery function Staff |
|  | **Ensure decision-makers are kept up-to-date on the progress of the Transition Report’s development** | * Provide status updates to the IMT on the development of the Transition Report. * Keep IMT informed on any challenges or issues that could prevent sign-off of the Transition Report (for example response phase databases not being completed to an adequate standard) or information is not forthcoming from a partner agency. * Ensure the Controller is kept regularly updated so that they can adjust the Transition Phase timeline if required. | Planning function |  |
|  | **Use early drafts of the Response to Recovery Transition Report to start conversations on Recovery Governance arrangements, Recovery Office resource & funding requirements, and a final transition date** | * Engage early with the Controller, CE/CEG, Mayor & Group Recovery Office on anticipated Recovery Office resource requirements and transition powers using the draft Report as a basis for the conversation. * Agree on a transition timeline and actions that need to happen prior. | Recovery Manager | Controller, CE, Mayor, Group Recovery Office |
|  | **Use the Transition Report to start compiling initial recovery action & comms plan priorities** | * Use the draft Report to start putting together the Initial Recovery Plan and Communications & Community Engagement Plan. | Recovery function | PIM |
|  | **Send a draft of the Response to Recovery Transition Report to the Group Recovery Manager (if working at a local level) and NEMA for feedback** | * Go through your local Regional Emergency Management Advisor (REMA) and the NEMA Recovery Team (recovery@nema.govt.nz). | Recovery Manager | NEMA REMA, NEMA Recovery Staff |
|  | **Inform all relevant contributing parties on the final Report deadline** | * Continue to monitor progress on any transition actions and information requirements that need to be actioned prior to or during the transition phase. | Planning function |  |
|  | **Use the Transition Report to actively start putting in place the resources and funding for a recovery operational structure** | * Use the draft Report to work with the Controller and the CE/CEG, to identify:   + what response resources (if any) may need to be temporarily rolled over into recovery   + a suitable Recovery Office location and structure (this could involve just absorbing recovery into enhanced BAU service delivery)   + any recovery office resource requirements   + new staffing requirements and recovery office roles   + funding applications for the recovery office and staff positions.   + any event-specific focus areas e.g. tourism or roading outside of the broader environments. | Recovery function | Controller, CE, CDEM Group Manager and/or relevant General Manager |
|  | **Use the Transition Report as the basis to confirm with the Mayor if a Notice of Local Transition Period is needed to access powers for recovery** | * Brief the Mayor and CE/ CEG early (using the draft Report) on likely requirements for the user of powers granted by giving notice of a local transition period and the process to get them approved. | Recovery Manager | CDEM Group Recovery Manager |
|  | **Share the final draft Report with all contributing partners for their final feedback** | * Provide them with the opportunity to see the Transition Report in its entirety. | Planning function |  |
|  | **Ensure the Controller and Group/ Local Recovery Manager are all comfortable with the agreed transition date/time before signing** | * Publicly advise all parties on the agreed handover date. | Planning function |  |
|  | **Prepare for and conduct a Transition Briefing** | * A Transition Briefing must be held so that the Response to Recovery Transition Report can be formally handed over to the Recovery Manager and any ongoing arrangements to ensure service delivery to affected communities are under action. | Controller | Recovery Manager |
|  | **Send a copy of the signed Report to the relevant stakeholders** | * If operating at the local level, send a signed copy to the Group Controller, Group Recovery Manager and NEMA. * If operating at the group level, send a signed copy to NEMA. * Continue to track and keep a record of any further versions to [recovery@nema.govt.nz](mailto:recovery@nema.govt.nz) and to the relevant REMA. | Planning function |  |

# **Response to Recovery Transition Report Examples**

Table 2. provides links to streamlined Response to Recovery Transition Report Templates developed by CDEM Groups in response to small to moderate events as well as examples of fully completed Reports in response to severe or major events. This table will continue to grow over time, and we wish to thank those Groups for sharing their templates and examples.

