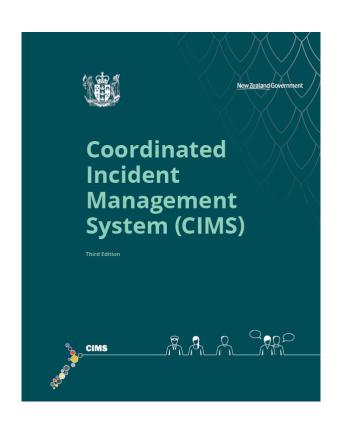
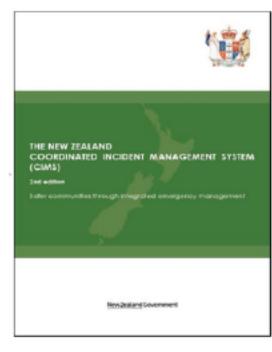
Coordinated Incident Management System (CIMS) 3rd Edition - Overview & Refresher

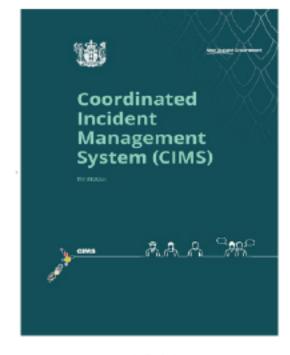


NZ CIMS Editions – Release History





2014



1998

2019

CIMS 3rd Edition Timetable

- 1st August 2019 3rd edition approved by Hazard Risks Board
- 1 Aug to 31 Dec 2019 **Transition Phase** from 2nd to 3rd Edition
- 1 Jan to 30 June 2020 Implementation Phase training, exercising and documents updated from 2nd to 3rd edition
- 1 July 2020 CIMS 3rd edition becomes official CIMS edition to be used in all response and training

Ref: https://www.civildefence.govt.nz/assets/Uploads/CIMS-3rd-edition/CIMS-3rd-edition-Communications-Plan.pdf



Quick Overview of Changes

CIMS 3rd edition—What are the changes and what does this mean?

Change timeline

CIMS 3rd

released

DEC 2019

Responses will reflect CIMS 2nd edition

CIMS 3rd edition guidance)

(although as far as possible taking on boa

Fraining delivery will still use CIMS 2nd

CIMS 3rd edition will start to be recognised

Training will be actively transitioning to

Transition complete by 30 June 2020 with

reflecting CIMS 3rd edition

CIMS is New Zealand's Coordinated Incident Management System. The expectation of the Government is that government agencies and emergency services use the latest version of CIMS as a common operating model to ensure that responses are managed and coordinated consistently.

CIMS was first established in 1998 with the publication of the 1st edition (also known as the 'blue book'). Building on experience gained since 1998, the 2nd edition was published in 2014. CIMS 3rd edition builds on the previous editions: it does not introduce wholesale doctrinal change but rather a number of enhancements and new concepts which are detailed below. CIMS 3rd edition gives effect, where relevant, to Government recommendations to the August 2018 Technical Advisory Group's report, 'Better Responses to Natural Disasters and other Emergencies' ("TAG report").

The success of the CIMS 3rd edition implementation is dependent on how well embedded it is across agencies. This document aims to support embedding within agencies through summarising key aspects introduced by the new edition onto one page.

What are the key changes and why?

CHANGE	SECTION	WHY?				
Ten Principles of CIMS becomes 3 x Principles and 9 x Characteristics	2.2	To simplify focus and give effect to continuous improvement. Many of the principles in CIMS 2nd edition were characteristics of a good response. The three principles articulate the fundamental elements that underpin CIMS, while the characteristics are the features and qualities that define CIMS.	What do the changes mean? Things to consider			
Inclusion of engaging with iwi/Māori	2.4	As per TAG report—to ensure response and recovery actions meet Treaty obligations to Māori.	For agencies:			
More emphasis on the holistic consideration of all the consequences in response	2.8	To ensure staff involved in the response look beyond the immediate situation, considering all impacts and ensuring all relevant agencies are involved, to improve situational awareness across the response and integration between Response and Recovery.	CIMS support materials - Do you need to change any contingency plans? SOPs? Training? Support materials? If so, factor the timeline provided into your revisions schedule.			
Inclusion of Recovery Manager in the IMT	2.9.2	To improve integration between Response and Recovery.	 Changes to sub-functions - Will this impact on the skills your people need to perform within 			
Introduction of Incident Classifications	3.2	To enable differentiation of responses by complexity level.	the CIMS functions and/or on the way they engage and work in responses? Do you need to upskill staff to perform the role(s) or do some refresher training that incorporates changes			
Enhanced description of 'Governance'	3.3	To provide improved guidance on the role of governance in response and recovery and support sector-wide consistency.	made?			
Introduction of 'Strategic Communications'	3.3.3	As per TAG—to ensure that elected officials, chief executives and key stakeholders are engaged with and supported at the right level, and provided with the right information.	 Embedding changes—Who needs to know about the changes? How are you going to ensure that those who need to know do know? What changes will be hardest to embed? Do you need 			
Changes to the sub-functions within all functions	4	To reflect current practice and developments in thinking	do something beyond revising SOPs and existing training?			
			For individuals:			
Inclusion of 'A networked hierarchy' concept	4.3	To support understanding of how staff from different parts of a response must combine and coordinate their actions within a CIMS hierarchy, in order to operate effectively	Staff who have previously undertaken in-house CIMS training: Read the new edition an			
Introduction of prefixes to go with 'Controller' and introduction of 'Lead Controller'	4.4.1 & 2	Multiple controllers can exist in the same response but there is only one lead controller'. This serves to clarify which Controller is being referred to.	familiarise yourself with the changes. Your agency will direct you in regard to whether you ne to attend any new training.			
Separating out of the 'Safety' function	4.4	To ensure that the necessary prominence is given to safety.	 CIMS unit standard holders: These standards remain valid nationally irrespective of CIM 			
Introduction of 'Deputy Controller'	4.4.4	To ensure consistency of understanding in relation to this role and how it is applied during response	manual version changes. You do not have to repeat training however it is recommended that you read the new edition and familiarise yourself with the changes.			

Click here to download a one-page PDF highlighting the difference between CIMS 2nd and 3rd editions

Click here to download a PDF of the significant changes made between the editions

Expectation of When CIMS is Used

It is expected that CIMS will be used by the emergency services and all government agencies for the effective response and management to all types of hazards and risks (including SAR).

Principles and Characteristics

Principles are the fundamental tenets on which incident management is based.

Characteristics are the features and qualities that define CIMS.

Three CIMS Principles

1. Responsive to community needs / Urupare ki ngā hiahia hapori

2. Flexibility / Ngāwaritanga

3. Unity of effort / Mahi ngātahi

Nine CIMS Characteristics

- 1. Common structures, roles and responsibilities
- 2. Common terminology
- 3. Interoperability
- 4. Management by objectives
- 5. Consolidated planning
- 6. Integrated information management and communications
- 7. Coordination of resources
- 8. Designated response facilities and locations
- 9. Manageable span of control



Lead Agency / Support Agency

The Lead Agency

- Dictated by legislation, protocol or agreement
- Has the mandate to manage the response
- Appoints the Controller

A support agency

 Provides support to the lead agency in a response. The lead agency tasks and coordinates support agencies' resources and actions.



SAR Lead Agency / Support Agencies

SAR Lead Agency

- NZ Police will be the lead agency for all Category 1 SAR
- Maritime NZ, through the Rescue Coordination Centre NZ, will be the lead agency for all Category 2 SAR

SAR Support Agencies

- LandSAR, Coastguard, Surf Life Saving, NEMA / CDEM Groups, Ambulance, Rescue Helicopters, etc.
- NB Police may be support to RCCNZ in a Cat 2 SAR



Control – Across all agencies

Control – (Lead Agency)

Command

Control – the authority to set objectives and direct tasks across teams, units and organisations within their capability and capacity.

