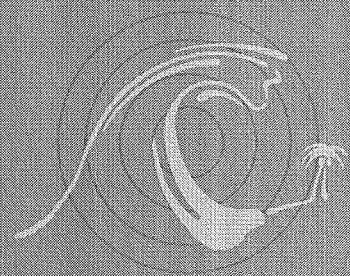
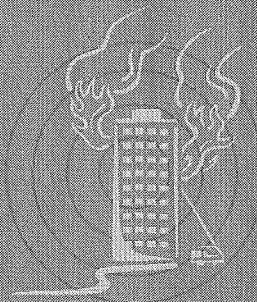
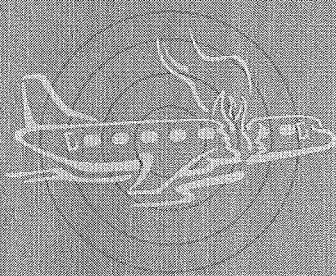


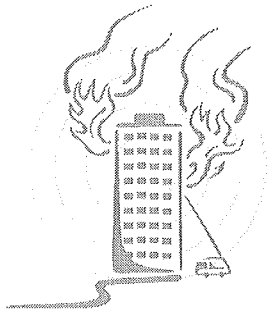
THE NEW ZEALAND
**Coordinated
Incident
Management
System**
[CIMS]



TEAMWORK IN EMERGENCY MANAGEMENT



“Safer Communities
through integrated
emergency
management”



THE NEW ZEALAND

Coordinated Incident Management System

[CIMS]

TEAMWORK IN
EMERGENCY
MANAGEMENT

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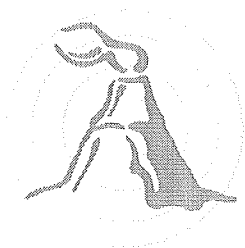
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Foreword: Coordinated Action

Emergencies occur throughout New Zealand on a daily basis. New Zealand also has a high potential for a major disaster due to its geographic region, climatic zone and lifestyle. Disasters and large-scale emergencies will occur at some stage, irrespective of how effective organisations are at mitigation. It is not a case of if, but where and when the next large-scale incident will occur. What cannot be prevented must be effectively managed. It is essential that all agencies in New Zealand employ the Coordinated Incident Management System (CIMS) to effectively manage all incidents.

The introduction of the Coordinated Incident Management System in 1998 has, through the use of a common terminology, structures and processes, achieved improved efficiencies, particularly in multi-agency response to major incidents.



The CIMS framework:

- > provides a seamless management system between responding agencies and services
- > provides for integration for incident control and coordination
- > ensures all agencies / services work to the same set of rules – “I know your system because it is my system!”
- > ensures the system will work at all times, regardless of the size and scope of the incident
- > allows individual agencies to retain their individual command structure and identity.

Significant progress has been made in consolidating the knowledge and application of CIMS in New Zealand over the last seven years. This has been achieved through:

- > active promotion and delivery of CIMS courses
- > an increasing number of post-operational reports, that record success in dealing with incidents using the CIMS system
- > the increasing numbers of emergency services personnel gaining operational experience working as part of incident management teams responding to major fires in both Australia and the United States.

In the longer term, we can expect the positive developments in CIMS to continue. The enactment of the Civil Defence and Emergency Management (CDEM) Act 2002, has provided for the establishment of CDEM Groups, at regional level across the country. CIMS is integral to the organisational structures established by these groups to manage operational response and coordination at a local and national level. CDEM groups also have a significant part to play in the coordination of joint agency education and training within group areas.

In view of the potentially-damaging impact of emergencies and disasters CIMS must be considered as essential. I encourage managers at all levels within government agencies and in the wider CDEM sector to promote the implementation of CIMS.

The first addition of the CIMS Blue Manual published in 1998 has proven a great success. The material in this manual has been developed by a multi-agency Working Group which represents all key response and control agencies in New Zealand. I urge people to read this new edition and learn from it.

(insert signature)

Hon. Rick Barker

MINISTER OF CIVIL DEFENCE AND EMERGENCY MANAGEMENT

Endorsements

The NZ Coordinated Incident Management System, the principles, concepts and structures of which are described in the manual is endorsed by:

NZ Police, NZ Ambulance Boards, NZ Fire Service Commission, Ministry of Civil Defence & Emergency Management, NZ Defence Force, Department of Conservation, NZ Forest Owners Association, Local Government New Zealand and Department of the Prime Minister and Cabinet.

[Last page to be confirmed after organisations confirmed]

Mike Hall

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Chief Executive
NZ Forest Owners' Association Inc.

Commissioner
NZ Police

Asst. Chief Operations
NZ Defence Force

Hugh Logan

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NZ Ambulance Board

Chief Executive
Local Government New Zealand

Pat Helm

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Department of Labour

Ministry of Agriculture and Forestry

Maritime New Zealand

Ministry of Health

Introduction

The purpose of the Coordinated Incident Management System is to provide structure and coordination in the management of incidents. It improves efficiency and effectiveness in management response.

The New Zealand system is a variation of the Incident Command System (ICS) used in the United States of America called National Inter-Agency Incident Management System (NIIMS) and in Australia, the Australian Inter-service Incident Management System (AIIMS).

In the United States of America the Incident Command System (ICS) was developed in response to wildfires in 1970. A need was identified to develop a system whereby different agencies could work together towards a common goal in an effective and efficient manner. Their system is now used to manage any type of incident e.g. 9/11 Twin Towers and recovery of parts from the Columbia shuttle crash. In Australia (AIIMS) was developed in response to catastrophic bush fires in the 1980s.

CIMS, like the overseas equivalent systems, provides the model for command, control, and coordination of an incident response. It provides a means of coordinating the efforts of agencies as they work towards the common goal of stabilising an incident and protecting life, property, and the environment.

Incidents from car accidents to large-scale disasters, require cooperation among several agencies. In an incident, you and other personnel from your agency may be called upon to help with the response. CIMS can be used for all emergency incidents, from the straightforward to the complex. The more complex the incident, the more evident is the value in using CIMS.

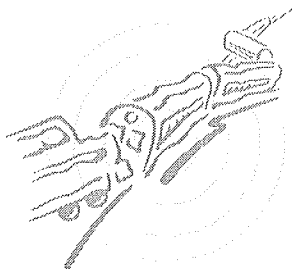
This CIMS manual defines New Zealand's approach to incident management. It explains the CIMS system in detail and how it can be used to manage diverse incidents.

CIMS aims to build a more proactive incident management response system that will increase efficiencies through better coordination of resources. It will also reduce the risk of service overlap and potential confusion at incidents through poor understanding and inadequate coordination.

**"WITH ORGANISATION
AND TIME IS FOUND
THE SECRET TO DOING
ALL AND DOING WELL"**

PYTHAGORAS

Part 1: Design of CIMS



1.1 Background

The CIMS project was set up by the emergency services in response to a need, which they themselves identified. This was a 'bottom-up' initiative. The level of cooperation between the services on this project has been high, partly because they have been proactive and involved in setting it up. In this regard it is different from similar projects overseas which have been forced upon the services by policy changes at central government level.

In 1995, a review of the Emergency Services identified that links between agencies were often not systematically applied, nor were they supported at regional and national levels. These findings reinforced overseas research and operational experience, which highlighted the importance of forward planning for major emergencies involving multi-incidents and requiring multi-agency response. Two additional forces, that drove the move toward more integrated emergency service to major incidents were the:

- > significant developments in technology and communications, which now make closer co-operation possible
- > changes in societal expectations in terms of the level of effectiveness in which emergency incidents will be managed.

In 1997, a joint-agency working party, under the sponsorship of the National Rural Fire Authority established a framework for a common and coordinated approach to incident management. In March 1997 a workshop attended by representatives from NZ Police, NZ Fire Service, National Rural Fire Authority, NZ Ambulance Board, Civil Defence, Territorial Local Authorities, NZ Defence Force, NZ Forest Owners Association and Department of Conservation, developed and agreed on a number of key statements for the CIMS Project.

The framework known as 'The New Zealand Coordinated Incident Management System' (CIMS) was endorsed by the Heads of most of the key agencies in the emergency management sector.

The publication of the CIMS Manual known as 'The Blue Book' in 1998 was a critical tool in launching the concepts of the New Zealand Coordinated Incident Management System. The commitment of the agencies and individuals involved in that working party is acknowledged.

This second edition of the manual retains much of the material from the original. However, some selected amendments reaffirm the alignment and links to international ICS models. The Working Group who undertook the review agreed to some key principles in the publication of a second edition of the CIMS manual. This retains most of the content of the original 'Blue Book' but is necessary to provide greater detail and

definition within some rules, as well as a refinement in detail on roles and responsibilities. This includes the addition of all of the roles and responsibilities within the Planning / Intelligence and Logistics unit positions.