|  |  |  |  |
| --- | --- | --- | --- |
| **Resource** | **Link** | **Source** | **Note** |
| **Auckland Floods 2023**  **EXAMPLE Response to Recovery Transition Report – Severe Event** | <https://www.civildefence.govt.nz/assets/Uploads/documents/recovery/recovery-toolkit/aem-recovery-transition-report-recovery-toolkit-example-en-jul25.docx> | Auckland Emergency Management |  |
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# **Response to Recovery Transition Report Template**

This section presents a copy of the Response to Recovery Transition Report Template which can be found in the [NEMA Recovery Toolkit](https://www.civildefence.govt.nz/cdem-sector/the-4rs/recovery/recovery-toolkit).

Section headings, highlighted in red in the contents page, identify parts of the Transition Report that should be completed at a minimum. Moderate events and above will likely require the Transition Report being completed in its entirety.

Name and logo of Council

Response to Recovery Transition Report GUIDE

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

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

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

A Response to Recovery Transition Report (sometimes called a Transition Report) is written as response priorities shift to recovery priorities. Its purpose is to capture the end-state of response issues and provide a basis for further recovery planning. The Transition Report should provide the Recovery Manager and Recovery Team with a good situational awareness of the consequences of the emergency, outstanding actions, risks and issues, resources, and key community contacts. A detailed summary of the response at point of transition is unnecessary, only the information that will help the recovery.

The Controller is responsible for the Response to Recovery Transition Report and delegates the preparation to the Planning sub function – Transition Planning. While the preparation of the Transition Report lies with the Planning Function, the Recovery Manager will need to work alongside the Controller to direct the product development and the Recovery function will be required to contribute resource and expertise to the plan. The Recovery function will be responsible for providing specific input and expertise to the Transition Report.

This template helps you step through an assessment of needs and the resources and governance needed to address them.

Tip: Annotate with who should author each section.

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*To automatically update this table of contents, select all text in the document (Ctrl A). Then press key F9. In the pop-up window, select ‘Replace entire table’, then OK.*

# Executive summary

Tip: Consider tasking Planning. Council policy writers may be able to assist. Adjust the wording to reflect the target audience.

A brief, high-level summary of the event (leave detail information for the event summary) to include:

1. Current State: overview of needs, particularly community needs, and the resources and governance needed to address them
2. Strategic Issues
3. Actions and Risks: high-level overview of the risks related to transition as well as any strategic issues that have emerged across the four environments.
4. Outstanding Actions E.g. outstanding response actions and the development of Recovery Action Plan and Communications and Engagement Plans
5. Out of Scope (any roles or function that are out of scope for the Transition Report)

Consider tasking the Intelligence Function. Suggest that the use of powers are recorded throughout the response for reference, which can guide what powers may be required for recovery.

# Emergency and response summary

## Event summary

A more detailed summary of the event, include specific dates/times as well as any maps or diagrams that might help to explain the event.

## Extraordinary powers

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

## Summary of emergency powers exercised

Summary of emergency powers exercised, why they were exercised and any ongoing need for extraordinary powers:

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

Consider tasking the Logistics Function or Council Finance Team to complete this section.

## Expenditure, funding and assistance

### Expenditure generated during response and ongoing costs

|  |  |
| --- | --- |
| Open purchase orders generated during response |  |
| Estimates of pending commitments |  |
| Plans for reimbursement from agencies where flights and accommodation were organised by the ECC/ EOC |  |
| Actions taken to finalise emergency expenditure calculations |  |
| Ongoing costs for response (e.g. chemical toilets, security fencing rental) |  |
|  |  |

## Funding and support

Consider tasking the Logistics, hāpu & iwi, Welfare & the Operations Functions to contribute to this section.