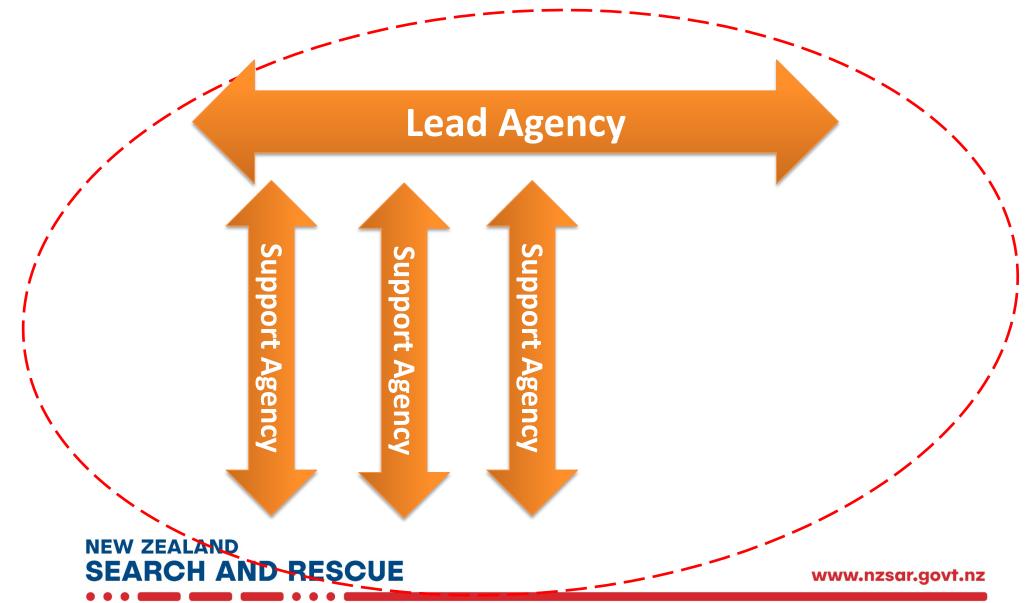
Command – within an agency

Control

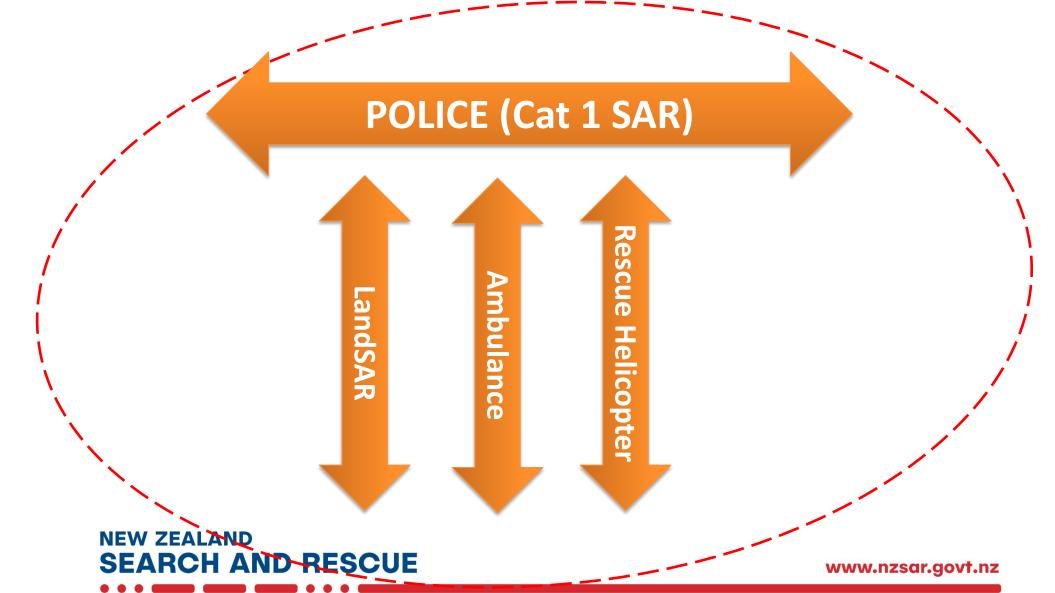
Command
(Support Agencies)

Command - the authority within a team, unit or organisation and includes the internal ownership, administrative responsibility and detailed supervision of personnel, tasks and resources.

Coordination of all resources



Example SAR Control, Command, Coordination



Unified Control

Allows for two or more Controllers from different agencies to be integrated into one Control function. This does not affect any individual agency's authority, responsibility or accountability.

The agencies forming Unified Control can change as the incident develops.

Should be considered when:

- More than one agency has a mandate to manage a particular incident; or
- The lead agency determines that a joint approach will be more effective.



Response Levels



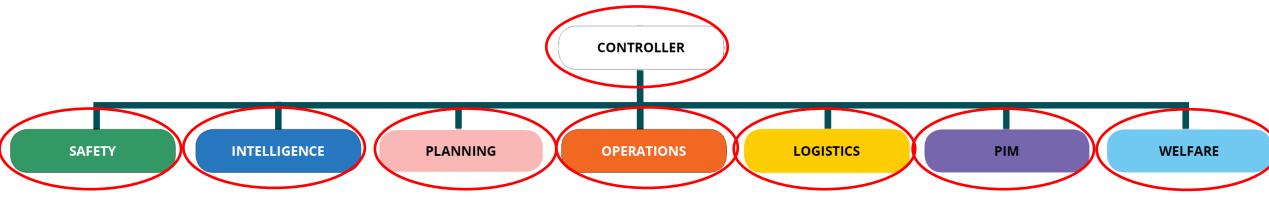
CIMS Functions / Incident Management Team

The number of people and types of skills required for an incident management team will vary depending on the size and complexity of the incident.

In all cases, the Incident Controller will be appointed / determined by the Lead Agency.



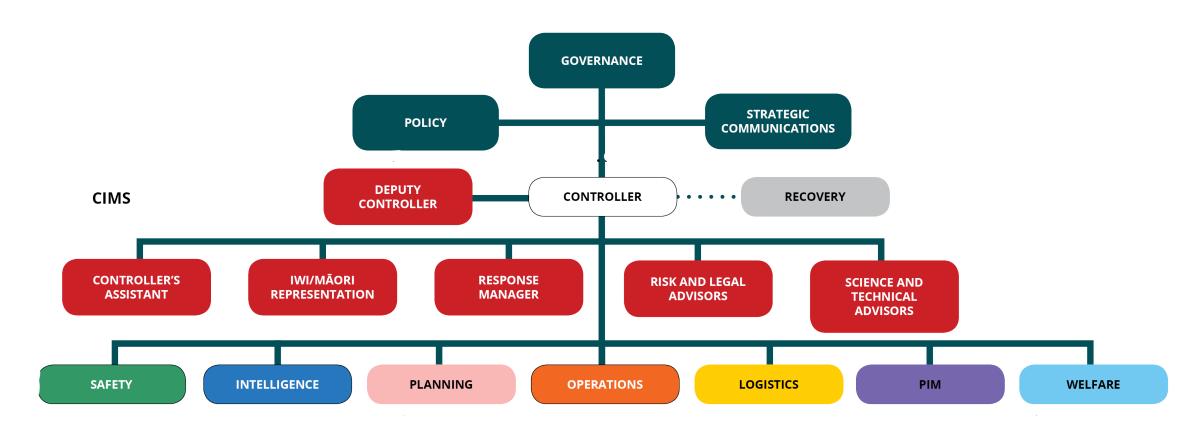
Incident Management Team – Primary Functions and Role Overview



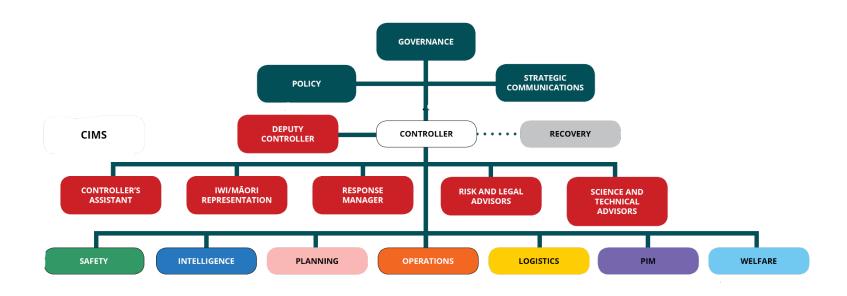
- "I'll be responsible & accountable"
- "I'll oversee responders and public safety"
- "I'll gather and analyse information"
- "I'll plan it"
- "I'll make sure someone does it"
- "I'll get it, transport it, keep track of it, help with it, etc. etc."
- "I'll let people know"
- "I'll look after the affected people"



Full CIMS Structure

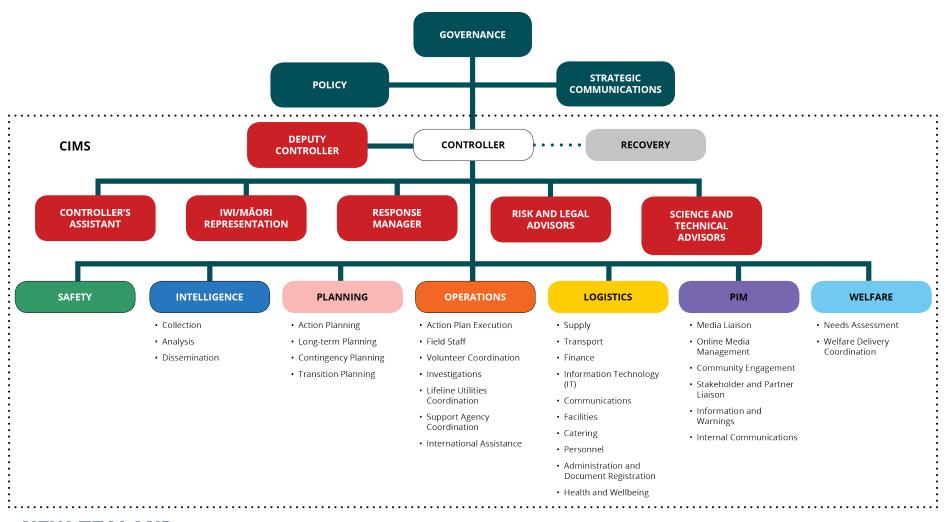


Advisors



All the advisors, in the red coloured boxes, are people that can be brought into coordination centres to advise and assist the Controller and IMT. Usually, these advisors are not brought in at the Incident level.