The second edition follows the key principle of the original 'Blue Book' by providing only material and information that is generic to all organisations and agencies. It does not contain any agency specific detail for managing and specifying the operations function of their own incidents or sectors and/or responsibilities of a multi-agency incident. It is recommended that organisations develop their own detailed agency specific management handbooks that contain their specific operational procedures, details and structures, but abide by the rules and principles set out in the CIMS manuals. The original CIMS Project Team set a Mission, Vision and Values which are still appropriate today.

MISSION

The overall purpose of the CIMS project:

Safer communities through integrated emergency management.

VISION

What the project aimed to achieve and how:

CIMS will create a legacy of safer communities through a proven, reliable, user-friendly, effective and efficient up-to-date IMS system.

The system will be fully integrated and flexible and have the confidence of the public.

VALUES

The values statement records the commitment by each organisation on how they would behave towards each other.

We will work together with honesty, integrity, trust and understanding. We will commit ourselves to developing an IMS system which delivers a framework based on well-grounded principles and meets the needs of our communities.

1.2 CIMS Emergency Management

CIMS is designed primarily to improve the management of the response phase to emergency incidents through better coordination between the major emergency services (Fire, Rural Fire, Police, Ambulance, Civil Defence Emergency Management) and between the many other organisations which also have a role in mounting an incident response (Territorial Local Authorities, NZ Defence Force, NZ Forest Owners Association, Department of Conservation, Maritime New Zealand etc).

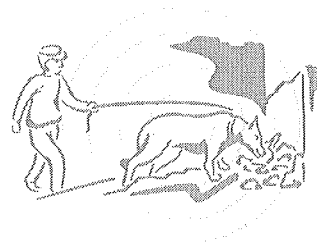
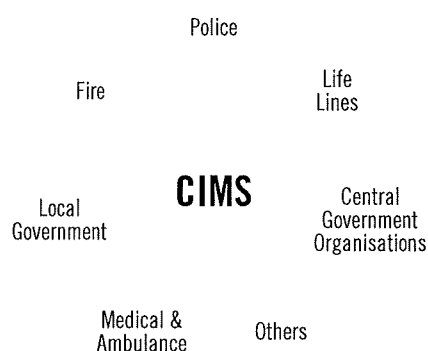


Figure 1 shows some of the services which are part of CIMS. It also shows that the majority of systems and processes within each service are not impacted by CIMS. CIMS knows nothing about how a fire-fighter puts water on a fire or how a police officer carries out an arrest. CIMS does not affect the operational aspects of one's jobs.

CIMS is the set of rules that define the system for managing incidents of any size and defines the relationship, responsibilities and management rules for organisations involved at an incident.

It is important to note that CIMS will have no impact on the identity of individual services or the way they carry out their statutory responsibilities.

FIGURE 1: SERVICES



1.3 When Is CIMS Used

Incident Management Systems have proven effective in planning for and responding to all types of incidents:

- > hazardous substances
- > natural hazards
- > fires
- > multiple casualties
- > transportation accidents
- > search and rescue
- > pathogen outbreaks
- > public health and medical emergencies
- > environmental incidents
- > marine mammal strandings
- > planned events

AREAS OF IMPROVEMENT

The introduction of CIMS has addressed a number of difficulties previously identified with incident responses. These problem areas included:

- > lack of coordination between services
- > non-standard terminology among the responding agencies

- > lack of capability to expand and contract structures as required by the situation
- > non-standard and non-integrated communications
- > lack of consolidated action plans
- > lack of designated facilities.

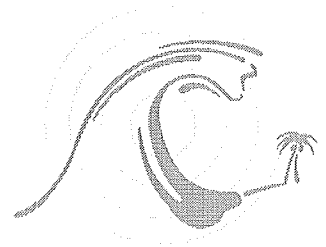
Experience shows the success of CIMS has come from its regular application of:

- > a common incident management structure
- > information management
- > key management principles in a standardised way.

1.4 CIMS Principles

CIMS structure is based on a seamless approach:

- > Common terminology
- > A modular organisation
- > Integrated communications
- > Consolidated incident action plans
- > Manageable span of control
- > Designated incident facilities
- > Comprehensive resource management



1 COMMON TERMINOLOGY

Common terminology is essential in any incident management system, especially when diverse or other than first-response agencies are involved in the response. When agencies have slightly different meanings for terms, confusion and inefficiency can result. In CIMS, major organisational functions, facilities, and resources are pre-designated and given titles. CIMS terminology is standard and consistent among all of the agencies involved. [Refer to Appendix 1 – Glossary, page 34 for detail.]

2 MODULAR ORGANISATION

A modular organisation develops a 'top-down' organisational structure at any incident. "Top-down" means that, at the very least, the Control / Command function is established by the first-arriving officer who becomes Incident Controller. As the incident warrants, the Incident Controller activates other functional areas. In approximately 95 percent of all incidents, the organisational structure for operations consists of command and single resources (e.g., one fire truck, an ambulance, or a tow truck). If needed, however, the CIMS structure can consist of several layers. [Refer to page 12 – Organisational Structure, for detail.]

3 INTEGRATED COMMUNICATIONS

Integrated communications requires a common communications plan, standard operating procedures, clear text, common frequencies, and common terminology. Several communication networks may be established, depending on the size and complexity of the incident.

4 CONSOLIDATED INCIDENT ACTION PLANS

Consolidated Incident Action Plans describe response goals, operational objectives, and support activities. The decision to have a written Incident Action Plan is made by the Incident Controller. Incident Action Plans should cover all objectives and support activities that are needed during the entire operational period. A written plan is preferable to an oral plan because it clearly demonstrates responsibility, and provides documentation when requesting assistance. Incident Action Plans that include the measurable goals and objectives to be achieved are always prepared around a timeframe called an operational period. [Refer to Appendix 4 – Forms, page 67 for details.]

5 MANAGEABLE SPAN OF CONTROL

A manageable span of control is defined as the number of individuals or functions one person can manage effectively. In CIMS, the span of control for any person falls within a range of three to seven, with five being the optimum.

6 DESIGNATED INCIDENT FACILITIES

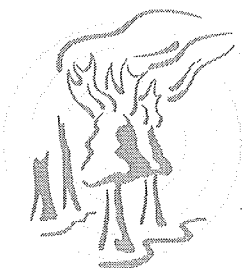
It is important there are designated incident facilities with clearly-defined functions to assist in the effective management of an incident. Every incident requires one Incident Control Point. Additional facilities are designated as the complexity of an incident increases. [Refer to page 20 – Logistics Section, for detail.]

7 COMPREHENSIVE RESOURCE MANAGEMENT

Comprehensive resource management is a means of organising the total resource across all organisations deployed at an incident.

Comprehensive resource management:

- > maximises resource use
- > consolidates control of single resources
- > reduces the communications load
- > provides accountability
- > reduces freelancing
- > ensures personnel safety
- > assigns all resources to a status condition.



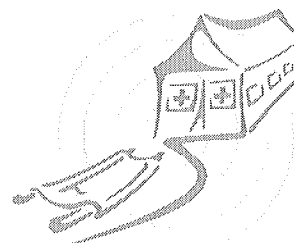
1.5 CIMS Organisational Structure

Many incidents – whether major emergencies or disasters (such as damaging earthquakes) or more localised incidents (such as accidents, hazardous substance spills or fire incidents) require a response from a number of different agencies.

No single agency or department can handle a large-scale incident situation alone. Everyone must work together to manage the incident. To coordinate the effective use of all of the available resources, agencies need a formalised management structure that lends consistency, fosters efficiency, and provides direction during a response.

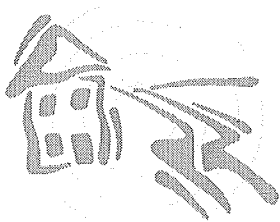
The CIMS organisation is built around four major components:

CONTROL	the management of the incident
PLANNING/INTELLIGENCE	the collection and analysis of incident information and planning of response activities
OPERATIONS	the direction of an agency's resources in combating the incident
LOGISTICS	the provision of facilities, services and material needed to combat the incident



These four major components are the foundation upon which the CIMS organisation is built. They apply during a routine incident, for a major event, or when managing a response to a major disaster.

Part 2: Incident Management



2.1 Overview

Incident Management can be viewed as a system composed of inter-related components that link together to enable the best possible management of an incident of any scale. As such, it is necessary to understand the functions inherent in each of the individual components, as well as how they fit together as a system.

Part 1 of this manual has provided an overview of the system.

Part 2 details the key components of CIMS:

- > Management Structure
 - Incident Control
 - Operations
 - Planning / Intelligence
 - Logistics
- > Incident Facilities
- > Levels of Incident Management
- > Changeovers
- > Action Planning

Incident Management encompasses:

- > establishing command and control
- > ensuring responder safety
- > assessing incident priorities
- > determining operational objectives, aim /mission
- > developing and implementing the Incident Action Plan (IAP)
- > developing an appropriate organisational structure
- > maintaining a manageable span of control
- > managing incident resources
- > coordinating overall incident activities
- > coordinating the activities of outside agencies
- > authorising the release of information to the media
- > monitoring costs.