### Ongoing support

|  |  |
| --- | --- |
| Status of ECC, EOCs, welfare centres, community hubs |  |
| Support during response that ends in recovery (e.g. access to free medical assessments) |  |
| Support during response that transfers to recovery |  |
| Other assigned resources | A combination of sources could contribute to this section including: Logistics & Recovery Functions, Council Finance Team, NEMA & key Central Government Agencies such MSD, IRD & MBIE etc. |

### Financial support

|  |  |
| --- | --- |
| Total of Mayoral Relief Funding and donations received |  |
| Available funding and grants |  |
| Take-up of available funding |  |
| Funding applied for, e.g. business support packages |  |
| Assistance likely to be sought from central government *(See* [*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) *on the N*[*EMA Recovery Toolkit*](https://www.civildefence.govt.nz/cdem-sector/the-4rs/recovery/recovery-toolkit) *for a list of potential government funding.)* |  |
| Notes on approval process and criteria |  |

Consider tasking Logistics, Operations, hāpu & iwi, Welfare & partner agency liaisons (e.g. Fire, Police, Council Depot Staff, Fulton Hogan Contractors etc).

## Response staff

|  |  |  |  |
| --- | --- | --- | --- |
| **Role** | **Name** | **Organisation** | **Status (deployment, return to BAU vs working in recovery)** |
| Controller |  |  |  |
| Response Manager |  |  |  |
| Regional Advisor |  |  |  |
| Welfare Manager |  |  |  |
| Lifelines Coordinator |  |  |  |
| Planning and Intelligence Manager |  |  |  |
| Logistics Manager |  |  |  |
| Public Information Manager |  |  |  |
| Operations Manager |  |  |  |
| GIS Manager |  |  |  |
| Iwi and hapū Liaison |  |  |  |
| MPI Liaison |  |  |  |
| FENZ Liaison |  |  |  |
| Air Desk |  |  |  |
| Public Health Liaison |  |  |  |
| Rural Support Trust |  |  |  |
| Police Liaison |  |  |  |
| Roading |  |  |  |
| MSD Liaison |  |  |  |

## Other

Requisitions still in place:

Arrangements still in place to be carried over into recovery:

## Information management

|  |  |  |
| --- | --- | --- |
| Brief description of information gathered and to be gathered | how and where has it been recorded | how it is managed E.g. needs assessments, sit reps, building inspections, risk register, project plans: |
| Needs Assessments |  |  |
| Buildings Inspections Data |  |  |
| Risk Register |  |  |
| Project Plans |  |  |
|  |  |  |

Challenges and outstanding issues:

This section can be informed by the HCA, and function, hāpu & iwi and partner agency status updates.

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

*See Issues to consider about the consequences of an emergency when planning and Reporting on* [www.civildefence.govt.nz](https://www.civildefence.govt.nz/)*.*

## Condition of community affected by the emergency

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

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

Consider tasking the Recovery Function with this section.

## Situations with potential to hinder recovery progress

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

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

Information can be gathered from the HCA, hāpu/ iwi and partner agency SitReps.

## Social environment

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

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

|  |  |  |  |
| --- | --- | --- | --- |
| Group | Extent | Impact | Future needs |
| Deaths | number |  |  |
| Injured People | number |  |  |
| Displaced People | number |  |  |
| Those in temporary accommodation | number |  |  |
| Homeowners/residents |  | Loss of property/personal belongings, security concerns unoccupied properties.  Number of properties placarded |  |
| Children |  | E.g. damage or access to schools, disruption of day-to-day life, isolation |  |
| Tourism industry |  |  |  |
| Older people |  |  |  |
| Differently abled people |  |  |  |
| Iwi and hapū |  |  |  |
| Temporary residents e.g. tourists, holiday makers, migrant workers, homeless, students, prisoners |  |  |  |
| Others E.g. |  |  |  |
| Farmers / rural community |  |  |  |
| Animals |  |  |  |

