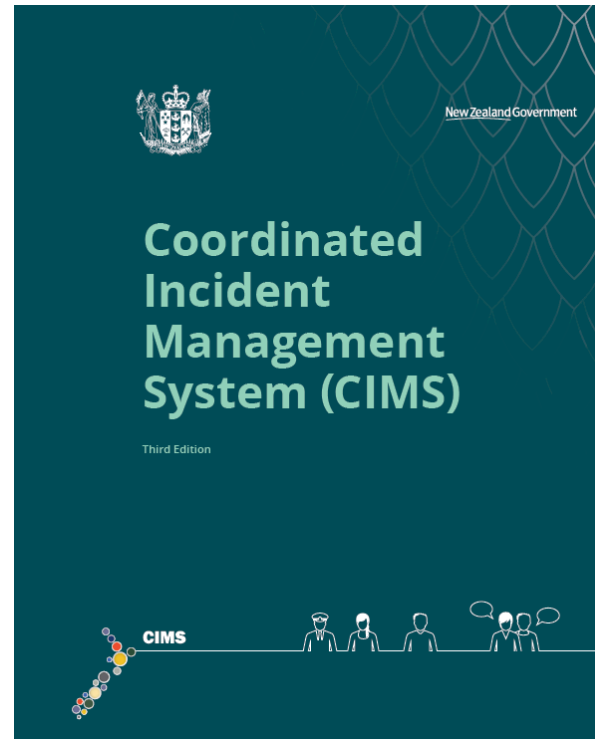
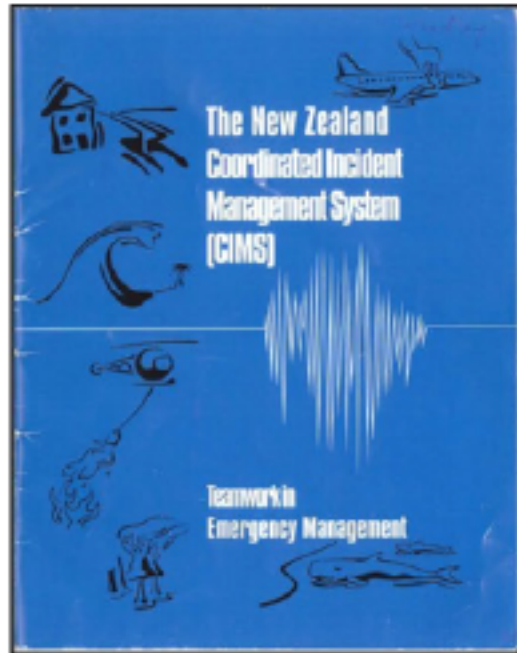


Coordinated Incident Management System (CIMS) 3rd Edition - Overview & Refresher



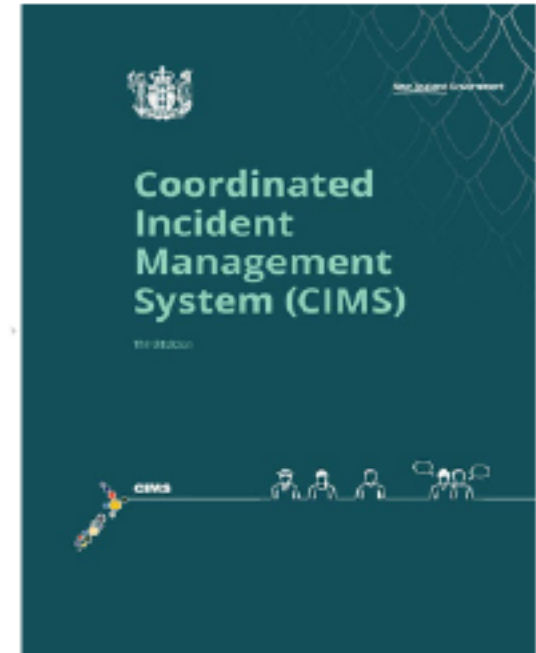
NZ CIMS Editions – Release History



1998



2014



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

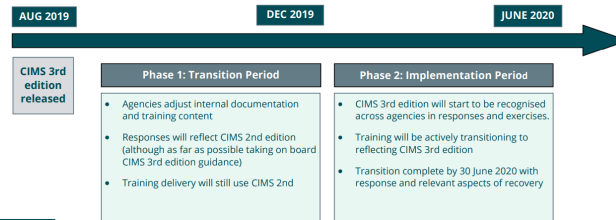
CIMS 3rd edition—What are the changes and what does this mean?

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.

Change timeline



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.
Inclusion of engaging with iwi/Māori	2.4	As per TAG report—to ensure response and recovery actions meet Treaty obligations to Māori.
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.
Inclusion of Recovery Manager in the IMT	2.9.2	To improve integration between Response and Recovery.
Introduction of Incident Classifications	3.2	To enable differentiation of responses by complexity level.
Enhanced description of 'Governance'	3.3	To provide improved guidance on the role of governance in response and recovery and support sector-wide consistency.
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.
Changes to the sub-functions within all functions	4	To reflect current practice and developments in thinking
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.
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.
Separating out of the 'Safety' function	4.4	To ensure that the necessary prominence is given to safety.
Introduction of 'Deputy Controller'	4.4.4	To ensure consistency of understanding in relation to this role and how it is applied during response.

What do the changes mean? Things to consider . . .

For agencies:

- **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.
- **Changes to sub-functions** - Will this impact on the skills your people need to perform within 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 made?
- **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 to do something beyond revising SOPs and existing training?

For individuals:

- **Staff who have previously undertaken in-house CIMS training:** Read the new edition and familiarise yourself with the changes. Your agency will direct you in regard to whether you need to attend any new training.
- **CIMS unit standard holders:** These standards remain valid nationally irrespective of CIMS 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