Sub Functions of the Roles



Scaling the Response

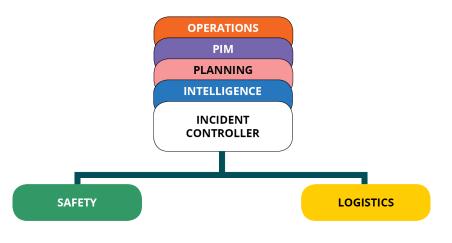
The response to any incident is scaled based on the size, complexity and span of control required.

CIMS functions can be combined so that one individual takes on the responsibilities of two or more IMT roles.

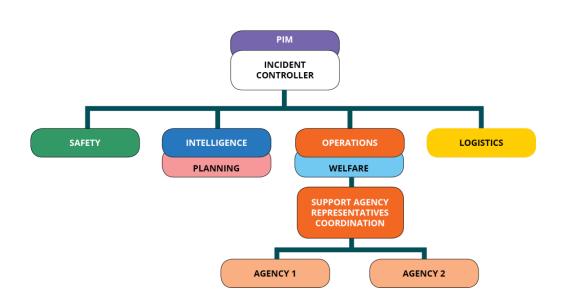


Example - Single Agency Response



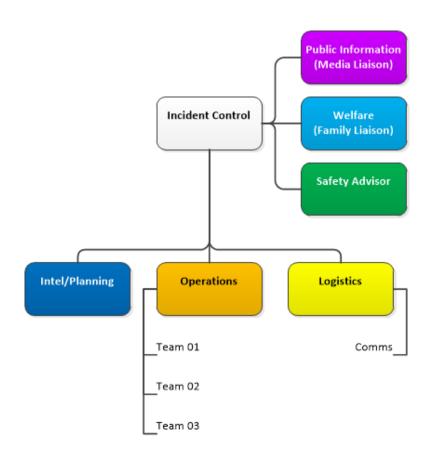


Example - Multi Agency Response

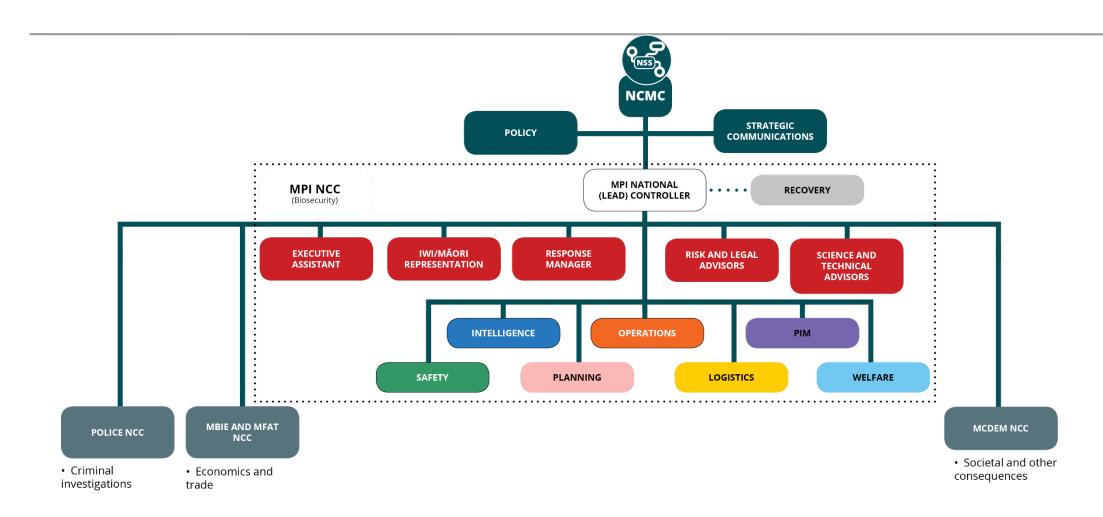




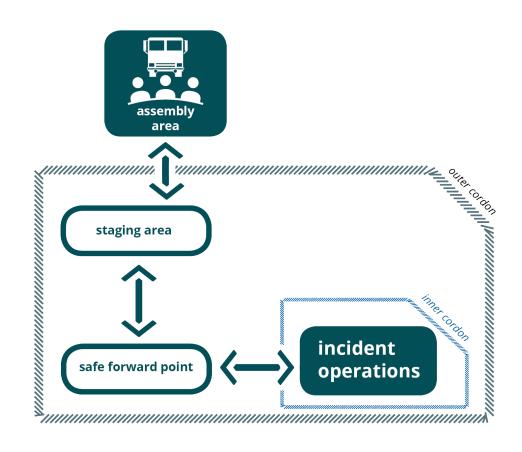
Example SAR Response



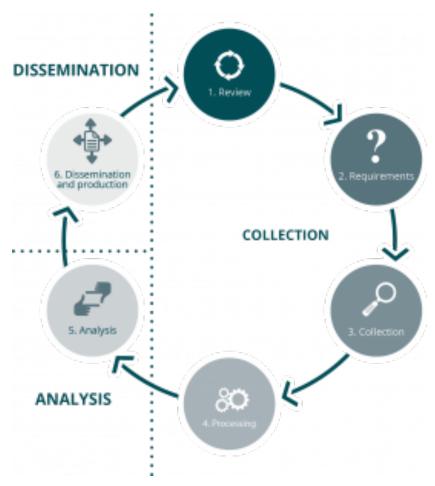
National Level Response Example



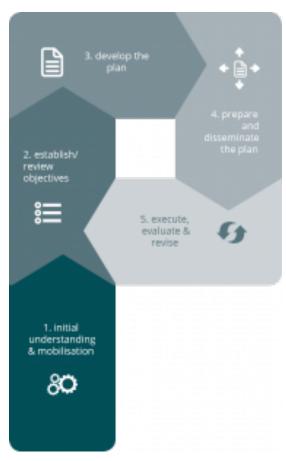
Incident Level Response Facilities and Locations



Intelligence Cycle



Planning Cycle – the Planning 'P'



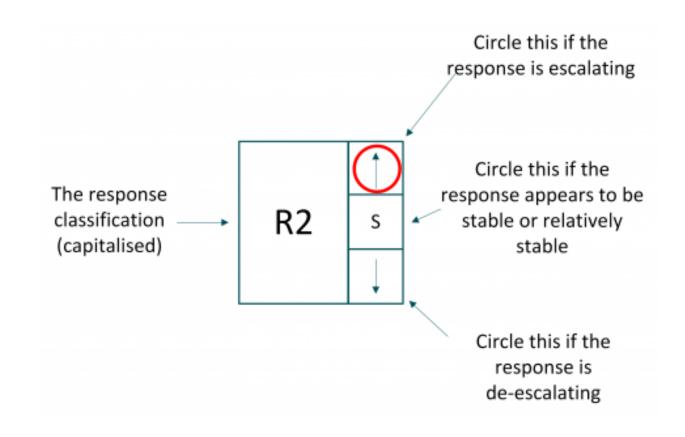
Incident Classification System

CIMS 3rd edition has introduced a system to classify incidents

This classification system will be used on documents such as Action Plans and Situation Reports to give a quick guide to how an incident is progressing.



Incident Classification System



Incident Classification system

		Severity					
		1	2	3	4		
		Minor	Moderate	Major	Severe		
		N1	N2	N3	N4		
	National	A minor national	A moderate national	A major national	A severe national		
	(N)	level response	level response	level response	level response		
		R1	R2	R3	R4		
	Regional	A minor regional	A moderate regional	A major regional	A severe regional		
vel	(R)	level response	level response	level response	level response		
Response level							
uod		L1	L2	L3	L4		
Resi	Local	A minor local level	A moderate local	A major local level	A severe local level		
	(L)	response	level response	response	response		
		ln1	In2	In3	In4		
	Incident	A minor incident	A moderate incident	A major incident	A severe incident		
	AND (In)	level response	level response	level response	level response		
	I AND RES						

		Severity					
		Examples of aspects to be	1	2	3	4	
		considered	Minor	Moderate	Major	Severe	
Category	Consequences/ impacts	Health and life, infrastructure, culture, community, Treaty obligations, reputation, trade, economy, environment, shelter and accommodation, recovery	A small number of the population in the area are / would be / could be impacted	Some of the population in the area are / would be / could be impacted	Many of the population in the area are / would be / could be impacted	A majority of the population in the area are / would be / could be impacted	
	Resources	Capacity and capability to manage (e.g. availability of technical expertise and resources, responders) and finances available	Manageable within available resource and capacity	Requires some allocation of resource	Resource limits and capacity are full	Resource limits and capacity are exceeded	
	Public, political and media interest	Degree of expected public, political and media interest (i.e. local interest only, through to global interest), and at what level it should be managed	Minimal to no interest Routinely managed	Some degree of interest Senior leadership and executives are engaged	Significant degree of interest Elected officials and ministers are engaged	Global interest Elected officials and ministers are engaged	
	Response and recovery characteristics	Containment, stability, location, spread, number of entities involved, urgency, novelty (e.g. a new event, agencies working with unfamiliar partners etc.), disruption, decisions required, timeframe / expected duration, cost	Familiar/routine/ predictable Known solutions to familiar/routine/ predictable problems	Mostly familiar/routine/ predictable with some degree of irregularity Known solutions to known but irregular problems	Mostly irregular with some degree of familiarity and predictability Mostly known solutions to irregular and possibly unknown problems	Unfamiliar/ unprecedented/ unpredictable Unknown solutions to unknown problems	

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CIMS Role Profiles

The following slides have part of the role profiles for the CIMS managers at different levels. The last slide in this section has a link to the full PDF for each function.