### Impact and welfare needs assessments

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

### Support carried forward from response

|  |  |  |
| --- | --- | --- |
| Available support | Issues | Future needs |
| Medical services |  |  |
| Psychosocial support |  |  |
| Support for managing issues with animals and pets |  |  |
| Reassurance visits from Police, FENZ Volunteer Fire Chiefs and CDEM Response Teams to affected communities |  |  |
| Assessment of rivers infrastructure/buildings/roading infrastructure with appropriate action identified |  |  |
| Support from MPI to work with effected communities to support animal related issues |  |  |
| Support from Councils/Emergency management Groups |  |  |

### Temporary Accommodation

|  |  |  |  |
| --- | --- | --- | --- |
| Need for temporary accommodation, including number of families and vulnerable people, e.g. children, older people: | Issues, e.g. lack of houses, units, land in or near affected areas: | Arrangements underway, e.g. MBIE’s Temporary Accommodation Service activated: | Arrangements needed: |
|  |  |  |  |
|  |  |  |  |

Data coordinated by Welfare, Operations and Logistics functions can be a key source here.

### Navigators

|  |  |  |
| --- | --- | --- |
| Need for Navigators: | Arrangements underway | Arrangements needed: |
|  |  |  |

Built Environment

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

### Residential buildings

Data gathered by Building Assessment Teams can be a key source for this section. These teams are usually coordinated through the Operations Function.

|  |  |
| --- | --- |
| Type and extent of damage |  |
| Status of demolition, rebuild, repairs and cleaning (completed and required) |  |
| Status of hazardous substances (e.g. asbestos, contaminated land) |  |
| Total outstanding assessments |  |
| How houses were assessed and designated (e.g. under the CDEM Act of under the Building Act) |  |
|  |  |

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

### Commercial buildings

|  |  |
| --- | --- |
| Type and extent of damage |  |
| Status of demolition, rebuild, repairs and cleaning (completed and required) |  |
| Status of hazardous substances (e.g. asbestos, contaminated land) |  |
| Total outstanding assessments |  |
| How buildings were assessed and designated (e.g. under the CDEM Act of under the Building Act) |  |
|  |  |

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

### Community assets

|  |  |
| --- | --- |
| Type and extent of damage, (e.g. schools, halls, hospitals, churches, sport centres, pools) |  |
| Status of demolition, rebuild, repairs and cleaning (completed and required) |  |
| Status of hazardous substances (e.g. asbestos, contaminated land) |  |
| Total outstanding assessments |  |
| How assets were assessed and designated (e.g. under the CDEM Act of under the Building Act) |  |
|  |  |

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

### Roads and rail

**Local roads**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Road Description/name** | **Type and extent of damage:** | **Required repairs and status of repairs** | **Status (open, closed, under traffic management)** | **Traffic Management** |
|  |  |  |  |  |
|  |  |  |  |  |

Information sources could include Council Roading Teams, Waka Kotahi and NZ Rail. Consider tasking the Operations Function with coordinating updates from these agencies.

**National roads**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Road Description/name** | **Type and extent of damage:** | **Required repairs and status of repairs** | **Status (open, closed, under traffic management)** | **Traffic Management** |
|  |  |  |  |  |
|  |  |  |  |  |

**Rail**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Rail Description/name** | **Type and extent of damage:** | **Required repairs and status of repairs** | **Status (open, closed, under traffic management)** | **Traffic Management** |
|  |  |  |  |  |
|  |  |  |  |  |

Information sources could include Ports and harbour authorities. Consider tasking the Operations Function with coordinating updates from these agencies.

### Ports, harbours, airports

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Ports, harbours, airports Description/name** | **Type and extent of damage:** | **Required repairs and status of repairs** | **Status (open, closed, alternatives)** | **Traffic Management** |
|  |  |  |  |  |
|  |  |  |  |  |

### Three waters infrastructure

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Infrastructure description** | **Type and extent of damage:** | **Required repairs and status of repairs** | **Status (out of action, reduce use)** | **Action Taken** |
| e.g. drinking water, wastewater, sewerage, storm water, treatment plants, reservoirs: |  |  |  | e.g. boil water notices, portaloos: |
|  |  |  |  |  |

Consider sourcing information from regional council.