2.2 Incident Control

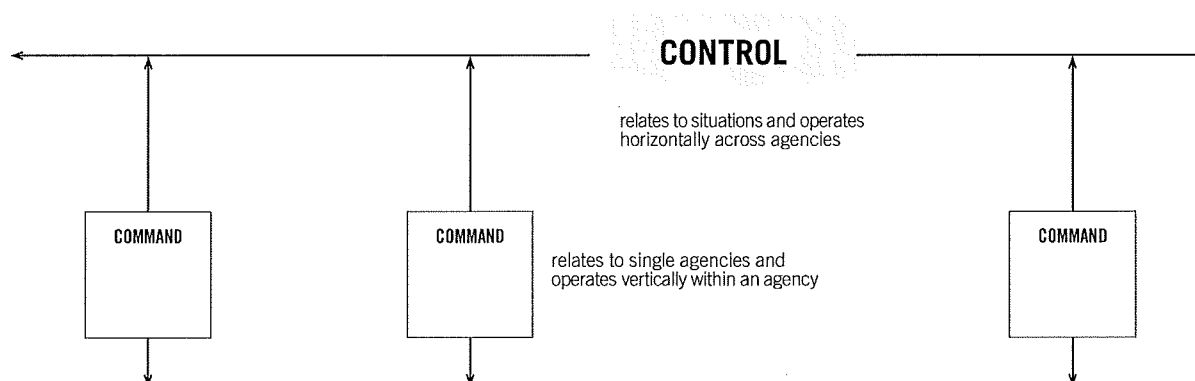
The Incident Controller is responsible for the overall direction of response activities in an incident situation and is the person in charge at an incident. The Incident Controller fulfils all management functions and responsibilities until the incident requires additional appointments.

Major responsibilities include:

- > establishing command and control
- > establishing the Incident Control Point (ICP)
- > protecting life and property
- > controlling personnel and equipment
- > maintaining accountability for responder and public safety, as well as for task accomplishment
- > establishing and maintaining effective liaison with outside organisations, including the Emergency Operations Centre (EOC), if / when it is activated.

It is important to distinguish between Incident Control, which relates to situations and operates horizontally across agencies, and Command, which operates vertically within an agency. An incident has only one Incident Controller but a number of lines of command may be required depending on the number of agencies involved.

FIGURE 2: CONTROL/COMMAND DIAGRAM



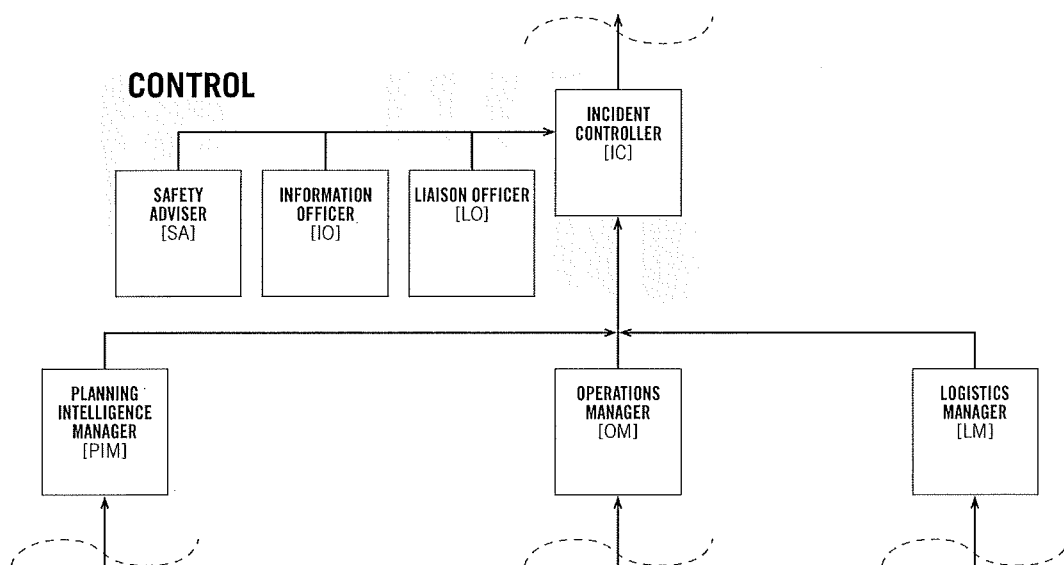
An effective Incident Controller must be assertive, decisive, objective, calm, and be a quick thinker. To handle all of the responsibilities of this role, the Incident Controller also needs to be flexible and realistic about his or her limitations. He/she needs to be able to delegate positions appropriately as needed for the incident.

Initially, the Incident Controller will be the senior 'first-responder' to arrive at the scene. As additional responders arrive, control will transfer on the basis of which agency has primary authority for overall control of the incident. As incidents grow in size or become more complex, the responsible jurisdiction or agency may assign a more highly qualified Incident Controller.

At transfer of control, the outgoing Incident Controller must give the incoming Incident Controller a full briefing and notify all staff of the change in controller.

As incidents grow, the Incident Controller may delegate authority for performing certain functions to others, as required. When expansion is required, the Incident Controller may establish the other Staff functions shown in Figure 3. Those appointed to the roles of Planning / Intelligence, Operations and Logistics – together with the Incident Controller – make up the Incident Management Team.

FIGURE 3: INCIDENT MANAGEMENT DIAGRAM



The Incident Controller will base the decision to expand or contract the CIMS organisation on three major incident priorities:

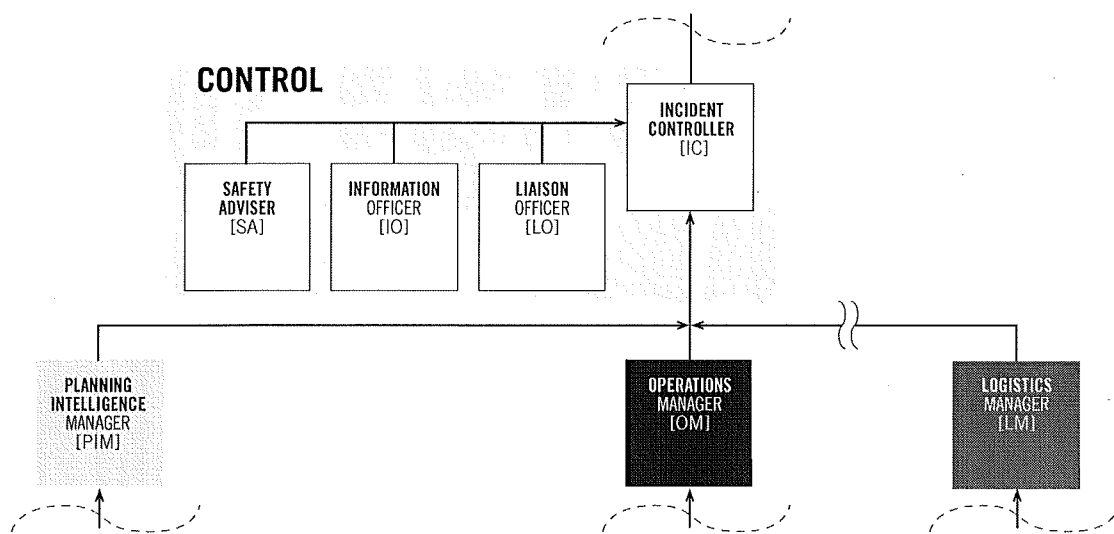
- > **SAFETY.** The Incident Controller's first priority is always the safety of the incident responders and the public.
- > **INCIDENT STABILITY.** The Incident Controller is responsible for determining the strategy that will:
 - minimise the effect that the incident may have on the surrounding area
 - maximise the response effort while using resources efficiently.

The management structure that the Incident Controller develops should be in keeping with the complexity (i.e. the level of difficulty in the response) of the incident, not necessarily the size (which is based on geographic area or number of resources).

- > **PROPERTY CONSERVATION.** The Incident Controller is responsible for minimising damage to property while achieving the incident objectives.

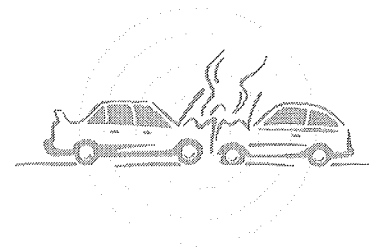
As incidents become more involved, the Incident Controller can activate additional sections (that is, Planning/Intelligence, Operations, Logistics), as necessary. They may also activate the following support positions.

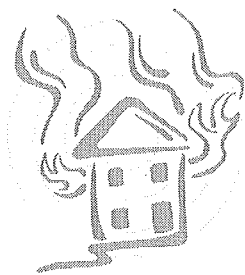
FIGURE 4: CONTROL



- > **INFORMATION OFFICER.** Handles all media inquiries and coordinates the release of information to the media. Manages community relations.
- > **SAFETY ADVISER.** Monitors safety conditions and develops measures for ensuring the safety of all assigned personnel.
- > **LIAISON OFFICER.** Is the on-scene contact for other agencies assigned to the incident.

Each Manager in the Incident Management Team, in turn, has the authority to expand their function to meet the needs of the situation.