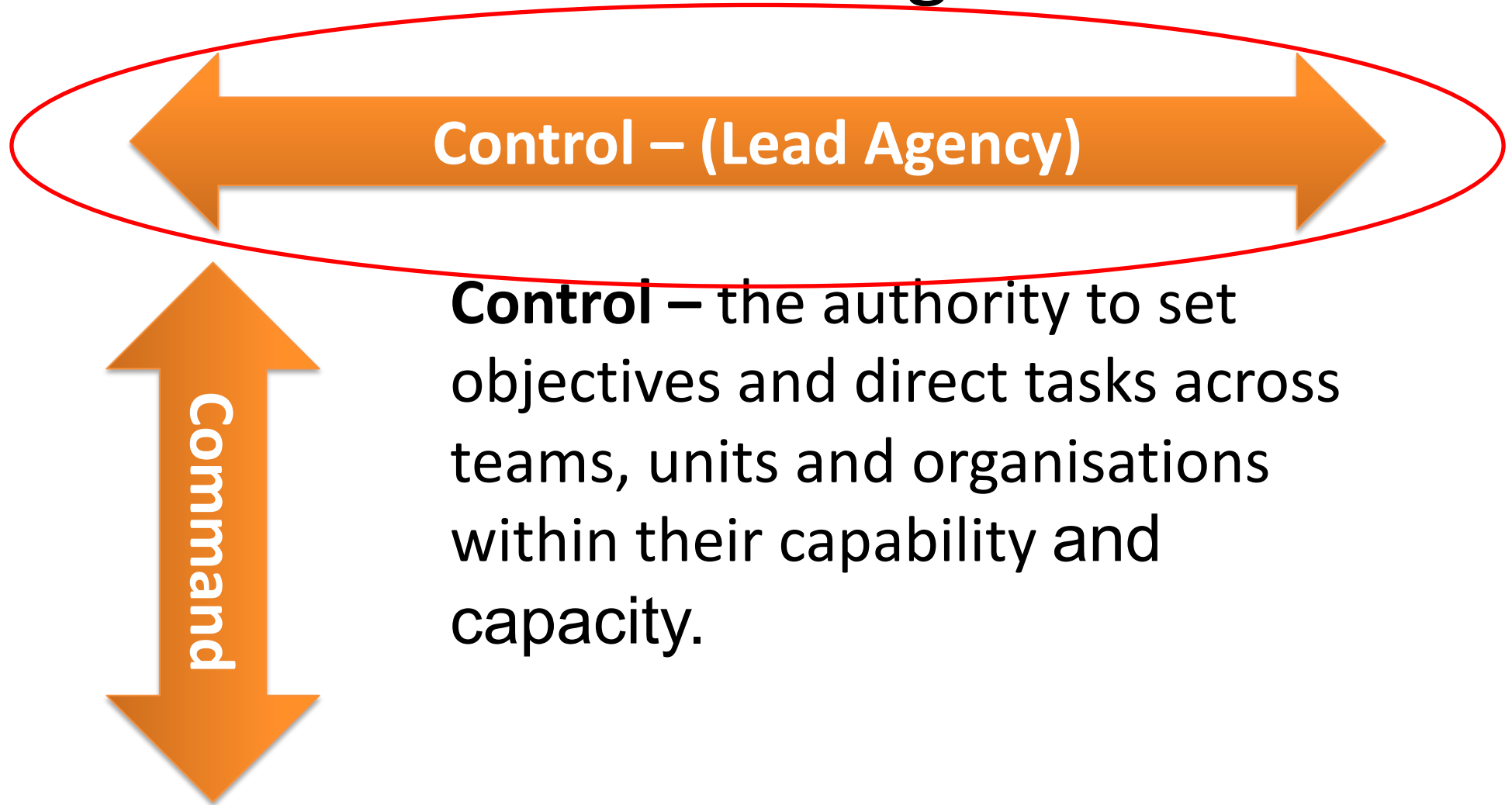
SAR Lead Agency

- 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

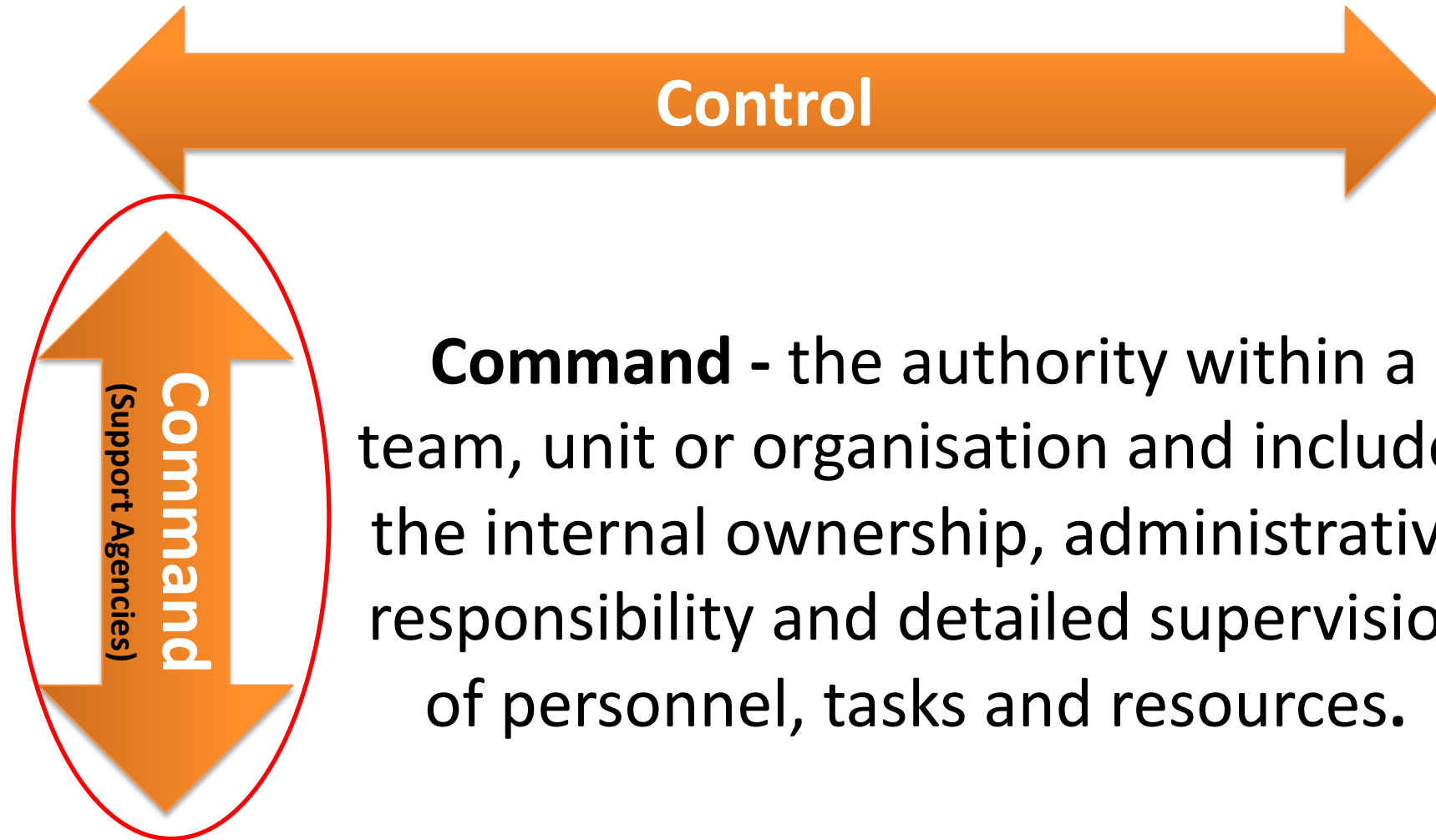


Control – (Lead Agency)