### Stopbanks, flood protection structures and dams

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Description** | **Type and extent of damage:** | **Required repairs and status of repairs** | **Status (open, closed, partial)** | **Action Taken** |
| e.g. stopbank, dam, flood protection schemes |  |  |  |  |
|  |  |  |  |  |

This information can be sourced via the ECC/EOC lifelines coordinator from lifeline providers.

### Lifelines (electricity, fuel, telecommunications)

**Electricity**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Description** | **Type and extent of damage:** | **Required repairs and status of repairs** | **Status (open, closed, partial)** | **Action Taken** |
| e.g.(electricity, fuel, telecommunications |  |  |  |  |
|  |  |  |  |  |

**Fuel`**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Description** | **Type and extent of damage:** | **Required repairs and status of repairs** | **Status** | **Action Taken** |
| e.g. to petrol, diesel and gas supplies: |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

**Telecommunications**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Description** | **Type and extent of damage:** | **Required repairs and status of repairs** | **Status** | **Action Taken** |
| **e.g. Fibre cables, phonelines** |  |  |  |  |

Consider seeking information from the Ministry of Education.

Schools and Colleges

Impact on schools, has access been affected, are the open or closed, impact on daily attendance, staff.

## Natural environment

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

Consider tasking the Regional Council Hazard Analyst with populating this section.

### Hazards

|  |  |
| --- | --- |
| Type of hazard (e.g. rockfall, sink holes, flooding) | Extent of hazard |
| Hazard | Extent |
| Hazard | Extent |
| Hazard | Extent |

### Rivers, coasts and national parks

|  |  |
| --- | --- |
| Type and extent of damage |  |
| Outstanding assessments |  |
| Impact |  |
| Restoration status (completed and required) |  |
|  |  |

### Ecosystems

|  |  |
| --- | --- |
| Type and extent of damage, including hazards |  |
| Outstanding assessments |  |
| Impact |  |
| Restoration status (completed and required) |  |
|  |  |

### Urban landscapes:

|  |  |
| --- | --- |
| Type and extent of damage |  |
| Outstanding assessments |  |
| Impact, (e.g. on access to buildings, parks, roads) |  |
| Restoration status (completed and required) |  |
|  |  |

Possible information sources may include Federated Farmers, MPI, Farmers Mutual Group, Rural Advisory Group and other rural entities.

### Rural landscapes

*If significant rural damage, refer to Rural environment*

|  |  |
| --- | --- |
| Type and extent of damage |  |
| Outstanding assessments |  |
| Impact |  |
| Restoration status (completed and required) |  |
|  |  |

### Water drainage

|  |  |
| --- | --- |
| Status |  |
| Critical issues |  |
| Mitigations |  |

Consider populating this section using information collected from Regional and Local Council Stormwater & Waste Management Teams.

### Debris / Waste management

|  |  |
| --- | --- |
| Status (e.g. removal and disposal of silt and debris, contaminated waste and land) |  |
| Critical issues |  |
| Arrangements made (e.g. with agencies, insurers, Natural Hazards Commission (NHC), companies) |  |
| Mitigations |  |
| Outstanding matters |  |

### Land contamination

|  |  |
| --- | --- |
| Status |  |
| Critical issues (including pre-existing, e.g. of farmland and pastures) |  |
| Status of environmental testing (underway and to be initiated) |  |
| Outstanding assessments |  |
| Arrangements made and outstanding (e.g. with agencies, insurers, NHC, companies) |  |
| Mitigations |  |

Consider using information gathered from DOC, Fisheries, Regional Council, farmers, community-based restoration groups.