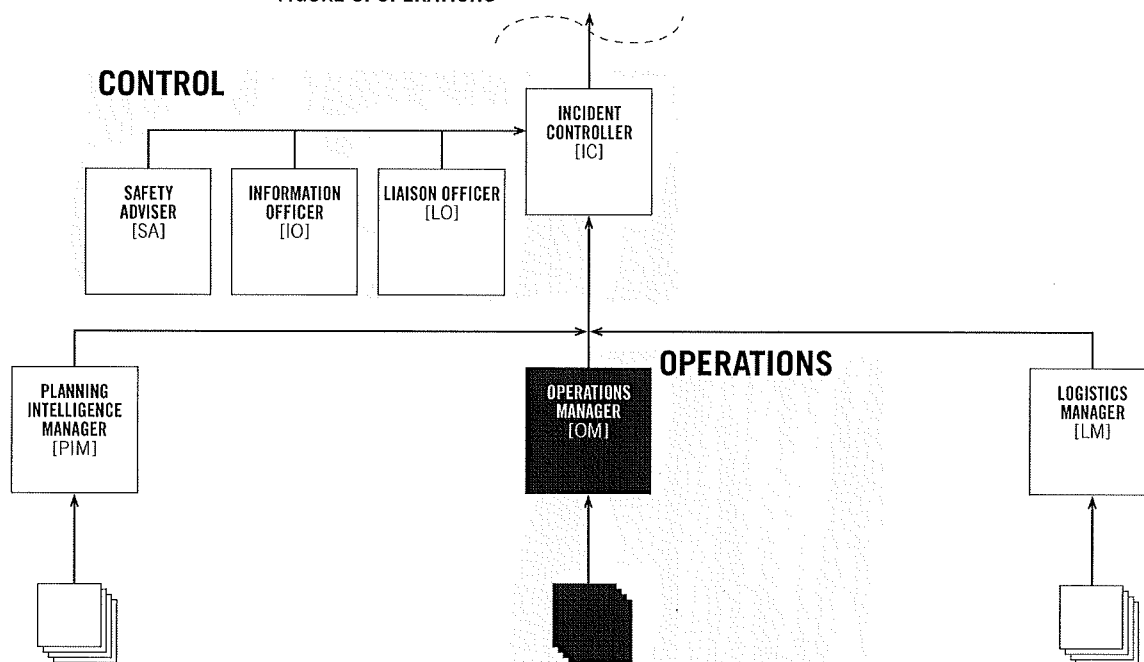
2.3 Operations

The Operations Section is responsible for carrying out the response activities described in the IAP. The Operations Manager coordinates activities and has primary responsibility for receiving and implementing the IAP. The Operations Manager reports to the Incident Controller and determines the required resources and organisational structure within the Operations Section.

The Operations Manager's main responsibilities are to:

- > direct and coordinate all operations, ensuring the safety of all operations personnel
- > assist the Incident Controller in developing response goals and objectives for the incident
- > implement the IAP
- > request resources through the Incident Controller
- > keep the Incident Controller informed of the situation.

FIGURE 5: OPERATIONS

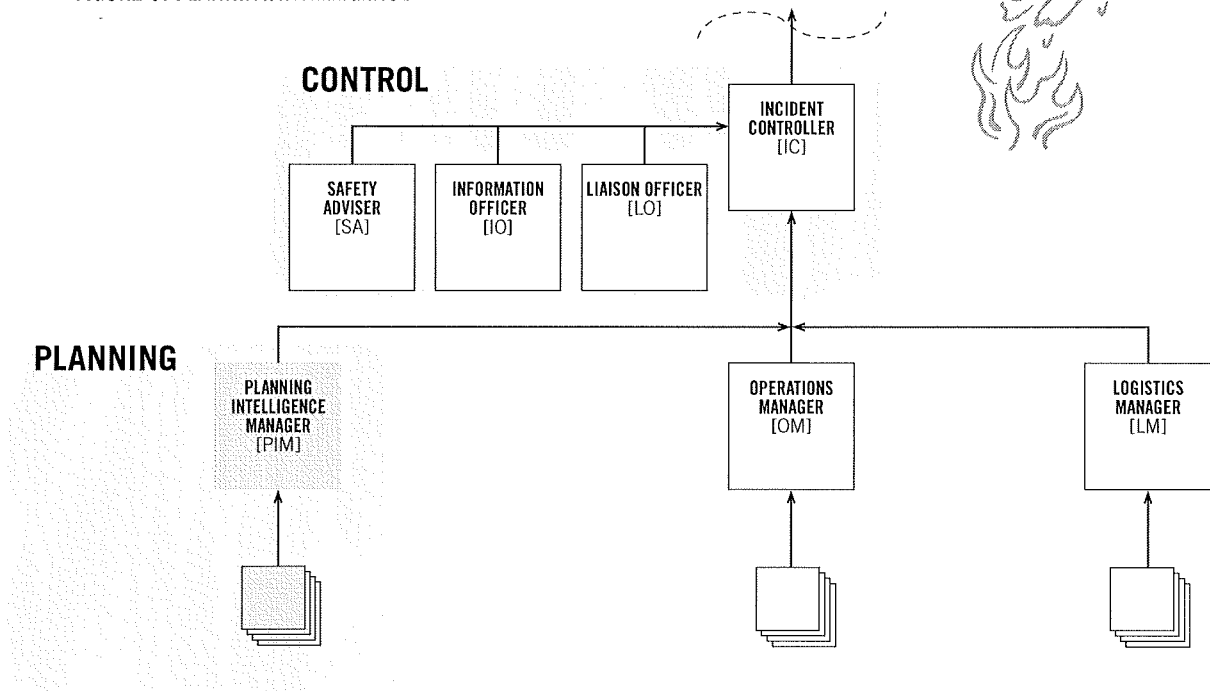


Operations section roles are filled according to organisational requirements of the agency and is incident type and agency specific.

2.4 Planning / Intelligence

In minor events, the Incident Controller is responsible for planning but when the incident is major, the Incident Controller establishes the Planning / Intelligence Section. Its functions include gathering, evaluating and disseminating information about the incident and the status of resources. This section's responsibilities also include creation of the IAP, which defines the response activities and the use of resources for a specified time period.

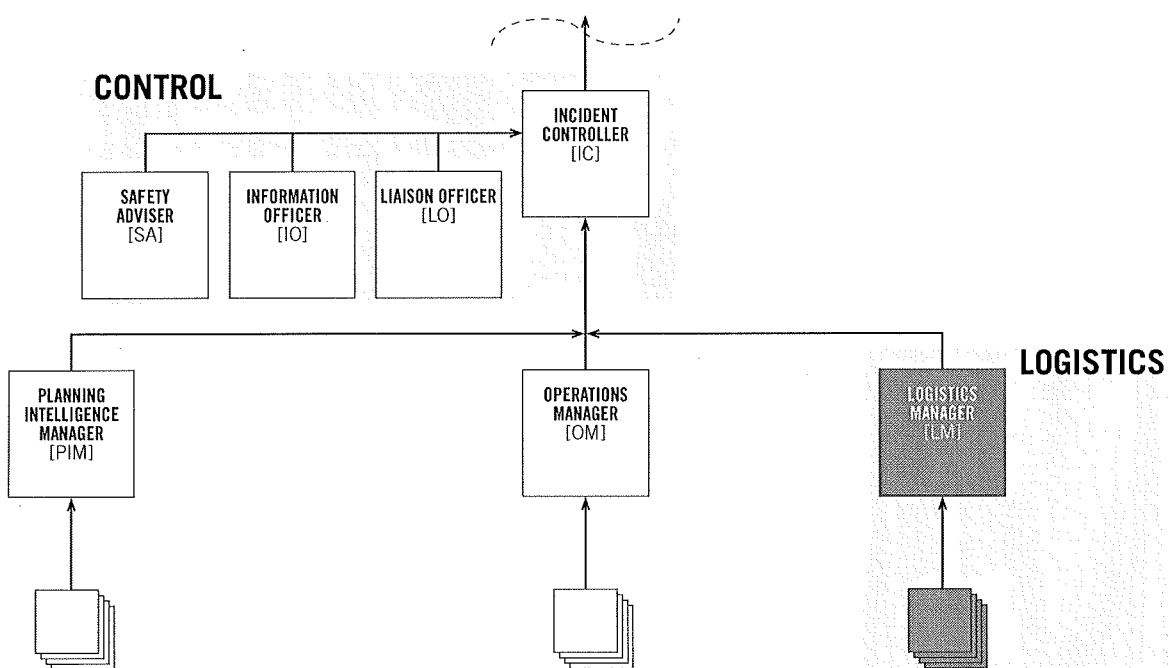
FIGURE 6: PLANNING/INTELLIGENCE



2.5 Logistics

The Logistics Section is responsible for providing supplies and services including facilities, materials, services and resources – including personnel – in support of the incident. This section takes on great significance in long-term or extended operations. This section's functions are related to support for the incident responders.