Command

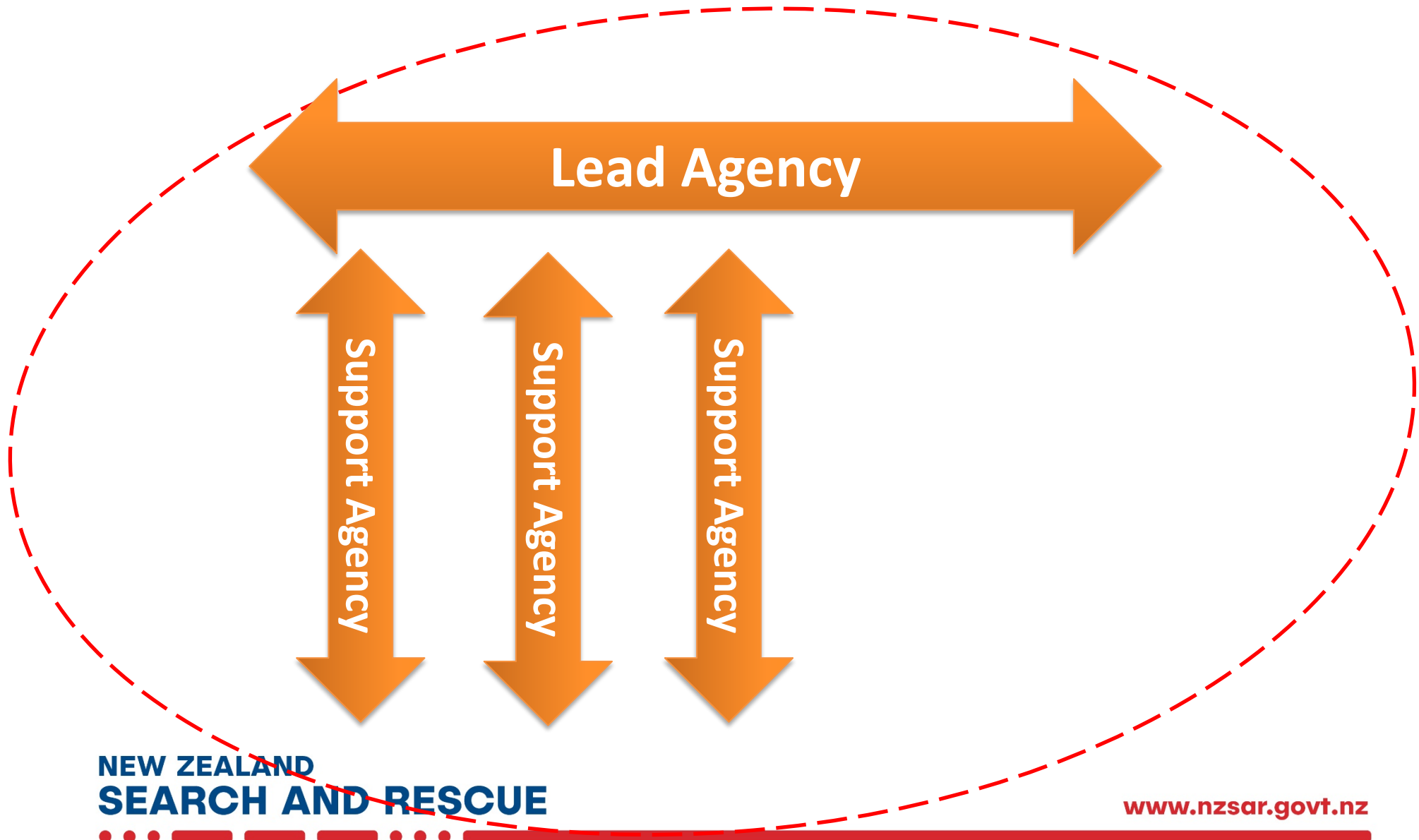
Control – the authority to set objectives and direct tasks across teams, units and organisations within their capability and capacity.

Command – within an agency

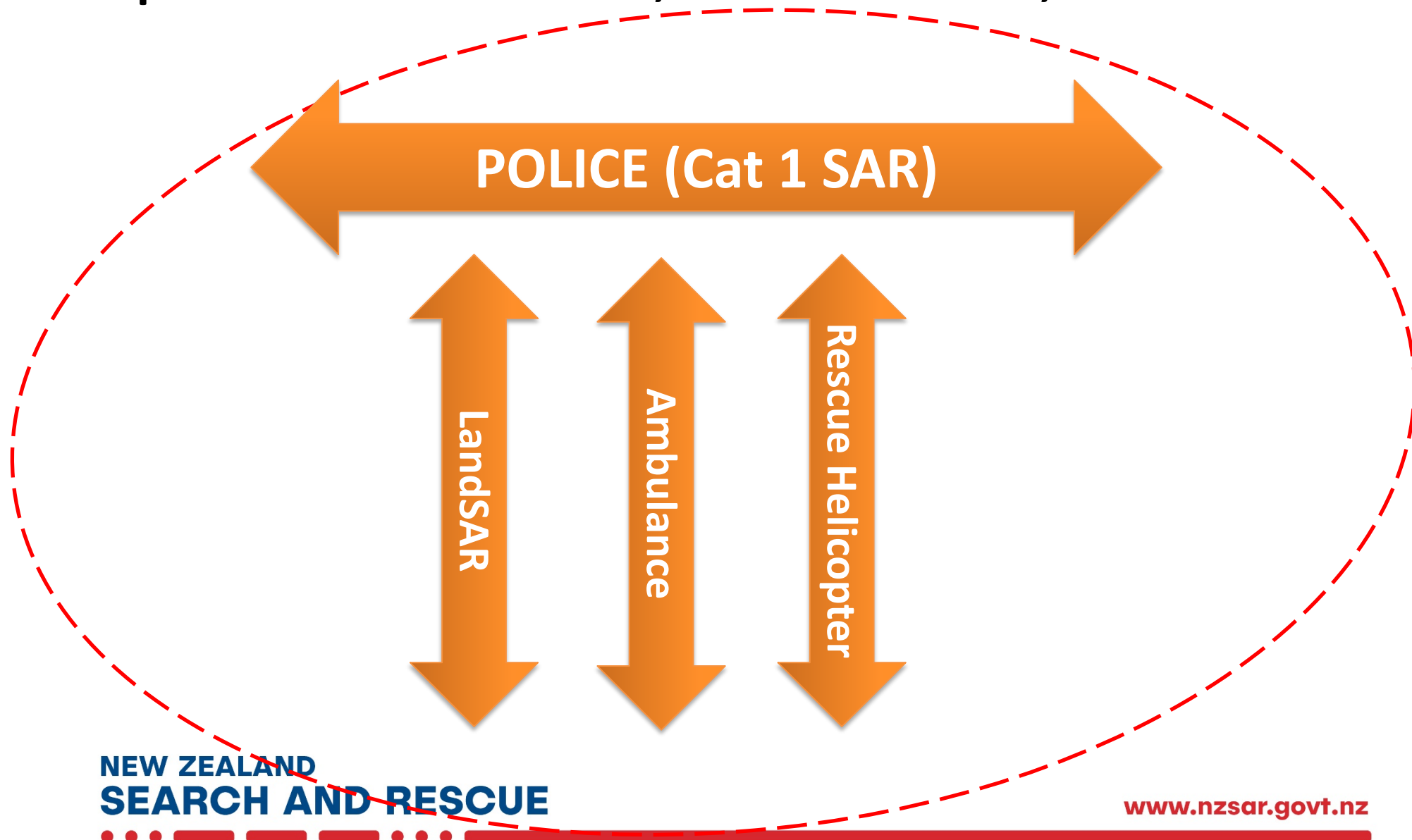


Command - the authority within a team, unit or organisation and includes the internal ownership, administrative responsibility and detailed supervision of personnel, tasks and resources.