### Damage to fauna and flora

|  |  |
| --- | --- |
| Status |  |
| Critical issues (e.g. impacts on forests, natural habitats) |  |
| Outstanding assessments |  |
| Arrangements made and outstanding (e.g. DOC) |  |

Consider using information gathered from Council Business Development Teams, Chamber of Commerce representatives, and agencies like MBIE, IRD, WINZ, MPI to populate this section.

## Economic environment

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

Employment / Business resumption

|  |  |
| --- | --- |
| Impact on businesses, including small businesses, primary production, factories |  |
| Actions taken to support return to work, e.g. providing shuttles |  |
| Impacts on tourism |  |
| Impacts on the rural economy: (or refer to separate rural section) |  |
| Outstanding assessments |  |
| Arrangements underway, e.g. with MBIE and MPI |  |

### Insurance

Consider using information gathered from the NZ Insurance Council, EQC or directly from insurance companies.

|  |  |
| --- | --- |
| Claim and assessment statistics: |  |
| Information about non- and under-insurance: |  |
| Engagement with insurance providers, Insurance Council NZ, NHC: |  |
| Need for Residential Advisory Services: |  |
| Information about business insurance: |  |

Consider using information gathered from heritage, conservation and cultural groups, historical societies etc.

## Other recovery environments

Depending on the event, users can split out the recovery environments further. This could include a section on the rural, cultural or political recovery environments as an example.

One common example is the inclusion of a section on the rural environment, this section will often provide:

|  |  |
| --- | --- |
| Overview of status of rural areas and critical issues, including damage to farmland, stock, crops, affected businesses, and psychosocial issues. |  |
| Impact on animals: |  |
| Rural needs assessments: |  |
| Outstanding assessments: |  |
| Arrangements underway, e.g. with MPI, RST, Enhanced Task Force Green: |  |

## Areas with potential to re-escalate

Areas or situations with the potential to re-escalate the emergency, e.g. forecast weather, on-going seismic activity, remaining flooding, ongoing volcanic activity:

Consider including a section outlining the make-up of Recovery Governance and a link to its Terms of Reference, this is often presented in the form of a diagram.

# Governance arrangements

## Recovery Governance

Outline recommended Recovery Governance Structure

## Recovery Managers

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

## Response Handover

|  |  |  |  |
| --- | --- | --- | --- |
| CIMS function | Name of Lead | Handover to | Date handed over |
| E.g. PIM, Planning, Ops |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

## Recovery Leads

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

Known/confirmed Leads for recovery projects teams, environments etc.

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

## Plans

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

Consider including a recommended plan for standing up a Recovery Operational Structure (if required) including a timeline and resource requirements.

Plans to be developed:

## Reporting

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

* Status Report
* Report to CEG
* Report to Joint Committee
* Reports to NEMA
* Internal Reports, e.g. to Council
* Other

|  |  |
| --- | --- |
| Type of Report | Description and link |
| Report #1 |  |
| Report #2 |  |
| Report #3 |  |
| Report #4 |  |
| Report #5 |  |

## Upcoming Meetings and Forums

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

# Engagement and communications

## Engagement plans

Key partners, including hapū & iwi, community leaders, representatives from the community, private sector and other interested parties involved in response and likely to continue or should be involved in recovery.

Links to any engagement plans already drafted from response/or used in response that can continue into recovery:

## Engagement with key partners

### Iwi and Hapū Partnership

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

|  |  |
| --- | --- |
| Iwi and hapū engagement underway: |  |
| Iwi and hapū engagement to be planned, e.g. Hui: |  |
| Initiatives underway: |  |
| Initiatives to come: |  |

**Iwi and** hapū **contacts**

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

|  |  |  |
| --- | --- | --- |
| Iwi and hapū | Name | Contact Details |
|  |  |  |
|  |  |  |
|  |  |  |

## Other key stakeholders

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

|  |  |
| --- | --- |
| Engagement underway, e.g. with government agencies: |  |
| Engagement to be planned: |  |
| Initiatives underway: |  |
| Initiatives to come: |  |