FIGURE 7: LOGISTICS



2.6 Incident Facilities

As an incident grows, several facilities must be identified and established.

These may include:

1. Incident Control Point – ICP
2. Assembly Area – AA
3. Staging Areas – SA
4. Safe Forward Point – SFP
5. Casualty Collection Area – CCA
6. Ambulance Loading Area – ALA
7. Vehicle Parking Area – VPA
8. Information Point – IP
9. Helipad – HP
10. Helibase – HB
11. Emergency Operations Centre – EOC

There is only one Incident Control Point per incident. There can be as many of the other facilities as necessary for the smooth operation of the incident.

1. INCIDENT CONTROL POINT – (ICP)

The ICP is where the Incident Controller and members of the Incident Management Team direct response activities in an incident situation.

Every incident will have an ICP. This may be in the form of a vehicle, trailer, tent or building.

Having one ICP is critical when the incident involves more than one agency or jurisdiction. If the various agencies and/or jurisdictions are separated, it is hard to have an effective management system.

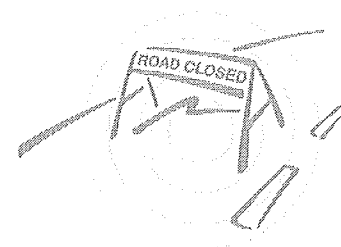
The ICP can be located with other incident functions and should be close to the communications and planning function.

The ICP should:

- > be positioned away from the general noise and confusion associated with the incident
- > be positioned outside the present and potential hazard zone
- > have the ability to expand as the incident grows
- > have the ability to provide security, and to control access to the ICP as necessary
- > be clearly identified
- > be sheltered from the weather
- > be secure from public traffic.

2. ASSEMBLY AREA – (AA)

The Assembly Area is where resources are organised and prepared for deployment. It may include the provision of crew welfare and equipment maintenance facilities. An Assembly Area would normally be located away from an incident at an established facility. Assembly areas are for support rather than operational.



3. STAGING AREAS – (SA)

Staging Areas are locations where resources are gathered before being despatched to a Safe Forward Point or directly to an incident area. Staging Areas are managed by the Operations Section. As an incident grows, there may be a need to establish more than one Staging Area.

Staging Areas:

- > provide a safe location for resources awaiting assignment
- > provide for greater accountability by having available personnel and resources together in one location
- > keep track of resources
- > assist in check-in of personnel arriving at the incident via private means
- > allow the Incident Controller to plan for resource use, and to provide for contingencies
- > reduce traffic congestion.

A Staging Area may be in the same general area or adjacent to other incident facilities, however, it should have its own separate location and name.

It may be necessary to set up separate Staging Areas for different kinds of resources, for example, fire equipment and personnel in one area and police-related resources in another. Areas chosen should be easily found, but off the main traffic routes so that the public isn't asking why all that equipment is just sitting there, rather than "attending the incident".

Some further considerations for establishing Staging Areas, include that they:

- > should be close to the location of tactical assignments
- > must be located in a safe area (e.g. upwind from a hazardous materials spill or out of the path of a fast-moving wildland fire)
- > should have separate entrance and exit routes
- > should be large enough to accommodate anticipated levels of resources and should be located in an area where vehicles and personnel will do minimal environmental damage.

4. SAFE FORWARD POINT – (SFP)

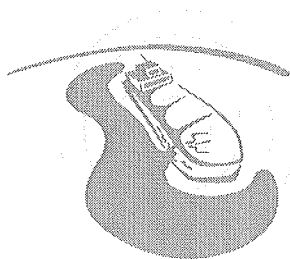
The Safe Forward Point is a safe location near the incident from which forward operations can be supported.

5. CASUALTY COLLECTION AREA – (CCA)

A safe area where casualties are assessed and stabilised before being transported to a medical facility.

6. AMBULANCE LOADING AREA – (ALA)

Should be sited on hard standing (e.g. tarseal) and be close to the CCA to avoid excess stretcher carries of critically-injured casualties.



7. VEHICLE PARKING AREA – (VPA)

A designated parking area to park official and public vehicles securely and out of the way. May include parking for official visitors, liaison staff, the media and other agency representatives. Normally located within the Outer Cordon and within easy access to the ICP and the Information Point if established.

8. INFORMATION POINT – (IP)

To help control media personnel, it may be appropriate to set up an information point and to notify the media representatives that official information will be issued from this location.

Media representatives should be provided such facilities as are reasonable but they must not be allowed to impede operations. Regular briefings and conferences will help maintain a satisfactory relationship especially if timed to meet media deadlines. The Information Point should be located away from the ICP.

In a major incident event, the Incident Controller should appoint an Information Officer to handle all media inquiries, coordinate media briefings, press releases and work with the community in developing good relations.

9. HELIPAD – (HP)

A Helipad is a designated location which meets requirements for a helicopter to take off and land. It can be used to load or off-load personnel, equipment or supplies.

10. HELIBASE – (HB)

A Helibase is the main location for parking, fuelling, and maintenance of helicopters operating in support of an incident. It is often located at a nearby airfield or other convenient site.

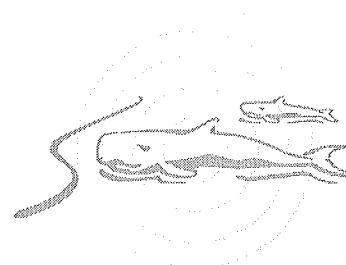
It must be of sufficient size to safely handle all required fuelling, maintenance and parking. It must have good access by road to handle tankers and heavy vehicles. It should be away from the noise and congestion of the incident.

11. EMERGENCY OPERATIONS CENTRE – (EOC)

An Emergency Operations Centre may be activated in response to a major incident or incidents where higher coordination and support of the overall incident effort is required.

An EOC will normally have established communication, administration and service facilities. It could be a company office or an established incident operations room of the lead agency or the local community.

The word EOC is also used as a physical location where emergency services have set up their incident response systems. In an incident situation this location may be established as either an ICP for controlling an incident or an EOC for Response Coordination.



MOVEMENT CONTROL AT AN INCIDENT:**1. PERIMETER CONTROL**

Operations requiring perimeter control may be as diverse as gas leaks, exotic animal disease emergencies and multiple homicides. In each case someone or something must be contained. Cordons, road-blocks and checkpoints are used to achieve this, either alone or in combination, according to the nature of the operation.

2. CORDONS

A cordon is the means used to contain an incident. It usually requires the deployment of both personnel and equipment, and may utilise the area's natural features. It is used to restrict movement in and out of the area. This may be necessary to:

- > contain an armed offender and protect the public
- > maintain control in a disaster area
- > assist the movement of VIPs when they travel
- > keep the peace at concerts, sporting functions and demonstrations
- > suppress the spread of animal disease
- > enable emergency services to operate unhindered.

An inner cordon is a cordon that is established immediately around the event. Only tactical groups from the responding agencies operate within the inner cordon.

An outer cordon is a cordon established further from the incident than the inner cordon. It enables access to the area of operations to be controlled. Support functions such as Safe Forward Points, Staging Areas, Casualty Collection Areas and Ambulance Loading Areas would normally be in the area between the outer and inner cordons. The emergency operations centre and assembly areas would usually be outside the outer cordon.

3. ROAD BLOCKS

A road block is any form of barrier or obstruction limiting the passage of vehicles. It is used only in exceptional circumstances when access into or out of an area is being rigorously controlled.

4. CHECKPOINTS

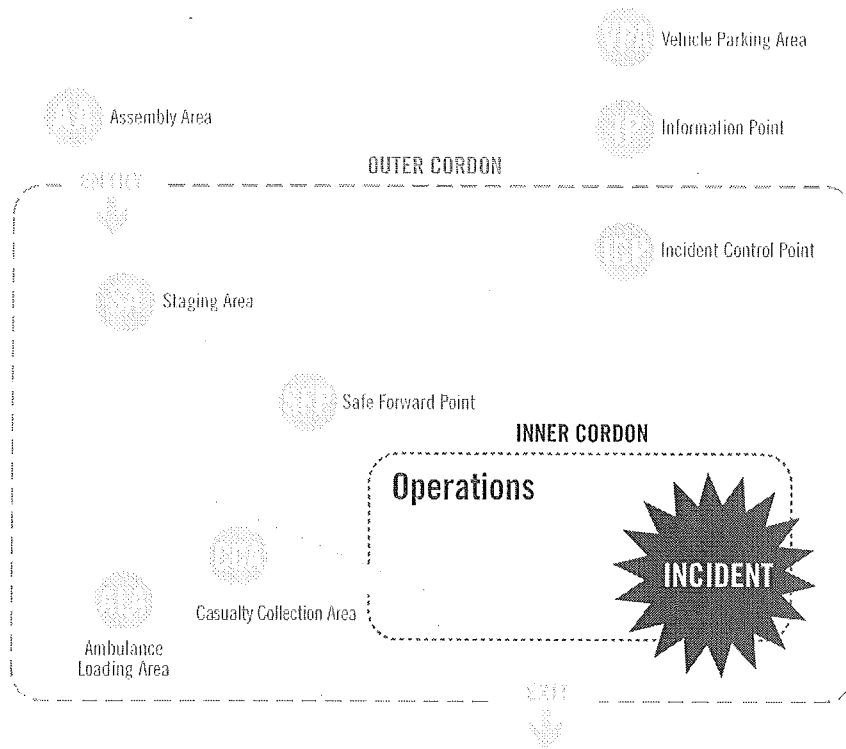
A road checkpoint is a strategic position from which traffic movement can be observed and controlled. The traffic may be stopped but no physical obstruction is placed on the roadway. Checkpoints are used to watch traffic and to identify particular vehicles or persons.