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

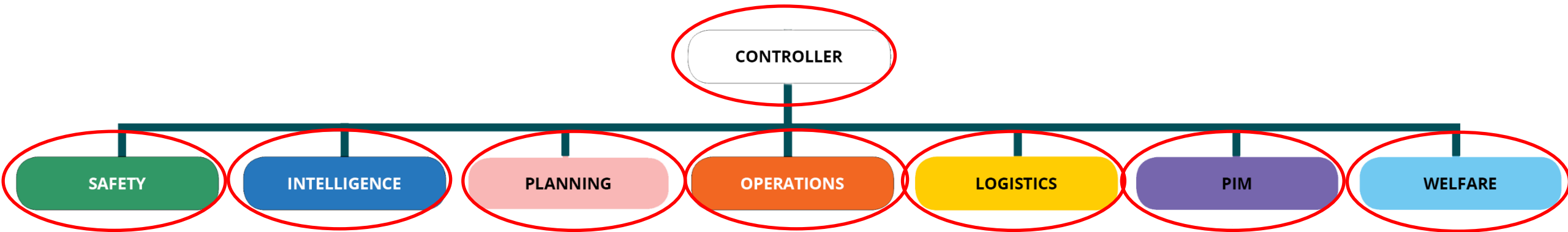


CIMS Functions / Incident Management Team

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”

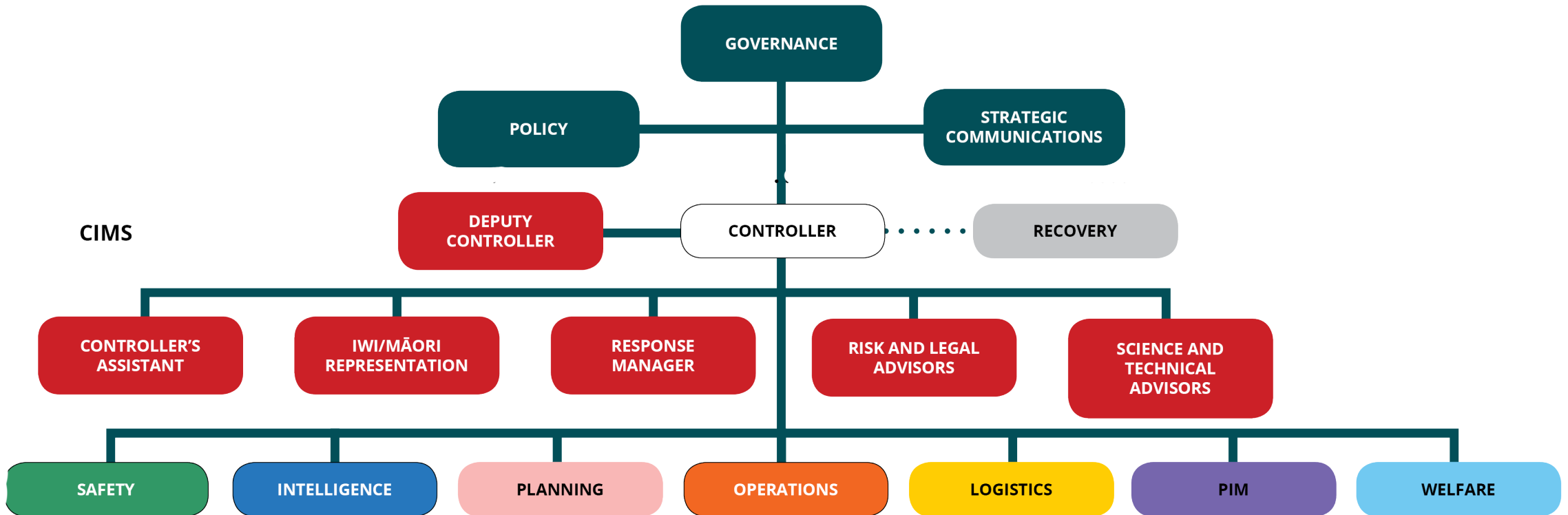
“I’ll make sure someone does it”

“I’ll get it, transport it, keep track of it, help with it, etc. etc.”

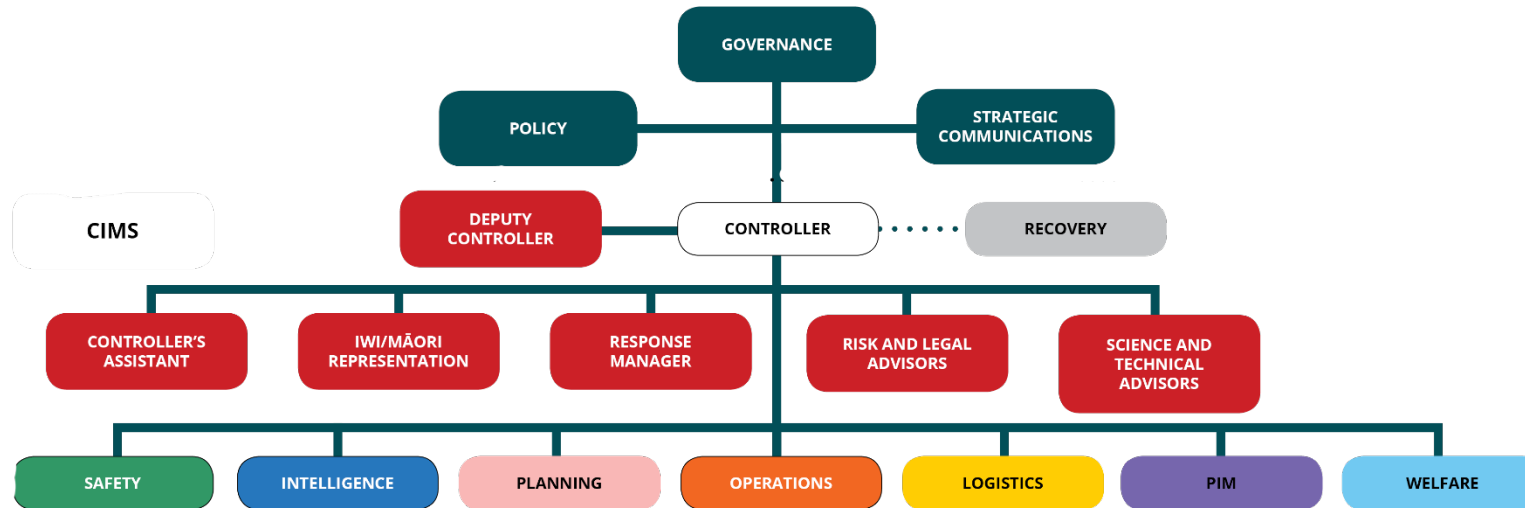
“I’ll let people know”

“I’ll look after the affected people”