Controller

The Controller exercises response leadership through overall responsibility and coordination of all activities and personnel involved in the response, managing the interface between agencies, organisations, communities and people responding to, or affected by, the incident. Outputs for the control function across response levels include: Response objectives, response structure, incident classification, strategic direction (with Governance or executive), incident decisions and approvals.



Establish and lead the response

Provide direction Relationships and engagement

Context at Incident Level

- Focused on incident, so narrower focus on the site or area
- Tactical and operational response
- Operational staff may be performing roles as part of their BAU, which means they are familiar and practised in their roles.
- Onsite and area support within multi-agency coordination
- Decisions are faster, operational and in known territory, and/or made with less consultation from Governance.
- May hand over or work to a more higher-level Controller as the response ramps up or its extent becomes more apparent
- Limited call on resources initially initially making do with what is there at the time
- Response timeframes are likely to be shorter at Incident or Local level, and progressively longer and more strategic at Regional and National levels.
- Controller may manage across functions and may also have an operational role
- Governance arrangement may be informal, and likely to be drawn from responding agency/agencies

Incident Classification

As a response moves up the scale:

- Planning becomes more complex when dealing with unfamiliar and unpredictable situations – more contingency planning, more options
- Innovative thinking becomes more important but higher risks when it comes to doing things differently
- Can't use the same processes when doing different things
- Risks are harder to control
- Stress increases when people are dealing with unfamiliar situations, there is higher uncertainty and you are asking them to do things differently
- · Informal to formal engagement
- Complexity of interactions increase
- Agency and political interest increases
- Wider range of vested interests and need to meet the needs of different stakeholders
- Increase in the range of tools and approaches used for engagement

Context at Local Level

- Governance involvement may be informal or follow existing patterns in the lead agency or council – taking into account governance/executive realities of partner agencies
- A wider focus and possibly a range of sites
- IMT can be a small team and can have a mix of skills and expertise potentially capability and expertise gaps, including in governance, in more complex or longer-running response
- More integrated work required between functions and agencies
- Most engagement uses existing networks
- People and politicians have a direct interest and responsibilities at this level and may well be personally affected
- Power differentials to deal with, including senior people from numerous agencies
- · Iwi and community inclusion critical at this level
- Focus is operational, but longer-term and strategic considerations and planning are increasingly important

Context at Regional Level

- · Governance arrangements increasingly formalised
- · Multisite or single site with scale and complexity
- Focus on is more on execution via tasking and delegation
- More focus on emerging challenges and longer-term changing situation estimates via work with Intelligence
- Structure of team related to the nature and needs of the incident – focus and scale of effort will change within functions
- Understand the different capabilities that are required at the regional level and how this impacts delegation
- Alignment of actions across the different levels of response.
- Multi-iwi and wider community interests and coordination important potentially challenging to maintain
- Alignment of situational awareness, resource distribution, communication and actions across the different levels of response is a critical part of the response at this level.

Context at National Level

- Directing the overall response at this level, working across Controllers at other levels of response
- Key role for Controller to understand how they assist and support at other levels of the response, and the organisations, resource, people they can all on
- Increase in the range of engagement and the tools, events and interactions through which engagement takes place
- High stakes political and stakeholder relationships, including industry
- Work at Ministerial level and understanding of machinery of government
- More formal deliberate and planned engagement at multiple levels
- Alignment of situational awareness, resource distribution, communication and actions across the different levels of response
- · Reputation management becomes critical

Controller Knowledge, skills and experience

- Extensive response experience with a highly developed understanding of what each function does and how they need to work together to deliver
- Whole of response perspective including understanding of the implications of response objectives and plans in terms of priorities and outputs for the response as a whole
- Understanding of machinery of government at national level (From Regional level) and ability to navigate difficult political issues
- Experience managing a team or teams in complex and pressured contexts
- Ability to build a constructive, inclusive and positive culture in a difficult and pressured environment
- Inclusive ways of operating, supporting evidence based thinking and active debate of options and alternatives
- Understanding of iwi relationships and dynamics and cultural capability to work in partnership
- Strong engagement and influencing skills across a range of stakeholder perspectives including industry/commercial
- Forward looking and strategic perspective across a range of issues including climate, technology, demographics, social structures, international and trade relationships
- Self-awareness, ability to handle pressure, calmness, selfregulation
- Ability to understand all the complex pieces but keep it simple
- Decision-making ability to apply a range of models and approaches, including for decisions made with incomplete or unreliable information, under uncertainty, forced decisions
- Personal presence and credibility as a spokesperson, with ministers, stakeholders, media and response personnel

Safety

Expert advice and influencing

Systems, monitoring and reporting

Practice and culture shifts

Set up and manage the H&S team

Health and Safety provides expert advice and oversight on issues relating to safety, health and wellbeing within an incident. The function supports the Controller to ensure that all those involved in the response are kept safe in accordance with the requirements of the *Health and Safety at Work Act 2015*. Outputs for Health and Safety across response levels include: Liaison structure, safety risk register, documentation of decisions and actions

Regional Level (R)

Builds on tasks identified at Local level

National Security
Workforce
National Level (L)

Builds on tasks identified at Local and Regional levels

Incident Level (I)

- Ensure responders are following their routine agency/employer H&S procedures; know what those procedures are
- Assess/identify/advise on risk as an integral part of planning and selection of strategy and tactics
- Ensure dynamic risk assessment is being done (including by contractors)
- Ensure feedback loops are working well accident reports, near misses, any other relevant information from the field (including from contractors)
- Ensure a system/process is in place which monitors and
 ensures that volunteers are given the same level of health
 and safety protection as paid workers. The implementation
 of any system/process will be determined by what is
 reasonably practicable for the specific event and includes
 (but is not limited to) providing the necessary information,
 training, instruction, and/or supervision to do the work
 safely
- Ensure correct H&S processes are in place and being used consistently
- Manage and report on incidents/near misses using established procedures
- Monitor risk management on a regular basis to ensure controls for registered risk are still effective
- Advise across the response so that correct processes are being put in place, used consistently and continuing to happen as shifts change
- Put systems in place appropriate to the situation (H&S management plan, risk register) and ensure that all functions regularly review and update as response activities change and/or incidents occur and/or new risks are identified

A larger, complex and/or long-term response at Incident level may move into the Health and Safety tasks identified at Local level

NOTE: Organisations should be aware that the Health and Safety at Work Act 2015 makes distinctions between different types of volunteers. This legislation determines the health and safety duties of a PCBU (person conducting a business or undertaking) that engages volunteers and must be applied whenever volunteers are involved in a response. Refer to the WorkSafe NZ website for guidance for PCBUs engaging volunteers.

Safety Role Profile version 04: 10/09/19

Determine the skills, knowledge and capacity required in the Health and Safety team

Ensure team understands the response objectives, their role, expectations and the relationships they require

Local Level (L)

- Oversee and track team performance
- Continue induction, briefing and handovers to maintain continuity and consistency of effort in the team
- On the basis of the controller briefing, response objectives and Action Plan, define the problem, how it may unfold (length, size, scope, scale), and begin to assemble advice
- Identify what is already in place and that it is fit for purpose
- Provide H&S input into the Action Plan
- Ensure the system/process in place for volunteers is implemented; that volunteers are well briefed, aware of standards and expectations, have correct safety equipment and are closely supervised.
- Identify other agencies involved in the response and the H&S obligations, policies and practices they have in place
- Provide advice to functions and agencies on their H&S obligations, policies, systems and procedures, including creation of Safety Liaison officers where required
- Put systems and practices in place (e.g. hazard register, risk register, risk assessment, incident management systems, H&S reps, H&S tactical briefings) and engage with all functions on their use
- Work with Logistics to ensure H&S thinking is embedded in preparation and management of rosters and in procurement and contracting processes
- Work with Operations to ensure H&S thinking is embedded in day to day activities and planning
- Embed the 3 Cs (consult, cooperate, communicate) under the HSW Act in day to day practice across the response
- In conjunction with other functions, identify and assess critical risks and ensure these are owned and proactively

managed by the relevant function/s

- Use data from H&S monitoring and other systems to proactively develop advice and recommendations on issues and solutions
- Support the Controller, function teams, and external agencies and contractors to lift H&S performance to best practice levels within the response
- Manage reporting to Regional and National levels
 Identify problems and provide analysis and options to resolve situations
- Identify and use a range of feedback loops and information sources to understand the safety culture on the ground (e.g. H&S liaison, site visits)
- Put systems in place appropriate to the situation (H&S management plan, risk register) and ensure that all functions regularly review and update as response activities change and/or incidents occur and/or new risks are identified

 Identify H&S issues which require response level solutions and work with the Controller to get these taken on board

- Model a mature safety culture:
- Ensure response elements understand why a safety culture is important
- Focus on commitment and behaviour over compliance
- Create a climate where individuals are able to raise issues and say no in relation to unsafe practices
- Provide strategic insight, judgment and advice to functions and agencies on their H&S obligations, policies, systems and procedures
- Convey H&S intent and approach across a number of response levels
- In conjunction with other functions, problem-solve on H&S issues escalated from Local level
- Oversee H&S activities and practices across functions and multiple sites, networking with liaison officers across sites
- Manage reporting to a National level and escalation of problems and issues where necessary
- Ensure that regional welfare centres have appropriate safety risk management in place, including for vulnerable people

