

## Overview

This standard is about leading and managing recovery programmes or workstreams to ensure a coordinated approach and resilient outcomes. It covers establishing lead organisations, setting policy, defining strategic frameworks, and implementing governance and accountability structures. It also emphasises enabling affected individuals to engage in decision-making, monitoring, and evaluation at all levels.

It addresses the need to manage risks, finances, and resources while balancing recovery demands with essential services. Those involved must adapt plans to meet evolving needs and political sensitivities, establish evaluation frameworks, and monitor impact to ensure accountability. The standard also covers programme closure, ensuring recovery objectives are met and benefits are realised

## Performance criteria

### *You must be able to:*

1. assess short and long-term recovery needs and challenges across political, economic, social, technological, legal, and environmental domains
2. interpret legislation and guidance to identify responsibilities, priorities and approaches to recovery programming
3. identify partners and stakeholders in recovery, referring to and updating relevant partnership engagement, communication and accountability strategies in line with legal and organisational policies and procedures
4. coordinate skilled recovery experts to advise on programme policy and management
5. establish a lead organisation, recovery policy and strategic delivery framework to manage recovery programmes
6. provide leadership through clearly defined roles and structures
7. define risks to the recovery programme and achievement of intended outcomes including governance and management capabilities
8. implement integrated assessments, data management and data security systems to enable the management and coordination of recovery workstreams
9. balance recovery demands with maintaining essential services and scaling back non-essential operations
10. manage political considerations and sensitivities in recovery
11. enable affected communities to participate in recovery policy, delivery, monitoring, and evaluation
12. adapt priorities, plans and approaches based on changing needs and demands
13. manage resources, supply chains, and financial mechanisms to ensure efficiency, transparency, and impact in recovery operations
14. work collaboratively to maintain dynamic risk assessments and preparedness for concurrent incidents whilst proactively communicating risks to partners and stakeholders
15. establish frameworks and conduct regular monitoring and evaluation to assess recovery impact and ensure accountability
16. develop and implement an exit strategy for closing recovery programmes, including benefit realisation reviews
17. undertake continuing professional development and share evidence based good and innovative practice with partners, communities and stakeholders

## Knowledge and understanding

### *You need to know and understand:*

1. relevant legislation, policy, guidance and good practice in recovery management
2. roles and responsibilities of partner organisations and stakeholders in recovery
3. the concept of risk and associated terms and how they are used in different sectors
4. the concept of recovery, factors that influence the pace and effectiveness of recovery and the principles of good recovery management
5. the range of recovery activities and workstreams to be managed
6. political considerations in recovery and strategies to manage them
7. systems approach to recovery policy, planning, and evaluation
8. principles of data management, data security, and integrated assessments for effective recovery programme coordination
9. the impact of recovery demands on strategic risks, continuity, and concurrent incident response
10. methods for monitoring evolving recovery needs and adapting programme priorities
11. how to maintain relevant community risk assessments during dynamic recovery
12. principles of resource management, procurement, supply chain coordination, and financial oversight in recovery programmes
13. approaches to community and public engagement at programme and policy levels, and how to integrate local engagement
14. potential tensions between the demand for visible progress and the pace of recovery activities and how to ensure reasonable timeframes and manage expectations
15. methods for monitoring and evaluating the impact of public and community interventions and the processes for ensuring accountability
16. the role of reflective practice in evaluating performance, identifying areas for improvement and professional development

## Glossary

### Financial Assistance

Financial support provided to affected individuals, households, and businesses to cover recovery costs. It may come from various sources, including national government programmes, local government, charities and foundations, or public donations.

### Impact Assessment

The evaluation of direct and indirect impacts – loss and damage on individuals, communities, infrastructure, the environment, and organisations. Supports decision-making on response actions and recovery planning.

### Recovery Programmes

Initiatives focused on restoring and improving the assets, infrastructure, social, environmental, and economic conditions of affected communities. These programmes aim to enhance resilience by ensuring sustainability and "build back better" principles to reduce future risks.

### Recovery Support Services

Essential support provided to ensure that impacted individuals can quickly access the resources they need for recovery

Manage recovery programmes or workstreams

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**Relevant Occupations** Health Professionals, Police Officers, Public Service and other Associate Professionals, Public Services, Public Services and Care, Resilience and Emergencies Professional: Fire Officer

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**Suite** Resilience and Emergencies

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