Full CIMS Structure

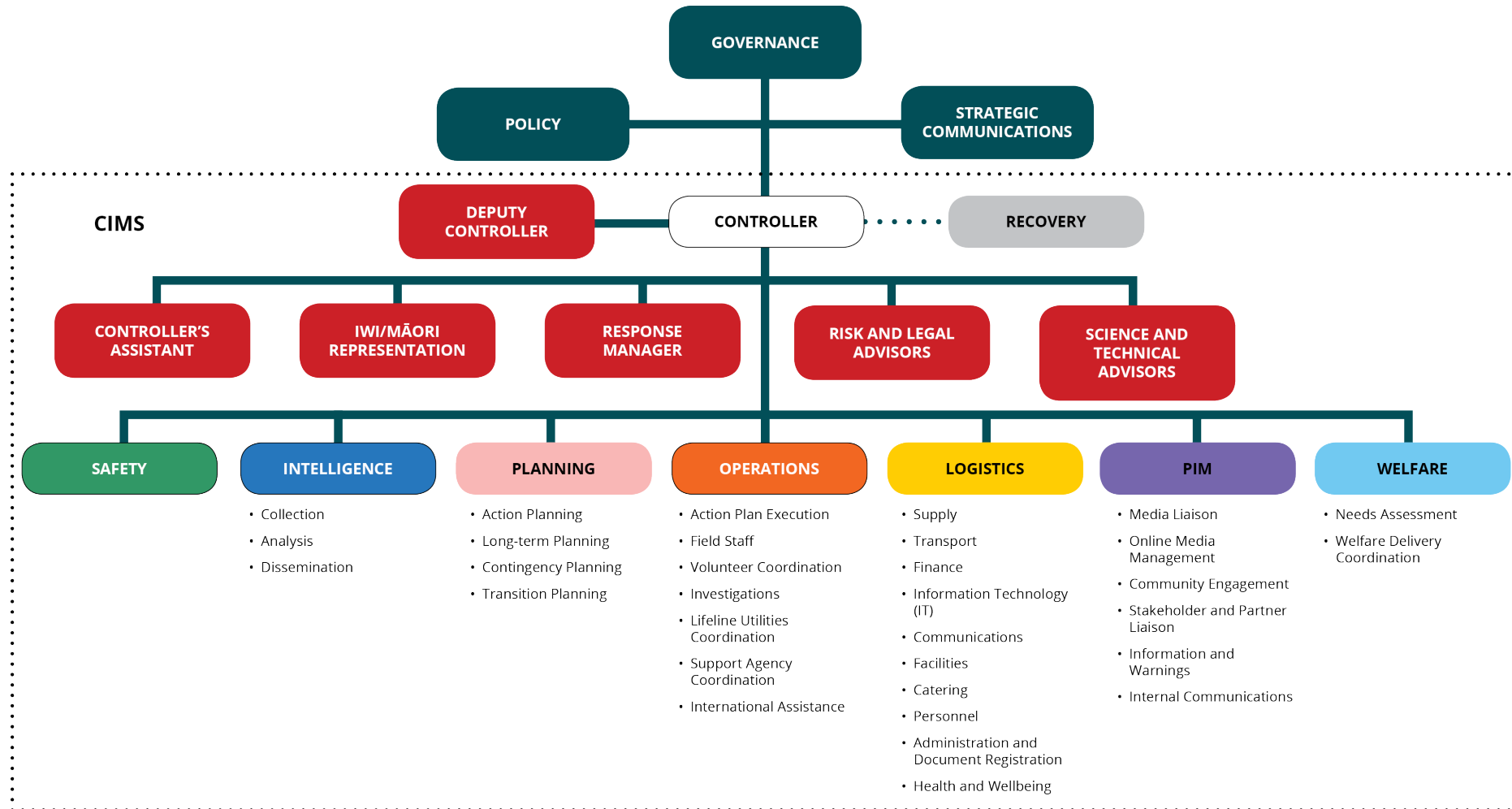


Advisors



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

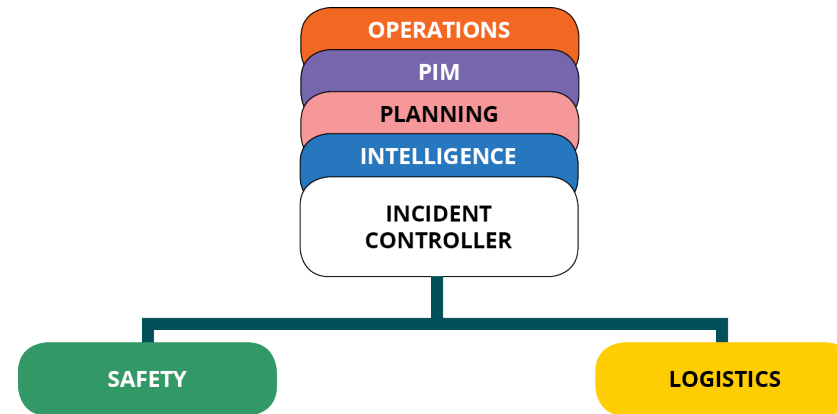
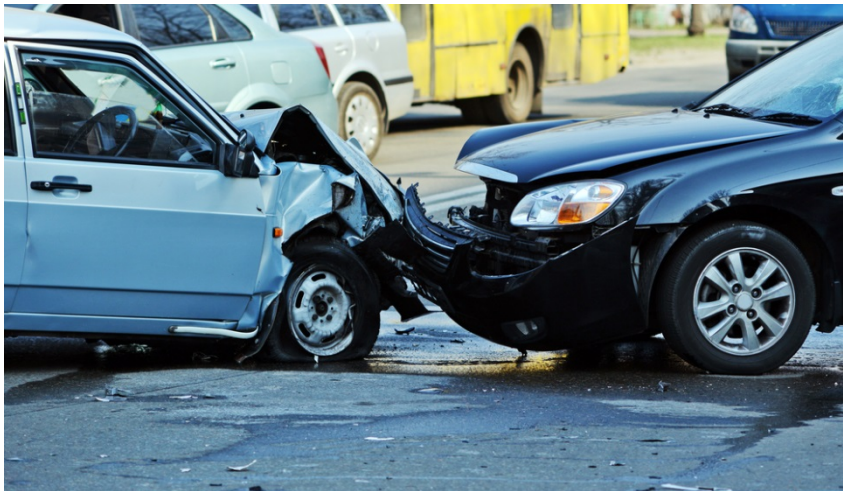


Scaling the Response

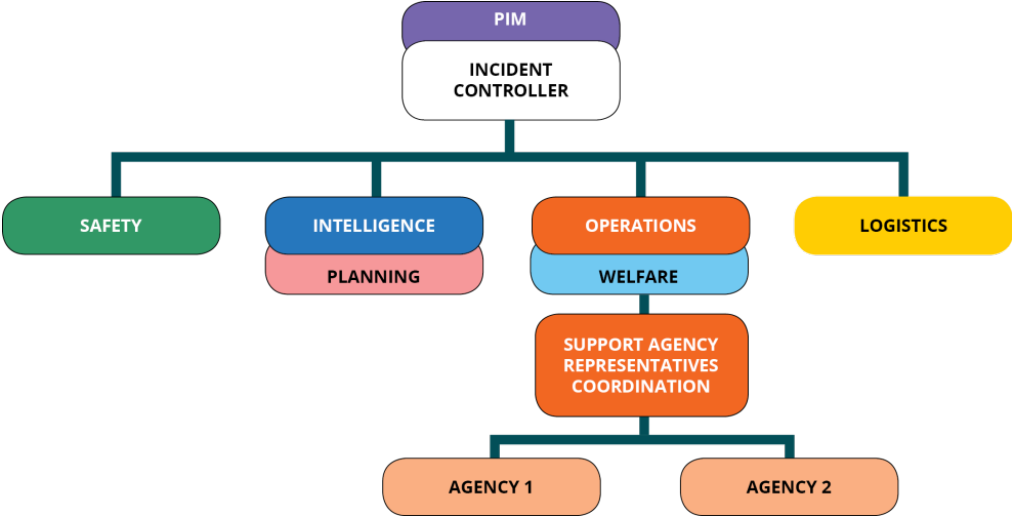
The response to any incident is scaled based on the size, complexity and span of control required.