5. EVACUATION

Evacuation is removing people from an area that may be dangerous, or for safety reasons. This may be necessary when, for example, there is:

- > an armed offender in the area
- > a civil defence emergency
- > a major fire or hazardous chemical incident
- > a mass casualty incident.

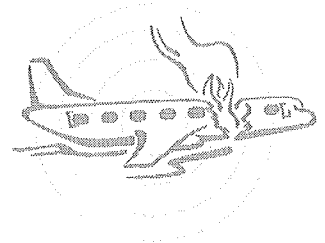
FIGURE 8: FACILITIES AND PERIMETER CONTROL DIAGRAM



2.7 Levels of Incident Management

CIMS can be expanded or contracted to manage any type and size of incident. The complexity of the incident more than the geographic size is normally the determinant for the Incident Controller to establish additional members of the Incident Management Team to fulfil management functions.

CIMS requires only one position to be filled – that of the Incident Controller. The Incident Controller fulfils all of the management functions and responsibilities until the complexity of the incident determines that he or she assigns someone else responsibility for a particular function. This is only done when necessary. For CIMS to work, it must be used at even the simplest of events.

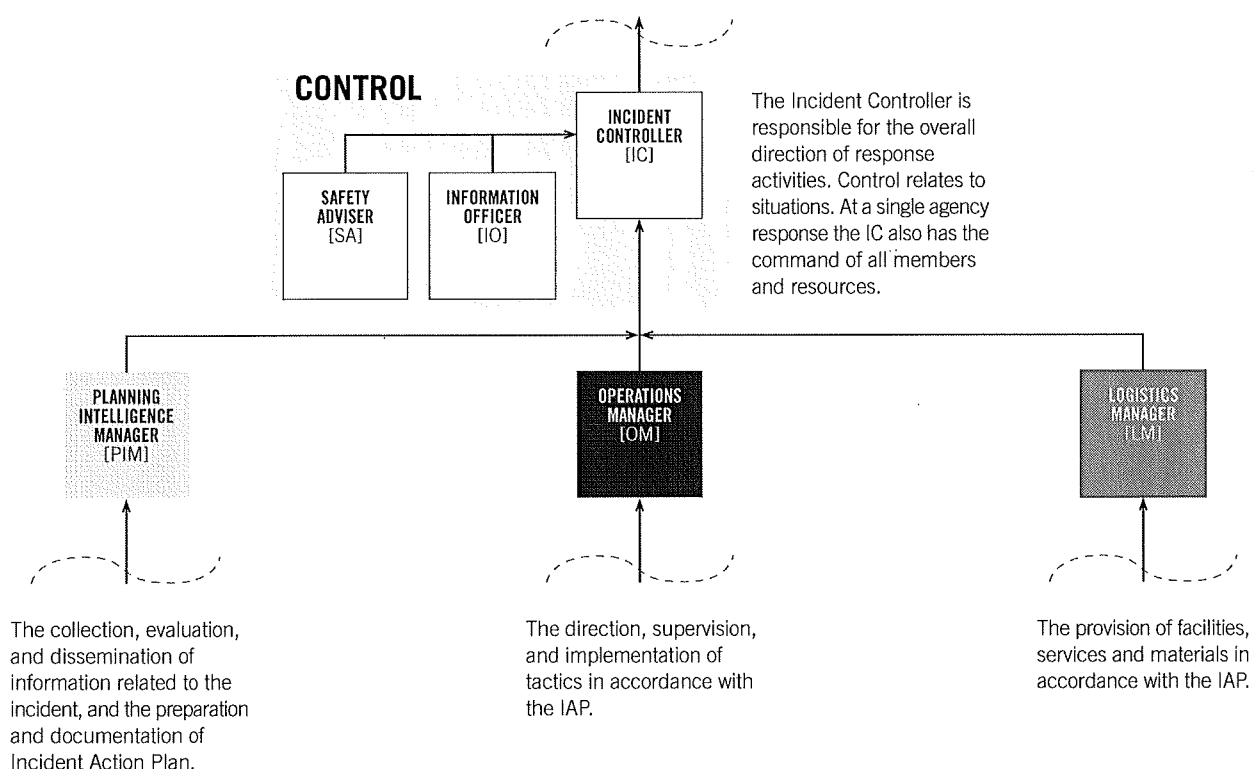


Figures 9–11 show a range of increasingly-complex organisational charts for managing increasingly-complex incidents or number of incidents.

1. SINGLE-AGENCY RESPONSE

This is the simplest of management structures. In this example the Incident Controller may fulfil all of the incident management functions. With just one agency involved there is only one line of command. There is no requirement for liaison. Facilities can usually be kept to a minimum.

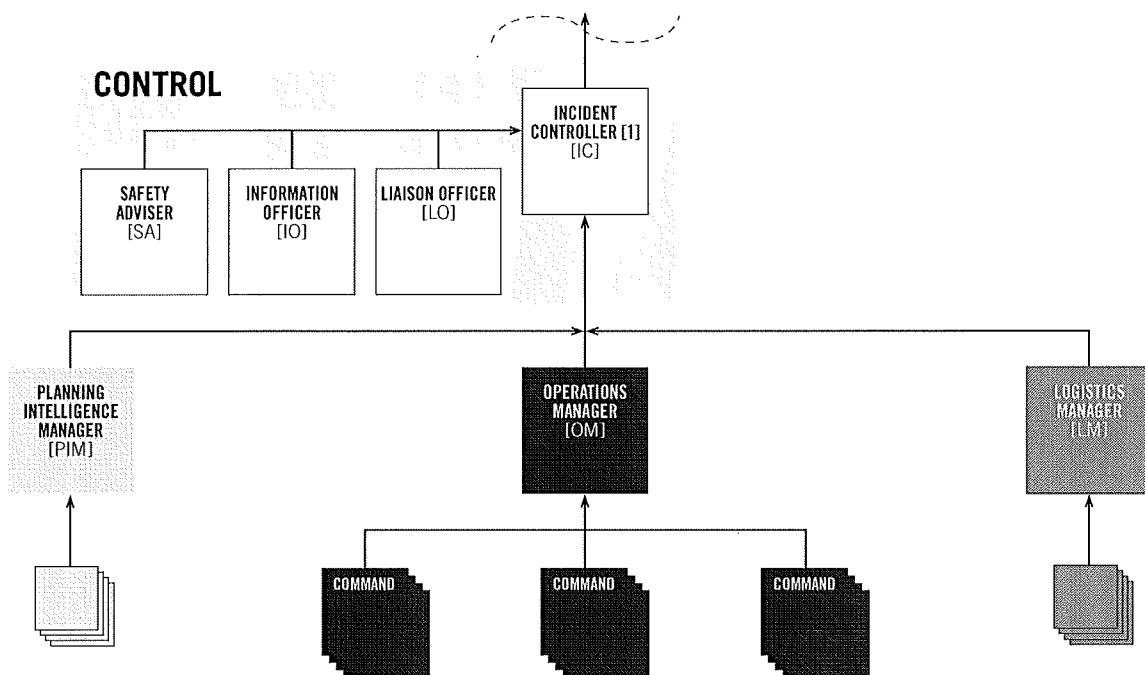
FIGURE 9: SINGLE-AGENCY RESPONSE



2. MULTI-AGENCY RESPONSE

As an incident develops and becomes more complex with an increase in the number of agencies involved, the management system also expands to maintain effective control. The following is an example of this expansion. There is always only one Incident Controller. Each agency has its own line of command. The requirement for the establishment of effective liaison between agencies becomes paramount.