- Work with the lead agency and other stakeholders to set consistent H&S expectations across the response
- Liaise with Worksafe and other expert agencies for advice and input
- Undertake international liaison and engagement around safety systems and practices for off-shore personnel
- Establish and lead an advisory group to assist if required
- Work across levels of response to build understanding of H&S legislation so they can identify the implications for their people
- Collate and analyse H&S data from all levels of the response and provide reports and recommendations to the Controllers on corrective actions
- Continually re-assess H&S needs, risks and issues in the light of forecasting and forward planning for the response

Intelligence

Lead the Intelligence cycle

Provide expert advice

effort) 🔵

treatments

will require

information

provenance etc.)

others in the community

respond to the issue 🔵 🦲

likely impacts and consequences

Engagement and relationships

Set up and manage the Intelligence

Incident Level (I)

Use existing sources of information to make an initial assessment

information. Balance the need to hold off on actions until critical

Identify critical gaps in information, identify sources, seek out

Task a team member with sourcing information to fill gaps

· Plan, task or initiate initial and on-going incident reconnaissance

· Discuss current assessment with other agencies (if involved) to

test assumptions and get additional points of view (integrated

Risk management – Intel critical to identify risks, quantify, and

Know what questions to ask: use info to make decisions quickly to

Identify, collect and analyse information; produce intelligence

Plan for, and coordinate collection of, a wider span of information

resources as immediate and future needs of the incident response

Organise what information is collected (passive and active), how

Liaise with Intelligence functions at higher response levels to find

out background info e.g. potential risks to self and responders and

A larger, complex and/or long-term response at Incident

level may move into the tasks identified at Local level

this is done, and how that is recorded (templates, formats,

beyond immediate response to inform a broader picture with

Understand limitations of the information (and analysis)

Request additional intelligence management or collection

· Build a relationship with PIM to draw on their sources of

information management & communications and unity of

project consequences, important for determining risk

Contribute to the Action Plan (may be informal) on the basis of the

information available (ongoing cycle as more information becomes

information is available with the need to act

Intelligence provides the other CIMS functions with a detailed understanding of the incident, the ways in which the incident could potentially develop and its possible implications. It provides situational awareness and understanding for immediate action, and forecasting and identification of emerging risks to assist planning.

Outputs for Intelligence across response levels include: Situation reports, forecasts, intelligence summaries, briefings, impact and context analysis for the planning process

Note that the INTELLIGENCE CYCLE is applied at ALL levels of response but that the breadth of scope, relationships and complexity of implications change.

Local Level (L)

- Determine the skills, knowledge and capacity required in the Intelligence team, identify any skill gaps and how to rectify
- Ensure team understands the response objectives, information requirements, their role, expectations and the relationships they require: oversee and track team performance
- Build a culture that supports the ability to raise and debate issues in a fast-moving response
- Determine immediate, future, and on-going intelligence needs of decisions-makers, on-going response, and transition to recovery: establish and maintain intelligence functions and cycle to meet those needs
- Continue induction, briefing and handovers to maintain continuity and consistency of effort in the team
- Establish and coordinate consistent standards, approaches, systems and processes for information collection at the outset (seeking, recording, managing, storing, retrieving increasing volume of information, documenting of decisions and actions,
- Plan, task or initiate initial and on-going local reconnaissance and reporting
- Work towards specific timelines; make decisions about how these are best achieved and how to apply resources
- Identify information inputs required and contribute to the planning process, including identifying further priority information requirements
- Develop and maintain a high level of communication with other functions on a regular basis, build strong relationships and understand their immediate and longer term information needs and what they can provide
- Identify, collect and apply analytical tools, techniques and critical thinking to produce intelligence
- Put analytical processes in place to sanitise information and improve the product (assess reliability, credibility, cross check, check, verify and validate)
- Translate analysis into actionable insights and recommendations for the response
- When specialist intelligence support is available (trigger points include unpredictability and complexity of the situation, longer time frame, issues outside usual frame of reference, more agencies involved, broader consequences), discuss objectives and task with requirements
- Ensure transparency in how conclusions are reached
- Ensure adoption of consistent methodologies and processes for analysis
- Be clear about intelligence and information gaps and any limitations with the assessment provided
- Produce usable products understand what is wanted, intended audience and use, format driven by user needs 🔵 🌑
- Actively advocate what Intel offers across all functions in the response: manage expectations and shape approach for how different functions gather information for Intelligence
- Aggregate data that goes up to Local, Regional, National level and above; ensure data is correct and/or provide degree of certainty (likelihood and estimation) and confidence, limitations
- Access outside resources skills and information necessary to build a more complete picture
- Ensure all procedures are followed for documentation of decisions and actions, financial delegations etc.
- being looked for

Regional Level (R)

Builds on tasks identified at Local level

 Lead several teams within a larger team with multiple streams of work: integrate, manage effective practice, understand what is needed elsewhere in the response ...

- Ensure the best possible information is sourced and systems to manage that are in place .
- Ensure all data is fed into the response via the Intel function "authoritative single source of truth"
- Add specific value to the planning process in particular:
 - · wider scope and less focus on the detail
 - dealing with the abstract while maintaining a sense of what is happening on the ground
 - · informing more strategic and forward thinking
 - · more robust and intelligence based options development
- Build a high level picture of what information is out there Ensure there are feedback loops on products provided, and input into requirements or new questions for the next step of the cycle 🔵 🌑
- Plan, task or initiate initial and on-going regional reconnaissance and reporting
- Apply a proactive approach to identifying specific information requirements and responding to what is being looked for .
- Manage expectations and demands for info and analysis from functions, all levels of the response and stakeholders
- Multi agency context requires setting of data standards and facilitating transfer of information across agencies .
- · Understand who are partners, who are stakeholders, what data they have access to, what data are they providing (commercial sensitivities, security, privacy etc.) • •
- Multiple incidents at a local level means co-ordinating multiple inputs from below; join the dots between the local and national levels and integrate data
- Feed information to other response levels "what do they need to know, what is useful to them" in a form that is useful (e.g. 5 line summaries, real time information, charts, graphs, maps, timelines)
- Educate and socialise functions in the use of data "How can I help you to help me? How can what I am doing help you?" Customised for different functions if required . .



National Level (N)

Builds on tasks identified at Local and Regional levels

- Work with the Controller around their intelligence requirements
- Support the relationship between Controller and Governance: understand dynamics and tensions and produce outputs that assist the Controller to manage and make good decisions
- Respond to questions that transcend current data; know what expertise to pull in to get answers. Keep track of gaps in information that still remain
- Establish relationships; task national resources in Intel NZDF, Police, FENZ etc.; negotiate for resources and know what can be offered
- Apply an extended range of considerations to information collection and analysis (security classification, commercial sensitivity, Privacy Act, policies across different agencies
- Facilitate team discussions on analysis for diverse perspectives (new or different insights)
- Apply in-depth understanding of limitations, pitfalls, biases that limit the effectiveness of analysis
- Understand the consequences of analysis for decisions across the response (priorities may shift, areas of work may stop/ start)
- Provide information on caveats to users
- · Build strong connections with Intelligence leads at each level of response to provide guidance and support, identify gaps and opportunities and to get analysis used
- Maintain continuity of effort, standards of capability and best practice and promote this at regional and local levels
- Reach out to local and regional levels connections. teleconferences, constant communication – to get intel used

 o

Understand the tolerances for compromise to get close to what is

Intelligence Role Profile Version 03: 17/09/19

Planning

Planning is the function responsible for overseeing the development of Action Plans, Long-term, Contingency and Transition Plans. Planning is responsible for carrying out the planning process, the Controller has ultimate responsibility for these plans.

Outputs for Planning across response levels include: Action, Contingency, Long Term and Transition Plans; Briefings of Plans; Handover and Demobilisation plans, forecasts for medium to long-term resource requirements.