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

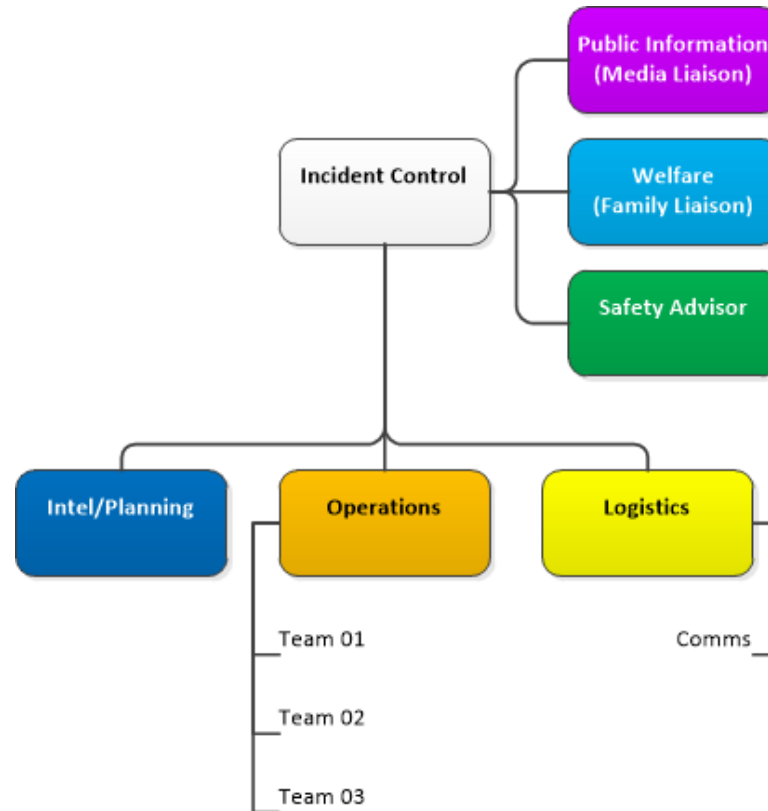
Example - Single Agency Response



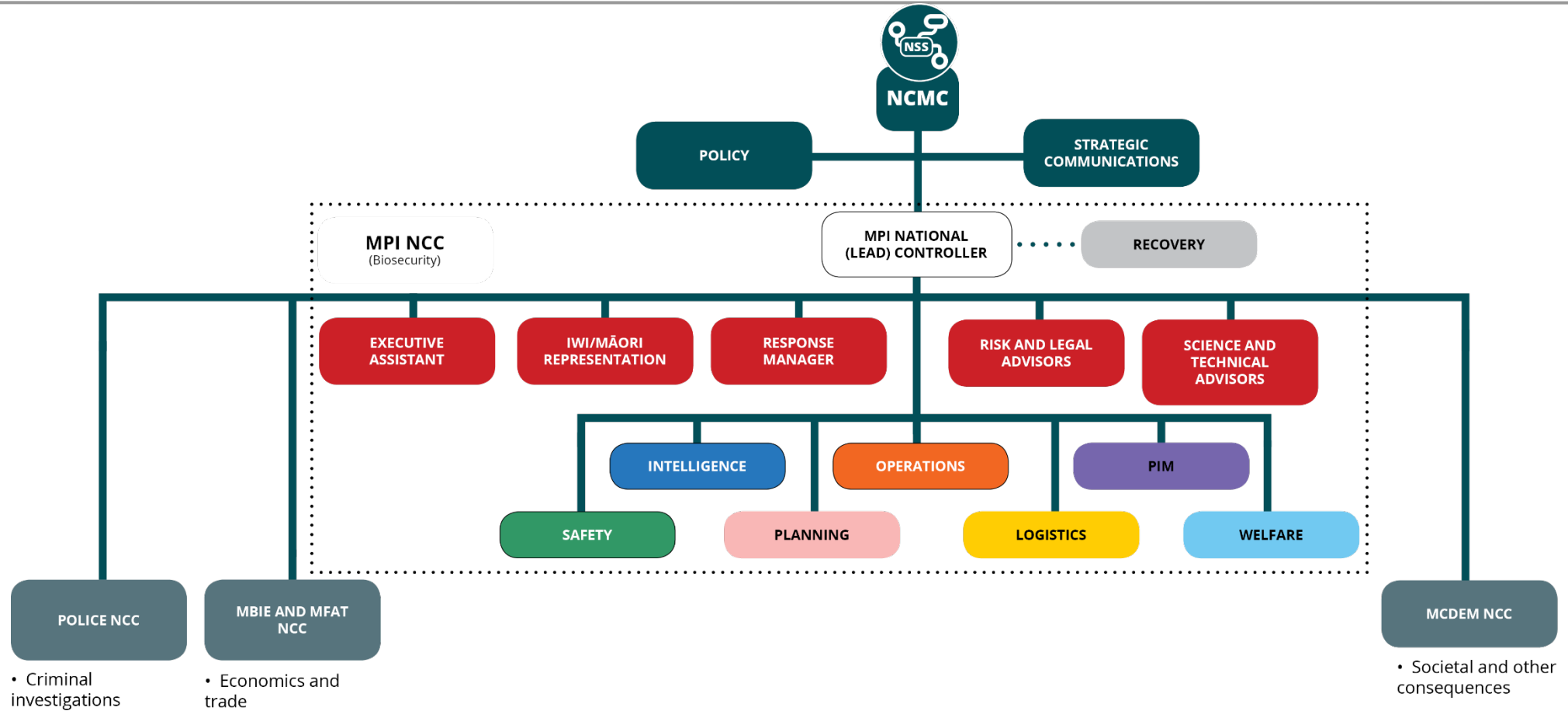
Example - Multi Agency Response



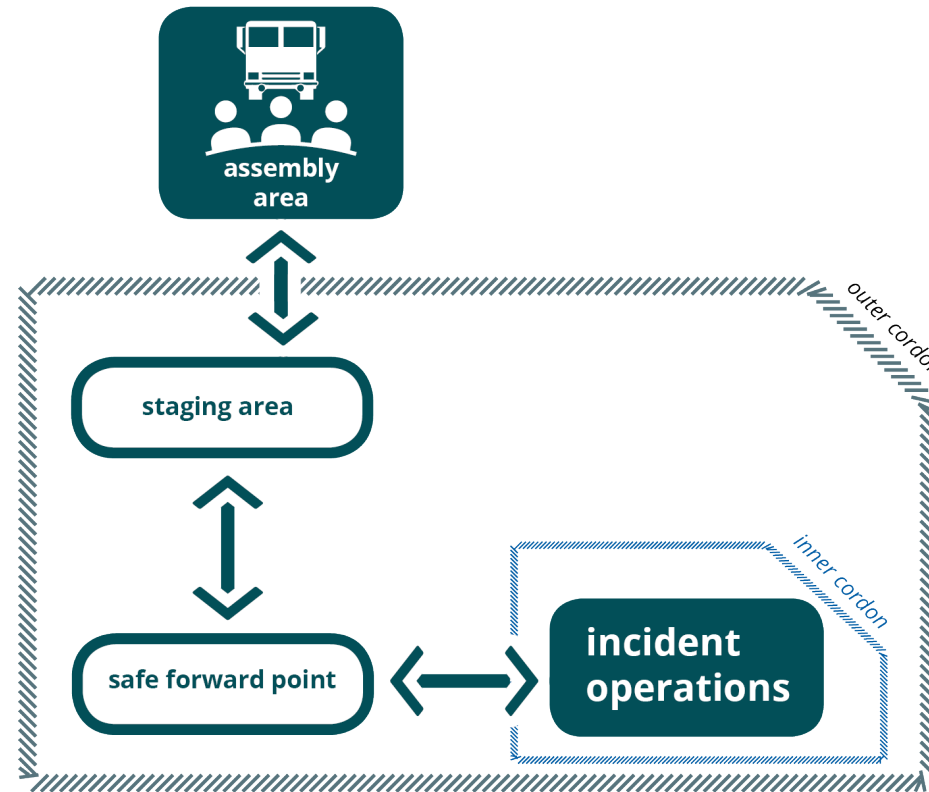
Example SAR Response



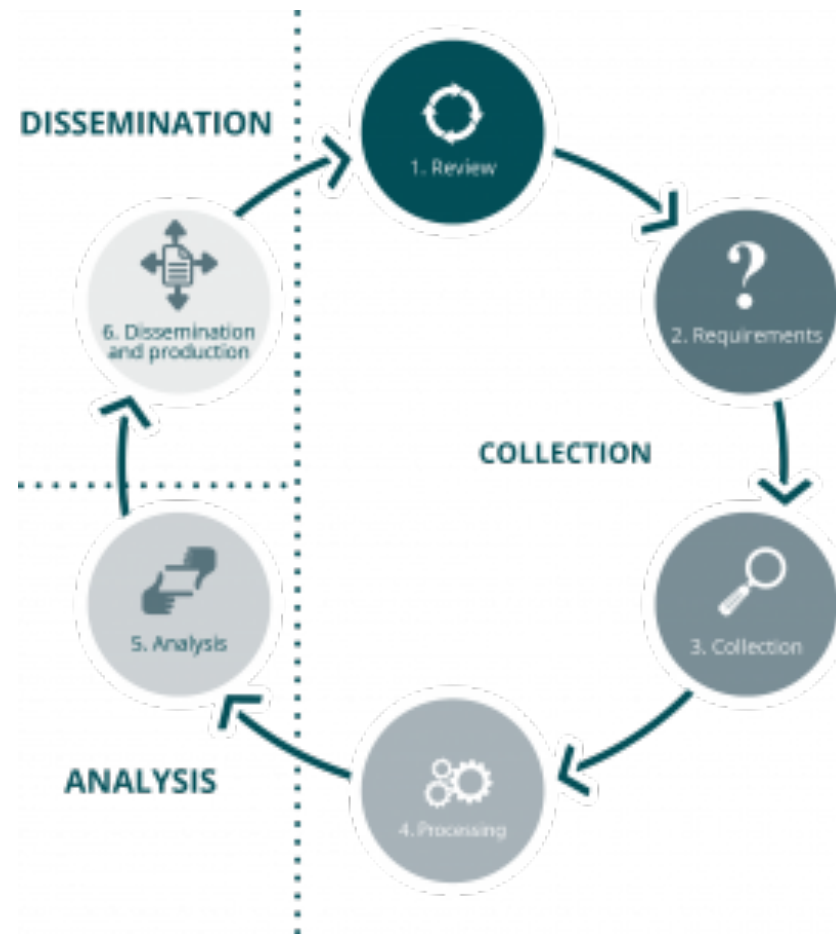
National Level Response Example



Incident Level Response Facilities and Locations



Intelligence Cycle



Planning Cycle – the Planning ‘P’

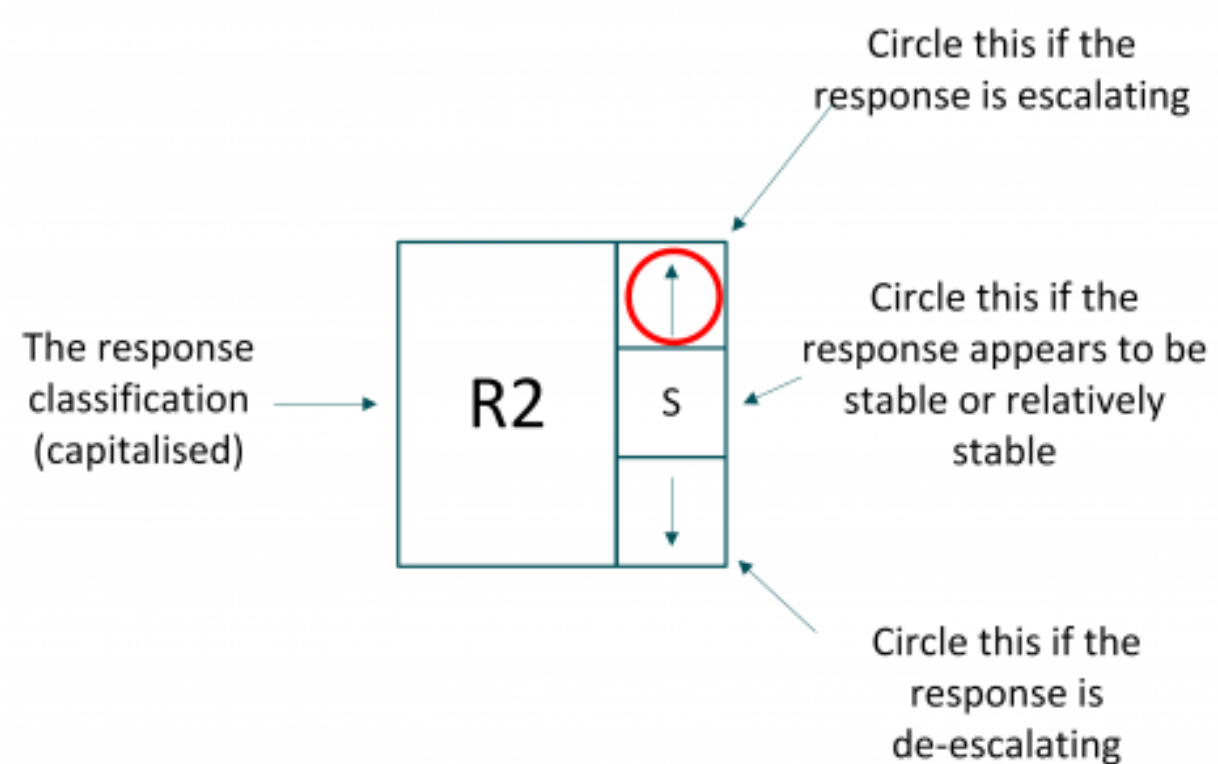


Incident Classification System

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 Minor	2 Moderate	3 Major	4 Severe
Response level	National (N)	N1 A minor national level response	N2 A moderate national level response	N3 A major national level response	N4 A severe national level response
	Regional (R)	R1 A minor regional level response	R2 A moderate regional level response	R3 A major regional level response	R4 A severe regional level response
	Local (L)	L1 A minor local level response	L2 A moderate local level response	L3 A major local level response	L4 A severe local level response
	Incident (In)	In1 A minor incident level response	In2 A moderate incident level response	In3 A major incident level response	In4 A severe incident level response

		Severity				
		Examples of aspects to be considered	1 Minor	2 Moderate	3 Major	4 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

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

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

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

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, self-regulation
- 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

National Level (L)