FIGURE 10: MULTI-AGENCY RESPONSE

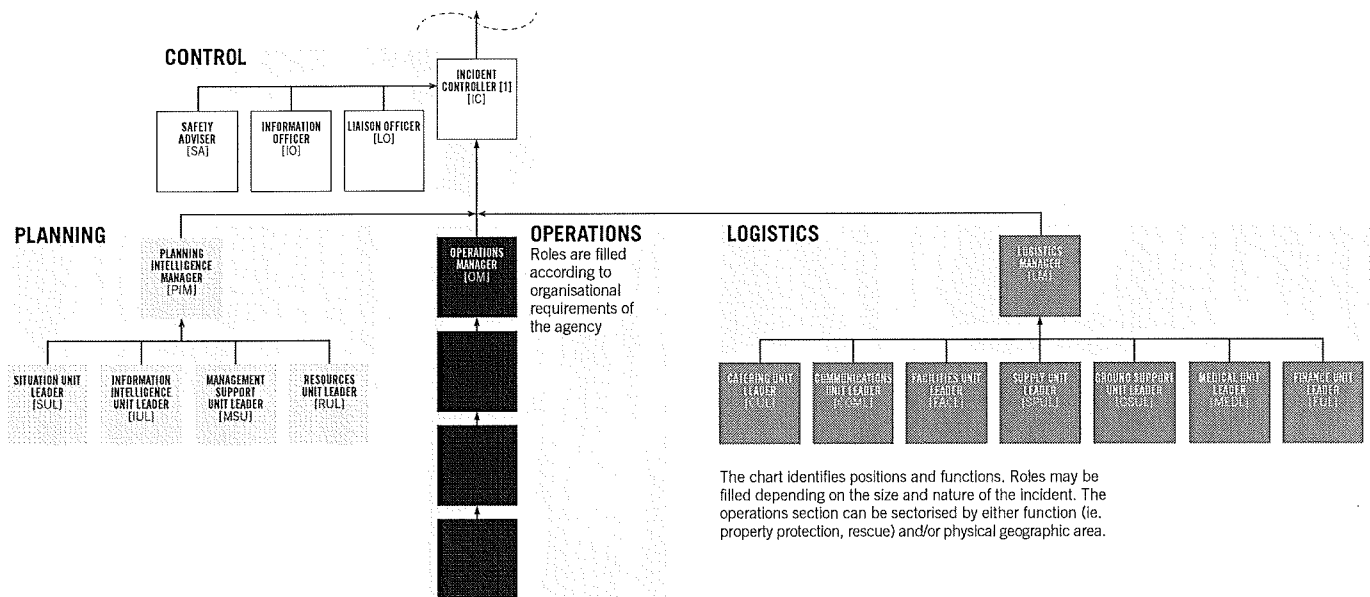


The Incident Controller, supported by an Incident Management Team, is responsible for overall direction of response activities of the incident and has the responsibility of tasking and coordinating other support agencies, who action those tasks within their own command. There is infinite flexibility as to how the structure is developed depending on type, size and complexity of an incident.

3. MAJOR INCIDENT WITH MAXIMUM ORGANISATION SUPPORT

All elements of a long-term complex incident are shown in the Figure 7 example. Within the functions of Planning / Intelligence, Operations and Logistics there may be a need to appoint persons to all the responsibilities within each of these functions. [Refer to Appendix 2 – Roles and Responsibilities, page 38 for details.]

FIGURE 11: COORDINATED INCIDENT MANAGEMENT SYSTEM – STRUCTURAL CHART



4. MULTI-INCIDENT MULTI-AGENCY RESPONSE

Normally incidents occur at a single site. However, on occasions incidents may occur over a number of geographically-separate sites with each being individually managed, and probably involving a number of agencies and therefore requiring a higher-level management structure. In such cases there may be a need to exercise overall coordination through an Emergency Operations Centre, managed by a Response Coordinator. At a very large or complex incident, there still may be a need for an even higher-level Response Coordinator. The formation of the higher-level structure is necessary because the control functions will quickly become swamped if it does not have the higher-level support.

The higher-level management structure will be primarily concerned with the systematic acquisition and prioritisation of resources in accordance with requirements imposed by hazard or impact of each incident or emergency. Note that this higher-level structure does not include an operations function, but only coordination, planning / intelligence and logistics. Incident Controllers of individual incidents maintain control of their incidents.

In New Zealand, national or regionally-significant emergencies, that is incidents which cross disciplinary or jurisdictional boundaries or involve complex incident management scenarios may require a coordinated response from a number of contributing agencies. This can be achieved through a Multi-Agency Coordination (MAC) Group – a forum where the leaders of the agencies/ jurisdictions with direct incident management responsibility or with significant resource responsibilities come together to establish and agree upon common goals and policy coordination. This could be simply a meeting in the Emergency Operations Centre (EOC) of the designated regional or national 'lead' organisation.

The situation at hand and the needs of the agencies/ jurisdictions involved will dictate how these multi-agency groups will conduct their business. Regardless of structure or systems they will typically provide strategic coordination. This is not command! The power of a MAC is vested in the authority of the individuals who participate in the coordination group. The key to success is the willingness of the participants to cooperate and where necessary compromise in the attainment of the common goals and strategies for effective coordination.

Functions and responsibilities may include:

- > ensuring that each agency involved in incident management activities is providing appropriate situational and resource status information
- > development of an overall situation assessment
- > establishing priorities between incidents in a multi-incident setting and where resources are limited
- > acquisition, prioritisation and allocation of resources
- > anticipating and identifying future resource requirements
- > coordination of media strategy, particularly for events of national or political significance
- > provision of information to agency leaders and politicians
- > coordinating and resolving policy issues arising from a multi-incident operational setting
- > resolution of conflict between agencies/ jurisdictions.

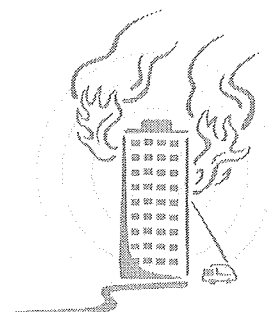
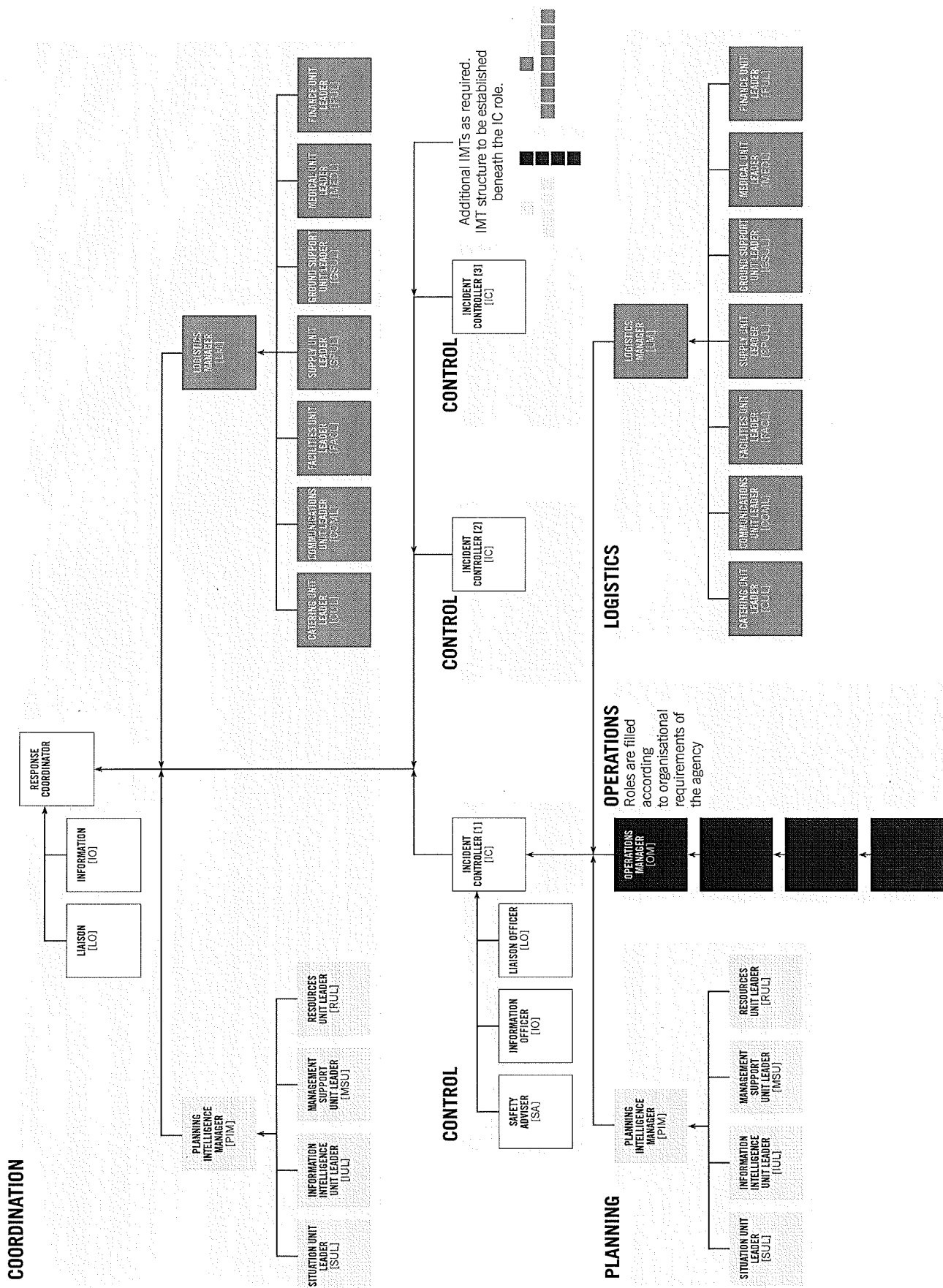


FIGURE 12: MULTI-INCIDENT MULTI-AGENCY RESPONSE DIAGRAM



2.8 Changeover of Personnel

Efficient changeovers require thorough planning led by the Incident Management Team.