- Lead the Planning process
- **Engagement and relationships**
- Set up and manage the Planning team

Regional Level (R)

Builds on tasks identified at Local level

National Level (L)

Builds on tasks identified at Local and Regional levels

National Security
Workforce

Incident Level (I)

- Apply initial response principles
- Assess the situation
- Identify whether a formal plan is necessary to support the incident where co-ordination among multiple agencies is required (or co-ordination across a range of functions if impacts are significant)
- Set site specific objectives (intent) and Action Plan (may be informal)

"The entire response construct is about dealing with problems, and the plan provides the solutions and determines what everyone should be doing"

- Identify options
- Identify what resources may be required and give advance notice
- Look for triggers that would identify that more comprehensive planning was required (increasing span of control, specialist capabilities, decisions that need to be
- Track extent to which planned actions are contributing to the achievement of objectives (intent)
- Liaise with controller to set an operational period to assist in rostering and planning of shifts
- Plan for the next shift/day
- Consider the value that each agency can add
- Start to look at the bigger picture beyond the immediate site 🔵

A larger, complex and/or long-term response at Incident level may move into the Planning tasks identified at Local level

Planning Role Profile: Version 03: 14/09/2019

Determine the skills, knowledge, partner organisations and capacity required in the Planning team

Local Level (L)

- Ensure the team understands the response objectives, their role, expectations and the relationships they require Oversee and track team performance
- Continue induction, briefing and handovers to maintain continuity and consistency of effort in the team
- Identify operating context and review any pre-planning that has been done
- Put in place a record keeping system to document planning inputs and decisions
- Assist Control to develop response objectives and intent that are fit for purpose and will inform planning
- Ensure recovery aspects are taken into consideration for all planning
- Liaise with controller to set operational period and the scope of the AP and the response objectives it covers in terms of timeframe and sequence
- Establish a formal Action Planning (AP) process if not already in place (draft objective analysis, task analysis, constraints and freedoms, facts and assumptions, implementation/options analysis and development) working closely with Intelligence and other functions
- Manage effective engagement with Intelligence, and all other functions, to ensure fully informed planning processes (i.e. evidence based reasoning behind the plan) and support forecasting future challenges and quality delivery
- Run the options development process (working with Intelligence to determine which options are best, test and review, rate options and make recommendations)
- Implement formalised monitoring and tracking processes
- Use response tempo to align pace and timeframes of planned activities (e.g. a more measured pace at this point can ensure the response is well thought out and more sustainable)
- Work with all functions to identify the specific tasking or actions that flow from the choice of options
- Work with Operations and Logistics to plan what resources are available to effect the plan and to identify where resource shortage indicates revisiting the AP, or identifying alternative resources
- Keep track of what is emerging in the response in order to identify adjustments to the AP (or the need for a new AP long-term, or contingency, plans)
- Look for triggers to escalate, maintain, de-escalate, based on information provided by Intelligence
- Engage stakeholders in planning (agencies, community, industry, runanga/iwi, local government)
- Develop strong links with Planning Leads/Managers at National, Regional, Incident levels for integrated approach

Run the planning process at Regional level

- Shift up the scale from project to programme and longerterm planning, including cross-agency planning; bringing together multi-agency capacity and capabilities to increase impact and efficiency
- Make a call about how to delegate roles within the planning team i.e. determine what capabilities the team has and where they will have the most effect
- Manage conflict resolution in conjunction with the Controller (as a "final port of call" in terms of the plan e.g. who has priority, where is the asset or resource required to achieve plan objectives), stakeholder priorities and objectives
- Take a wider lens in planning beyond the incident/s to the broader context, wider consequences, and over a longer timeframe than incident and local levels (e.g. business continuity, assess capability and capacity)
- Ensure the monitoring and tracking undertaken by Operations reaches a wider stakeholder audience as appropriate to inform their contributions
- Work with Local and National Planning teams to make sure that plans are aligned and on track
- Awareness that plans or changes to plans may be embargoed due to communication notification processes. Accommodate and manage impacts accordingly
- Appreciation of, and plan for, increases in security classifications of aspects of (or entire) responses depending on the nature of the emergency.
- Plan transition to Recovery Management

- Awareness of any key or related national readiness plans in place for the event type.
- Apply in-depth understanding of what the planning process and outputs are there to achieve (as articulated by the Controller) and how Planning can direct all the response elements towards that
- Determine who needs to be involved in planning in the first instance and the level of their involvement through dynamic stakeholder mapping using Governance and ODESC meetings to consider additional stakeholders
- Identify additional agencies/ stakeholders that will need to be involved in planning going forward and bring them on board early to build ownership and commitment "we tend to do this too late & as an afterthought"
- Understand who the stakeholders are, how they can influence perception of the response, manage engagement diplomatically. Advise how/at what level they need to be brought on board in terms of their involvement in planning
- Make calculated trade-offs between time pressures, and the need for thorough consultation "at times we may require a more directive approach and speedier input"
- Ensure planning activities are informed by shared situational awareness including value-add for Regional and Local levels
- Apply knowledge of machinery of government and political dynamics to the planning process including consideration of Ministerial and National (including economics and trade) interests as a part of the options development process
- Maintain close links with Operations and Logistics (all levels) to test that execution can be progressed within timeframes
- Align and consolidate planning across all levels of response, maintaining close contact with Planning functions at other levels, providing direction, feeding through key information from Intelligence and interacting around key issues
- Bring any divergent plans (for instance at regional or local level) back on track
- Communicate intent of changes to the AP or new AP in advance so that people know what is coming and can start to prepare, realign or discontinue activities
- Support stakeholder agencies in planning for international options and resources

Operations

Operations is responsible for the day-to-day coordination of actions, stakeholder groups and agencies, and the detailed tasking that follows the Action Plan. Operations has an overview of all the actions within the response, including those of support agencies, community groups and volunteers, and resolves operational problems that do not need to be escalated to the Controller. Outputs for Operations across response levels include: Tasking and monitoring across functions for execution of the Action Plan, forecasts for resource needs.



National Level (L)

Builds on tasks identified at Local and Regional levels

- Planning, tasking and execution
- Identifying resource needs
- Engagement and relationships
- Set up and manage the Operations team

Local Level (L)

Determine the skills, knowledge and capacity required in the Operations team Ensure team understands the response objectives, their

- role, expectations and the relationships they require, oversee and track team performance
- Continue induction, briefing and handovers to maintain continuity and consistency of effort in the team
- Identify where there is existing planning that can be built on 🔵
- Contribute to the development of the Action Plan
- Build a realistic assessment of available resources, capacity and capability and understand where escalation is needed in order to implement the Action Plan
- with the AP and if there is capacity, then work with Logistics on timelines and delivery
- gaps and duplication of effort
 - (including the training and experience level of volunteers and contractors) and factor this in to planning and tasking 🔵
 - Task and manage the activities of community groups and volunteers in alignment with the Action Plan and the H&S Act 2015
 - Ensure everyone is working from the same information
 - met alongside response objectives
 - Implement a schedule of regular meeting / briefing / engagements with stakeholders / agencies / Councils to monitor, provide feedback, problem-solve and negotiate solutions
 - operating effectively to ensure information flow
 - Ensure all procedures are followed in relation to documenting all decisions, actions, financial delegations
 - Escalate issues that cannot be resolved across Operations functions to the Controller for resolution at that level
 - Manage Operations interface between Local/Regional levels, ensuring different points of view are aligned, information is shared, activities are co-ordinated, and escalation takes place when indicated
 - Put systems in place that allow for reporting on status in real time
 - Manage the reporting process via SitReps, setting a

Regional Level (R)

Builds on tasks identified at Local level

Manage Operations interface between the Local/Regional

and Regional/National levels, ensuring different points of

view are aligned, information is shared, activities are co-

Build relationships with different Councils and agencies

involved to ensure they are co-ordinating activities (e.g.

Model consistent application of policy and decisions (often

· Contribute to consistency and alignment of planning and

Identify where a "silo" mentality is reducing effectiveness

and create impetus for a more integrated approach

Understand drivers and influences at a National level and

Work with other regions and liaise with agencies to release

resources when prioritised elsewhere to ensure resources

Manage sustainability of resources - rotation rostering,

Deal with escalated resource requests from a local level

and escalate resource requests up to the National level

tasking between National, Regional and local levels

Make decisions on resources based on priorities and

maximising impact across several incidents

how these impact at a Regional level

are fully utilised

when necessary

supply and maintenance etc.

across regional boundaries)

feeding down from a National level)

ordinated, and escalation takes place when indicated .

"Essentially you are piggy in the middle at a regional level"

Provide expert input and advice as part of the planning

- process, including implications for all functions Provide advice to the Controller, stakeholders and as part of the planning process on the extent to which the plan is achievable
- Use this knowledge to get the Action Plan as close as possible to what can be delivered
- Identify the resourcing necessary to deliver on the Action Plan (working in an integrated way with Planning & Logistics)
- Build and share in-depth understanding of the AP and work with each function (and supporting agencies and stakeholders as required) to interpret and break down the specific tasks and expectations of that function and what they require
- Drive consistency and alignment of planning and tasking between all levels of the response
- Anticipate problems and issues (with input from Intelligence) and develop contingency plans
- Support problem-solving and development of solutions across functions
- Monitor and track delivery of activities across functions, including timeframes, and adjust sequencing where required, including modifying AP when targets are not met
- Assess feasibility of resource requests
- Look for opportunities to better use resources and capabilities (e.g. when targets exceeded or situation changes)
- Manage the impact of variations to the plan across functions (revisit AP if necessary, renegotiate and develop solutions, escalate to the Controller / Response Manager where necessary
- Contribute to strategy-setting, longer-term planning and
- Undertake prioritisation with Logistics where resources are scarce and there are significant consequences for decisions, action sequencing etc.
- Work through IMT to bring external agencies who may be resistant or negative on board
- Manage relationships with international agencies understand the wider country context, agency context, political dynamics etc.