Builds on tasks identified at Local and Regional levels

Incident Level (I)	Local Level (L)	Regional Level (R)	National Level (L)
<div style="display: flex; justify-content: space-between;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Classification 1</div> <div style="width: 90%;"> <ul style="list-style-type: none"> • 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 ● <p style="margin-top: 20px;">• Advise across the response so that correct processes are being put in place, used consistently and continuing to happen as shifts change ●</p> <p>• 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 ●</p> <p style="margin-top: 20px; font-size: small; color: #008080;">A larger, complex and/or long-term response at Incident level may move into the Health and Safety tasks identified at Local level</p> <div style="background-color: #e0e0e0; padding: 5px; margin-top: 10px; font-size: small;"> <p>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.</p> </div> </div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Classification 2</div> </div>	<div style="display: flex; justify-content: space-between;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Classification 1</div> <div style="width: 90%;"> <ul style="list-style-type: none"> • 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 ● • 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 ● </div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Classification 2</div> </div>	<div style="display: flex; justify-content: space-between;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Classification 2</div> <div style="width: 90%;"> <ul style="list-style-type: none"> • 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: ● <ul style="list-style-type: none"> - 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 ● </div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Classification 3</div> </div>	<div style="display: flex; justify-content: space-between;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Classification 2</div> <div style="width: 90%;"> <ul style="list-style-type: none"> • 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 ● </div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Classification 3</div> </div>

Intelligence

- Lead the Intelligence cycle
- Provide expert advice
- Engagement and relationships
- Set up and manage the Intelligence team

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.

National Level (N)

Builds on tasks identified at Local and Regional levels

Incident Level (I)

- Use existing sources of information to make an initial assessment
- Identify critical gaps in information, identify sources, seek out information. Balance the need to hold off on actions until critical information is available with the need to act
- Task a team member with sourcing information to fill gaps
- Plan, task or initiate initial and on-going incident reconnaissance and reporting
- Contribute to the Action Plan (may be informal) on the basis of the information available (ongoing cycle as more information becomes available)
- Discuss current assessment with other agencies (if involved) to test assumptions and get additional points of view (integrated information management & communications and unity of effort)
- Risk management – Intel critical to identify risks, quantify, and project consequences, important for determining risk treatments
- Know what questions to ask: use info to make decisions quickly to respond to the issue
- Identify, collect and analyse information: produce intelligence
- Understand limitations of the information (and analysis)
- Plan for, and coordinate collection of, a wider span of information beyond immediate response to inform a broader picture with likely impacts and consequences
- Request additional intelligence management or collection resources as immediate and future needs of the incident response will require
- Build a relationship with PIM to draw on their sources of information
- Organise what information is collected (passive and active), how this is done, and how that is recorded (templates, formats, provenance etc.)
- Liaise with Intelligence functions at higher response levels to find out background info e.g. potential risks to self and responders and others in the community

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

Local Level (L)

- Determine the skills, knowledge and capacity required in the Intelligence team, identify any skill gaps and how to rectify these
- 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, source identification)
- 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.
- Understand the tolerances for compromise to get close to what is 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

Classification 1

2

Classification 1

2

Classification

2

3

Classification

2

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

Incident Level (I)		Local Level (L)		Regional Level (R)		National Level (L)							
Classification 1	2	Classification 1	2	Classification 2	2	Classification 2	Builds on tasks identified at Local and Regional levels						
								Classification 2	2	Classification 2	2	Classification 2	Builds on tasks identified at Local level
Classification 3	3	Classification 3	3	Classification 3	3	Classification 3	Builds on tasks identified at Local and Regional levels						
								Classification 3	3	Classification 3	3	Classification 3	3

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.



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

Incident Level (I)		Local Level (L)		Regional Level (R)		National Level (L)						
Classification 1	1	Classification 1	1	Classification 1	1	Classification 1	1					
	2		Classification 2					2	Classification 2	2	Classification 2	2
	3											

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

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

Incident Level (I)		Local Level (L)		Regional Level (R)		National Level (L)	
Classification 1	Incident Level (I)	Local Level (L)	Classification 1	Regional Level (R)	Classification 2	National Level (L)	Classification 3
2	<ul style="list-style-type: none"> • Assess situation, determine what immediate resource needs are ● • Set up incident ground facility ● • Identify available supply and capabilities, and procure what is additionally needed ● <i>"Do whatever is practical on the day. If you urgently need a tractor then ask the farmer down the road."</i> • Set up a basic system to track and document decisions on what resources are allocated and where, approvals and any expenditure ● • Set up comms and ensure this is functioning effectively, ensure any issues between different agencies involved are dealt with ● 	<ul style="list-style-type: none"> • 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 hoof' ● • 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 engage ● • 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 <i>"get the job done effectively and quickly without compromising process too much"</i> ● • 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 <i>"critical to keep the supply lines feeding down..."</i> ● • Stand down/demobilise resources that are no longer required ● 	2	<ul style="list-style-type: none"> • Establish what resources and capabilities other agencies involved in the response can bring to the table ● • Manage logistics rather than just supply <i>"how and how quickly you move resource to a location can be more critical than the resource itself at this level"</i> - 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 available ● • 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 ● 	3	<ul style="list-style-type: none"> • Deal with needs that are escalated and complex, and can't be handled at a regional level (expert support function) ● <ul style="list-style-type: none"> • 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 ● 	
3	<p style="text-align: center; color: #000080; font-weight: bold;">A larger, complex and/or long-term response at Incident level requiring significant Logistics support may move into the tasks identified at Local level</p>						

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 communication.

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

		National Level (L)																															
		Builds on tasks identified at Incident, Local and Regional levels																															
Classification 1	Incident Level (I)	Local Level (L)				Regional Level (R)				National Level (L)																							
	Classification 2	Classification 1	Builds on tasks identified at Incident level				Builds on tasks identified at Incident and Local level				Builds on tasks identified at Incident, Local and Regional levels																						
			Classification 2	Classification 1	Classification 2	Classification 3	Classification 1	Classification 2	Classification 3	Classification 4	Classification 1	Classification 2	Classification 3	Classification 4	Classification 1	Classification 2	Classification 3	Classification 4															
																			Classification 1	Classification 2	Classification 3	Classification 4	Classification 1	Classification 2	Classification 3	Classification 4	Classification 1	Classification 2	Classification 3	Classification 4	Classification 1	Classification 2	Classification 3
Classification 1																																	
Classification 1	Classification 2	Classification 3	Classification 4	Classification 1	Classification 2	Classification 3	Classification 4	Classification 1	Classification 2	Classification 3	Classification 4	Classification 1	Classification 2	Classification 3	Classification 4																		

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.

Incident Level (I)		Local Level (L)		Regional Level (R)		National Level (L)	
Classification 1	1	Classification 1	1	Classification 2	2	Classification 2	2
Classification 2	2	Classification 2	2	Classification 3	3	Classification 3	3
Classification 3	3	Classification 3	3	Classification 3	3	Classification 3	3

- 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)
- 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

- 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
- Continue monitoring, maintain awareness on new or unmet needs and plan

- Assess sustainability of approach over time and begin longer term planning
- 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

National Level (L)

Builds on tasks identified at Local and Regional levels

- 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.

Links to Full CIMS Role Profiles

[Controller](#)

[Operations](#)

[Safety](#)

[Logistics](#)

[Intelligence](#)

[PIM](#)

[Planning](#)

[Welfare](#)

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