**Contacts**

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

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

## Community engagement

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

|  |  |
| --- | --- |
| Community engagement underway: |  |
| Community engagement to be planned: |  |
| Community initiatives underway: |  |
| Community initiatives to come: |  |

**Community contacts**

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

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

## Communications plans

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

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

## Upcoming Meetings and Forums

| Lead organisation | Name | Who attends | Dates/frequency |
| --- | --- | --- | --- |
| Recovery team | Community Meetings | Face to face community meetings with the following communities |  |
| Recovery team | Enhanced Taskforce Green Governance Group |  |  |
|  |  |  |  |

# Short term resource analysis

Consider also including Recovery Office resourcing needs.

The Recovery Action Plan will cover medium and long term resource allocation. Resource allocations for short term actions are summarised below.

## Analysis of high and medium priority short term resource needs

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

## Risks

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

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

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

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

# Outstanding actions

Details of response action plan in place at time of transition (*append the plan*)

## Agencies and organisations with outstanding response actions

Transfer from responsible agency or organisation in response, to responsible agency or organisation in recovery or business as usual, e.g. District Council, CDEM Group, Regional Council, NZ Transport Agency, MBIE, MPI, MSD.

| Action # | **Outstanding response action** | **Expected outcome** | **Transfer from** | **Transfer to** | **Responsible person** | **Priority** | **Timing** | **Rating** | **Expected completion date** | **Status** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  | High, Medium, Low | Short, Medium or Long term | Red, orange yellow as per below |  | E.g. Not started, On track, Complete |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |

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

# Source documents

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 Response to Recovery Transition Report Template and Guide was last reviewed on | 07 July 2025 |
| Next Planned Review Date | November 2025 |
| Guide Reference | **RRTRG\_01** |

1. Part 5b, Civil Defence Emergency Management Act 2002 [↑](#footnote-ref-2)
2. [Section 11.2 *The first Recovery Action Plan*, Recovery Preparedness and Management Director’s Guideline](https://www.civildefence.govt.nz/assets/Uploads/documents/publications/guidelines/directors-guidelines/DGL24-20/Recovery-DGL24-20-Full-Version.pdf) [↑](#footnote-ref-3)
3. [Section 4.12.3 *Transitioning to recovery,* CIMS – 3rd edition](https://www.civildefence.govt.nz/assets/Uploads/documents/cims/CIMS-3rd-edition-FINAL-Aug-2019.pdf) [↑](#footnote-ref-4)
4. [Section 12.11 *Community involvement and engagement*, Recovery Preparedness and Management Director’s Guideline](https://www.civildefence.govt.nz/assets/Uploads/documents/publications/guidelines/directors-guidelines/DGL24-20/Recovery-DGL24-20-Full-Version.pdf) [↑](#footnote-ref-5)
5. [Section 8.4 *Recovery governance*, Recovery Preparedness and Management Director’s Guideline](https://www.civildefence.govt.nz/assets/Uploads/documents/publications/guidelines/directors-guidelines/DGL24-20/Recovery-DGL24-20-Full-Version.pdf) [↑](#footnote-ref-6)
6. [Section 8.6 *Recovery coordination arrangements*, Recovery Preparedness and Management Director’s Guideline, Section 12.4 *Establishing a Recovery Team*, Recovery Preparedness and Management Director’s Guidelines.](https://www.civildefence.govt.nz/assets/Uploads/documents/publications/guidelines/directors-guidelines/DGL24-20/Recovery-DGL24-20-Full-Version.pdf) [↑](#footnote-ref-7)
7. An ‘active’ recovery is a recovery operation requiring a level of CDEM coordination. [↑](#footnote-ref-8)
8. If the Recovery function is tasked with the coordination of the Transition Report’s development (instead of Planning), then any tasks assigned to the Planning lead or function in this table should be replaced with the Recovery Manager or Recovery function. [↑](#footnote-ref-9)