Incident Level (I)

Understand the Controllers intent and objectives (if this a separate role) as well as broader direction of the response

- Contribute to the development of the Action Plan
- Follow SOP/procedures where these are in place Determine the best way to achieve the objectives
- Identify what resources are required and work with Logistics to identify what is immediately available
- Task people with immediate and obvious actions including setting parameters, "what ifs", locations, boundaries etc. 🔵
- Liaise and share information with other responding agencies as they come on board, identify what their capabilities are and task them
- Confirm that people understand what is expected of
- Set timings and expectation through the briefing process
- Watch to ensure actions are coordinated and aligned with
- Monitor and check in regularly adjust as required, increase or decrease resource or activities

- Implement more formal monitoring and tracking of actions once there is a formal Action Plan in place
- Seek detailed information (Intelligence) to assist with current resource planning and future resource needs
- Begin to anticipate and pre-plan what resources may be necessary on a longer time horizon

A larger, complex and/or long-term response at Incident level requiring significant planning may move into the tasks identified at Local level

- Manage requests for resources, assess if these are aligned
- Task across functions, co-ordinate activities to minimise
 - Make assessment of local resources, capability and capacity

- Engage with stakeholders/agencies/Councils to task them, identify their objectives and determine how these can be
- Ensure Support Agency Representative relationships are

- consistent format and enabling functions to report back in a consistent way and in accordance with time schedule

Operations Role Profile: Version 03: 09/09/19

Logistics

Planning, resource supply and management

Finance, compliance and assurance Engagement and relationships

Set up and manage the Logistics team

Logistics provides and tracks resources to support the response and the affected communities, and provides advice to other CIMS functions. Resources may include personnel, equipment, supplies, services, facilities and finances.

Outputs for Logistics across response levels include: Establishment and operation of Coordination Centre(s), procurement and allocation of resources, systems for tracking resource use and financial expenditure



National Level (L)

Builds on tasks identified at Local and Regional levels

Local Level (L) Incident Level (I)

Assess situation, determine what immediate resource

Set up incident ground facility

Identify available supply and capabilities, and procure what is additionally needed

"Do whatever is practical on the day. If you urgently need a tractor then ask the farmer down the road."

- Set up a basic system to track and document decisions on what resources are allocated and where, approvals and any expenditure 200
- Set up comms and ensure this is functioning effectively, ensure any issues between different agencies involved are dealt with

Identify the factors that might impact on initial assessment (e.g. weather, travel distance, additional incidents) forecast and advise on potential resource needed

- Consider if the event is likely to extend beyond current shift duration, contingency plan and advise
- Ensure resources are being used to optimum effect
- Represent the Logistics function through leadership on the IMT (where established) and in provision of expertise and advice to the Controller

A larger, complex and/or long-term response at Incident level requiring significant Logistics support may move into the tasks identified at Local level

- Contribute to the development of the Action Plan
- Determine the skills, knowledge and capacity required in the Logistics team
- Ensure team understands the response objectives, their role, expectations and the relationships they require. oversee and track team performance
- Continue induction, briefing and handovers to maintain continuity and consistency of effort in the team
- Set up facilities and ensure response personnel have what they need (e.g. accommodation, catering, travel, IT)
- Work with functions on their specific needs (e.g. info line for PIM)
- Establish systems for rostering across the response
- Implement more formal systems for tracking and monitoring of resources (e.g. documentation of decisions and approvals)
- Maintain awareness of what is going on at the incident level and current and potential resource needs through work with Intelligence, Planning and Operations
- Critically review requests to test if all options and assumptions have been developed and tested fully
- Ensure business cases are developed and approvals sought at the relevant level
- Ensure decisions are made in line with response objectives and the Action Plan and are based on good forecasting and an end-to-end approach, even when made 'on the
- Implement structured risk assessment and management, including identification of Health and Safety risks
- Ensure appropriate matching of resources (including unsolicited offers) with identified needs
- Use relationship skills to act on pressure points understand where to go, who to engage and how best to
- Factor understanding of context into decisions and engagement, including local political environment and key stakeholders, community impacts and dynamics, and local industry groups with influence
- Maximise the impact of available resources through applying understanding of sourcing, supply chains, delivery time etc.
- Understand authority and boundaries, apply the legitimate shortcuts that can be taken, and manage the risks and implications/consequences "get the job done" effectively and quickly without compromising process too
- Apply knowledge of local suppliers, service providers etc. to make ethical supply decisions that support impacted communities
- Work with Operations on proactive longer term planning and forecasting if not already in place "critical to keep the supply lines feeding down..."
- Stand down/demobilise resources that are no longer required

· Establish what resources and capabilities other agencies involved in the response can bring to the table

Regional Level (R)

Builds on tasks identified at Local level

- · Manage logistics rather than just supply "how and how quickly you move resource to a location can be more critical than the resource itself at this level" - generate a range of options for how this can be done, and weight up pros and cons
- Manage prioritisation of resources across a range of incidents and in a context where stakeholders are now increasingly involved. There are competing needs and increasing politicisation of decisions
- Ensure the rostering function is well-informed on the specific capabilities required for the work, the inductions required and the constraints individuals have to make good decisions about how people's skills and abilities are best used
- · Make decisions on when to bring in supplementary staff (and escalate to National level when necessary)
- Understand legislation and levers and how these apply to different situations e.g. the implications of a declaration
- Apply understanding of liability and compensation
- Ensure fiscally responsible and politically defensible decisions are made (choice of supplier, procurement processes etc.)
- · Lead relationships at senior levels with external agencies, industry, rail, NZDF etc.
- Take into account the need of various agencies to maintain business continuity and how this affects resource
- · Ensure decisions are informed by in-depth understanding of operating boundaries, legislation and legal implications, compensation, liabilities, insurance processes etc.
- Identify where specialist advice is necessary and seek this; adjust systems and ways of doing things accordingly

- Deal with needs that are escalated and complex, and can't be handled at a regional level (expert support function)
 - · significant cost "big ticket items"
 - significant effort involved (i.e. hard to move)
 - scale lots and lots of resource
- procurement (when the size of the contract exceeds what can be managed at a regional level)
- Manage international procurement (specific body of knowledge around issues is currently built through experience) including stakeholder engagement - MFAT /Cabinet / diplomats and politicians
- Work with a range of agencies and stakeholder organisations around the release and deployment of specialist skill and knowledge requirements
- Liaise and manage across multiple Logistics Managers and their work streams to maximise effectiveness
- Maintain visibility of resources across the whole country
- Manage relationships and activities where there are multiple Ministers feeding into their agencies around direction and preferred options
- Implement and manage oversight for a range of compliance issues
- Oversee development of business cases, how to apply for appropriations 🛑

Public Information Management (PIM)

Public Information Management (PIM) primarily provides information and safety messages to the public, undertaking media liaison and monitoring, community engagement, stakeholder liaison, giving and receiving information via social media channels and internal

Outputs for PIM across response levels include: Key messages, plans, collateral for the public, meetings, briefings and events, mainstream and social media content, monitoring and analysis.



Community engagement Media Coordination Stakeholder and partner liaison Social media management Set up and manage the PIM team Incident Level (I) Issue authorised warnings and holding lines Work out who is impacted (using information from Welfare, Intelligence, Council, GIS if available) Understand needs across functions (in terms of connecting and informing impacted individuals/ communities) · Liaise to determine how best to communicate to them and what they need to know Tap into local sources of knowledge and networks to find out how things are on the ground (if time is available) Identify community stakeholders, advocates "trusted spokespeople" Connect with iwi – identify iwi, who their leadership is, what they need, and how they want to be involved Identify groups for whom a tailored approach is required and put this in place "it's not one size fits all..." Build on (if existing) or develop a brief Comms Plan · Develop key messages in consultation with functions, community representatives, other stakeholders Identify local organisations with good networks and trusted representatives who can assist with getting messages out Ensure right level, scale and type of information or interaction is happening for impacted individuals and communities through feedback loops

messages

groups

Ensure all response personnel and other stakeholders in

contact with the community are fully briefed with key

Monitor public reactions, social and mainstream media

content and responses to ensure information is getting

best to target specific communities or hard to reach

the response represented; what are the community

Partner with specialised local resources in to advise on how

· Set up and manage community events; where, when, who

can get there, who takes the lead, all agencies involved in

expectations' what format is appropriate: "their terms,

· Ensure social media information is current and aligned with

Generate images (photo, video, graphics) to use on social

Co-ordinate with other functions and agencies to ensure

Manage internal comms for response staff including via

Put systems in place to log and document all PIM activity

Local Level (L)

Builds on tasks identified at Incident level

- Participate in the development of the Action Plan and develop a PIM Plan aligned with the Action Plan in consultation with other functions as required
- Determine the skills, knowledge and capacity required in the PIM team
- Ensure PIM team understands the response objectives, their role, expectations and the relationships they require,
- Brief Logistics on PIM facilities and capabilities required
- Set up a schedule of activities (briefings, info releases, 0800, press conferences, community meetings etc.) that aligns with the response tempo

 o
- Maintain broad oversight over all PIM activities, including
- engagement
- Prepare and brief all individuals with spokesperson roles for contact with the media, stakeholders and community (i.e. at meetings/briefings) (e.g. response leadership, agencies, Local Council)
- Collect information from the community, including risks and unmet needs, and feed back to Intelligence and other
- Use monitoring systems in place to identify and address misinformation and carry out reputational damage control,
- Resource and support PIM needs at Incident level (e.g. door knockers with up to date info, community meetings with

Right-size and task the Regional PIM team

 Develop a coordinated regional PIM plan taking account of local and response partner activities and priorities

Regional Level (R)

Builds on tasks identified at Incident and Local level

- Identify shifting priorities across the response and ensure
- that the PIM plan and activities align with these

 Output Anticipate and respond to the consequences of Regional response decisions on specific sectors of the community
- Manage PIM issues escalated from Local level and provide
- Develop longer term planning to take account of changing
- Liaise between Local and National levels on a range of issues
- Make decisions on the use of marketing and paid advertising as a tool and commission analysis, demographics, collateral etc. 🔵 🔵
- Liaise with other agencies who are independently issuing messages for alignment and consistency
- Direct issues to relevant agencies for response but stay across the issue
- Liaise with Strategic Communications if deployed
- Coordinate stakeholder relations across multiple localities
- Monitor and analyse social media and media activity, addressing misinformation.
- Provide a regional perspective to media
- Share and amplify local messages to communities,
- Create generic collateral that local PIMs can use
- Liaise with iwi to enable and support direct communication with impacted whanau / hapu
- Prepare to support early recovery activities and ensure smooth transition to recovery communications

National Level (L)

Builds on tasks identified at Incident, Local and Regional levels

- Work with the Controller, Strategic Comms, functions and external experts on information and warnings (following set processes and templates)
- Set direction across the response, working with the Controller and Strategic Comms

 O
- Develop and brief initial PIM Plan in advance of the
- Build strong and ongoing engagement with Strategic Comms, particularly around updates and co-planning on emerging issues, media issues, stand-ups, updates to key messages as well as strategy
- Convey clear communications priorities that Regional and Local teams can give effect to and use to guide their decisions
- Collaboration and planning with Strategic Comms to identify the stories to be told to support the perception that government is doing everything it can O
- Ensure the messages are signed off and consistent via communications "bible" in place, updated constantly, signed off by the Controller aligned with strategic comms

 o
- Manage interactions with international media
- · Take a strategic view on impacts at a national and international level e.g. international reputation, trade relationships, commercial sensitivities
- Escalate issues to governance for decisions as necessary
- Build constant and effective engagement with key government stakeholders at this level e.g. MFAT, Immigration, and private sector stakeholders to update key messages, respond to media enquiries and coordinate activities
- Provide support for, and draw on, effective engagement with iwi (framed by the Treaty partnership) at other levels of the response

their turf, we go to them"

media that align with key messages

key messages

consistent key messages

Controller/CEO updates

Welfare

- Needs assessment and identification
- Co-ordination of delivery of welfare services
- Planning, monitoring and oversight
- Engagement and relationships
- Set up and manage the Welfare team

Welfare is responsible for ensuring planned, coordinated and effectively managed delivery of welfare services to individuals, families/whānau and communities (including animals) affected by an incident.

Outputs for Welfare across response levels include: Needs assessment and identification, Welfare plan, co-ordination of service delivery.



National Level (L)

Builds on tasks identified at Local and Regional levels

Incident Level (I)

- Identify impacted individuals and animals
- Communicate with people to find out if their immediate needs are being acknowledged
- Ascertain if there are common needs
- Triage to determine immediate welfare needs and prioritise
- Ensure criteria applied for triage and process takes account of the diverse nature and vulnerabilities of individuals, families/whanau, communities, and animals
- Empowering people to self-resolve their needs
- Manage the risk in terms of people/animals getting in the way of the response
- Identify and engage with groups or agencies that can meet or deliver needs (BAU for agency e.g. Police and Victim Support) and task them (priorities, timeframes, expectations)
- task them (priorities, timeframes, expectations)

 Understand the scale, complexity and consequences of the incident from available intelligence and perceptions from people on the
- ground, existing networks.

 Recommend public information management is set up if required
- Collect information and maintain documentation
- Follow contingency plans for escalation (longer-timeframe, more severe needs) (See Local level)

A larger, complex and/or long-term response at Incident level requiring more extensive welfare services may move into the tasks identified at Local level

Local Level (L)

- Determine the skills, knowledge and capacity required in the welfare team
- Ensure team understands the response objectives, their role, expectations and the relationships they require, oversee and track team performance.
- Continue induction, briefing and handovers to maintain continuity and consistency of effort in the team
- Activate existing plans and arrangements and local welfare committee (where these are in place)
- Contribute to developing response objectives and the Action Plan; provide expert advice to the Controller and IMT
- Develop a structured Welfare plan in line with Action Plan –
 develop objectives and determine how to manage
- Understand the scale, complexity and consequences of the incident from available intelligence and perceptions from people on the ground and existing networks
- Review available information on impacted communities / individuals / animals to assess capacity and impact (e.g. location, accessibility, history, existing stressors, resilience etc.) and feed into intelligence and planning
- Implement needs assessment through tools and software, ensuring it takes account of the diverse nature, risks and vulnerabilities of individuals, families/whanau, communities and animals
- Determine the welfare supports the response is able to co-ordinate (type, quality, standards, quantity), work with PIM to communicate and manage community expectations
- Where assessment of needs exceeds the community's current ability to manage, or CDEMs ability to meet complex needs, escalate to Regional
- Ensure Welfare activities and considerations are fully integrated with other functions, including Operations, Logistics and PIM community engagement function
- Identify, engage with, task and co-ordinate existing service providers and stakeholders who can address specific welfare needs and deliver (where agreed)
- Work with Operations to align spontaneous community volunteer welfare activities with the response (where possible) such as community hubs or centres and with Safety to ensure that the H&S Act 2015 is being adhered to in relation to volunteers
- Make decisions on additional support (e.g. CDEM and activation of Welfare Services)
- Manage reporting on who is doing what and where
- Monitor the progress and completion of Welfare provision and resolution of needs
- Feed results into SitReps and reporting to Regional level
- Feed into planning processes
- Manage and control resource requirements with Operations and ensure documentation of activities and decisions
- Manage advocacy and issues raised by communities, local politicians and stakeholders
- Monitor the quality and timeliness of welfare provision
- Monitor the quality and timeliness of welfare provision
 Continue monitoring, maintain awareness on new or unmet needs and plan

Assess sustainability of approach over time and begin longer term

Regional Level (R)

Builds on tasks identified at Local level

- Activate existing plans and arrangements and regional welfare committee (where these are in place)
- Work closely with Intel on current and future impacts for communities/individuals, particularly scope, scale and forecasting, and to determine priorities and focus for forward planning
- Identify, or respond to escalated requests where (e.g.):
- there are gaps in services (tapping into existing arrangements or structures where possible to meet needs) or where needs are complex/interrelated/escalating
- assessment of needs exceeds the community's current capacity and ability to self-manage
- Develop approaches for implementing rationing of welfare supports/services where resources (and access to funds) are limited, weighing up constraints and opportunities
- Develop options for services/delivery and test with service providers, stakeholders and people working on the ground
- Continually assess capability and capacity at a local level to identify where more resource or support may be required.
- Respond to escalated requests where agency issues and tensions require resolution at the appropriate level (should be able to be resolved by the Group Welfare Manager or Controller)
- Maintain continuous and ongoing assessment in situations with severe impacts and residual needs
- Working to empower people to self-resolve their needs
- Seek out wider involvement from different agencies/organisations who can provide services and orient them to CIMS
- Work with Ops and Logistics to determine what is available and possible

- Give Controller, political interests and stakeholders confidence that impacted community needs are being met and how
- Deal with needs that are escalated and complex and can't be handled at a regional level (expert support & advice, interface around delivery and procurement with Operations and Logistics)
- Activate existing plans and welfare arrangements via the National Welfare Coordination Group (NWCG)
- Utilise the NWCG and sub-groups to coordinate access to welfare services as required. (e.g., MSD has different funding packages and streams, MBIE has temporary accommodation service) "Will the service be activated or not?"
- Assess information on emerging or changing needs through information from Welfare Registrations and Needs Assessments provided by Local or Regional Welfare, Intel, desks or other sources.
- Identifying gaps in support and engaging welfare agencies and stakeholders to develop solutions
- Engagement and problem-solving with wider range of agencies at a national level, as well as national advisory groups, professional bodies and advocates
- Liaise and engage across Regional and Local Welfare Managers and their work streams to maximise effectiveness
- Facilitate sourcing and delivery of welfare support by coordinating with the Operations/Logistics functions.
- Continually liaise with Ops and Logistics to determine availability of resources and capacity for delivery
- Support or direct regional co-ordination of resources or support for delivery across multiple parties
- Manage complex agency relationships where there are multiple Ministers feeding into their agencies around direction and preferred options. Escalate to Strategic Comms if necessary
- Undertake needs assessment at a system-wide level where there are high level and aggregated considerations
- Determine and direct allocation of resources in line with Action
 Plan when escalated from regional level
- Partner with Ops to make national-level decisions around significant allocation and distribution of resource (e.g. scarcity, rationing, impacts on local or regional plans) using insights informed by Intelligence across response levels on priorities
- Work with the Operations (International Assistance function) to evaluate and recommend on offers of international assistance
- During recovery, continue to coordinate the delivery of welfare support services as required.

Welfare Role Profile version 03: 19/09/19

Links to Full CIMS Role Profiles

Controller

Operations

Safety

Logistics

<u>Intelligence</u>

PIM

Planning

<u>Welfare</u>

More Information

Click here to access webpage which contains:

- CIMS 3rd edition Manual
- Role Profiles
- Information on differences between CIMS 2nd and 3rd edition
- Other CIMS 3rd edition information