Incoming personnel need to be briefed on their role by existing personnel who then depart as soon as the replacement assumes the role.

Key things to remember about changeovers:

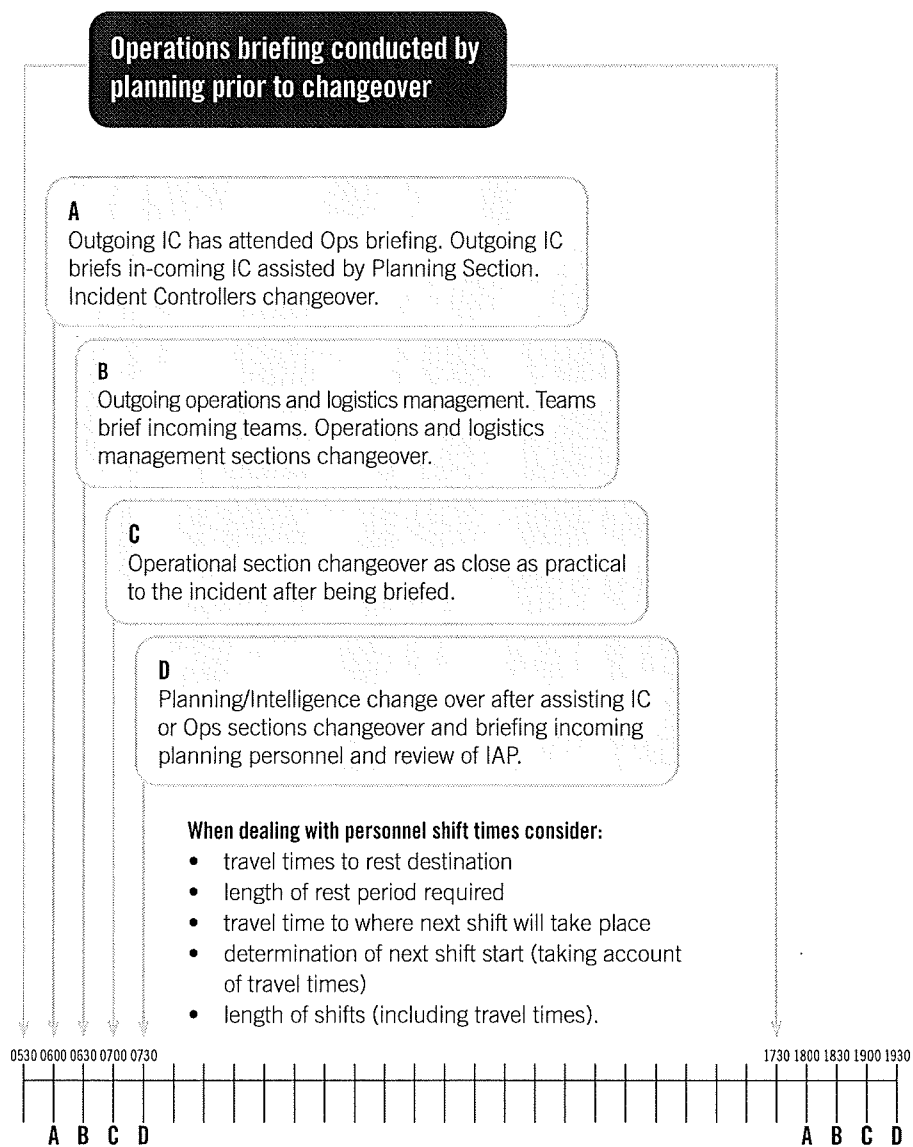
- > changeovers are a major factor in Incident Management efficiency and effectiveness
- > poor changeovers can threaten the safety of personnel
- > relieved personnel should leave immediately their replacement has assumed their role
- > changeovers must ensure the continuity of the control objectives
- > changeovers must be thoroughly planned and managed
- > all Incident Management Team members have specific responsibilities to ensure effective changeovers
- > changeovers should be staggered.

CHANGEOVER CHECKLIST

Outgoing Team:	Incoming Team:
> Set changeover time	> Receive IAP
> Plan changeover locations	> Establish contact with subordinates
> Ensure IAP is prepared	> Manage changeover of subordinates
> Attend Operations briefing	> Ensure understanding and implementation of plan
> Brief subordinate staff	> Provide situation reports and time for next report
> Brief replacement	> Plan for next changeover
> Debrief before departure	
> Consider CISM	
> Demobilisation	

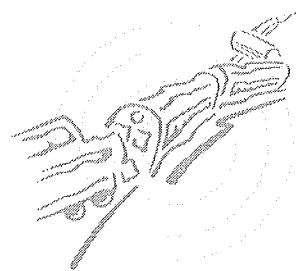


FIGURE 13: INCIDENT MANAGEMENT AND CHANGEOVER PLAN



2.9 Incident Action Planning

Incident Planning begins with the arrival of the first responding resource to an incident. One of the first actions for the Incident Controller is to establish control of the incident by implementing action plans. These plans are initially given as oral instructions but as the management of the incident becomes organised they should become written plans.



An IAP contains an aim, objectives and strategies with specific timeframes, which will be reviewed at subsequent planning meetings and distributed to the required level of the IMS structure and to the supporting agencies.

An IAP:

- > describes the overall operational aim and specific objectives
- > ensures continuity of control operations
- > provides effective use of resources
- > identifies total anticipated resources.

Details on the development of IAPs are contained in Appendix 3, page 64, and the use of forms in Appendix 4, page 67.

2.10 In Conclusion

This manual provides policies and procedures for implementing a Coordinated Incident Management System. Some operational details for implementing CIMS are contained in the appendices which follow.

Appendix 1: Glossary

Aim (mission) A broad statement of intent.

Allocated Resources Resources dispatched to an incident.

Ambulance Loading Area (ALA) Area set aside for the efficient mass flow and loading of casualties into ambulance/s, preferably on hard-standing and able to handle large vehicles. The ALA should be close to the CCA.

Appreciation The systematic process in which all the known factors affecting an incident are considered and evaluated and lead to the development of a plan.

Assigned Resources Resources checked in and assigned work tasks at an incident.

Assembly Area (AA) An area where resources are organised and prepared for deployment and checked back in after deployment. It includes the provision of crew welfare and equipment maintenance facilities. An Assembly Area would normally be located away from an incident at an established facility.

Available Resources Incident-based resources ready for deployment.

Briefing A general overview of an operation.

Cache A pre-determined complement of supplies stored in a designated location.

Casualty Collection Area (CCA) Area set aside for the collection and stabilising treatment of casualties prior to being moved on to a medical facility.

Changeover The orderly replacement of personnel.

Check-in The process whereby resources first report to an incident.

Checkpoint A strategic position from which traffic movement can be observed and controlled.

Coordinated Incident Management System (CIMS) A structure to systematically manage emergency incidents.

Command The internal direction of members and resources of an agency in the performance of that agency's role and tasks. Command relates to single agencies and operates vertically within an agency.

Control The overall direction of response activities in an incident situation. Authority for control is established in legislation or by agreement and carries with it the responsibility for tasking and coordinating other agencies. Control relates to situations and can operate at either the single-agency level or horizontally across agencies.

Coordination The bringing together of agencies and resources to ensure a consistent and effective response to an incident.

Cordon A cordon is the means to maintain control of an area and is used to restrict movement into and out of the area.

Critical Elements Statements of essential actions, activities necessary to implement the

plan and to achieve the overall aim/objective.

Debriefing A critical examination of an operation done to evaluate actions for documentation and future improvements.

Demobilisation The orderly release of resources no longer required at an incident.

Dispatch To task and/or move a resource.

Emergency Operations Centre (EOC) An established facility where the response to an incident may be supported.

Evacuation The removal of people from an area that may be dangerous or for strategic reasons.

Finance/Administration A unit which may be established to provide advice on financial implications, or be utilised to track times, costs, procurement, and compensation.

GSMEAC An acronym for a standard sequence when directing actions. It represents:

G Ground

S Situation

M Mission

E Execution

A Administration and Logistics

C Command and Communications

Helibase (HB) The main location for parking, fuelling, and maintenance of helicopters operating in support of an incident.

Helipad (HP) A designated location which meets specific requirements for a helicopter to take off and land.

Incident An event which requires a response from one or more agencies.

Incident Action Plan (IAP) A statement of the objectives, strategies, and critical functions to be taken at an incident.

Incident Control Point (ICP) The location where the Incident Controller and, where established, members of the Incident Management Team provide overall direction of response activities in an incident situation.

Incident Control The overall management of the response to an incident (see "control").

Incident Management Team (IMT) The group of incident management personnel carrying out the functions of Incident Controller, Operations Manager, Planning/Intelligence Manager and Logistics Manager.

Information Point A location where all media inquiries, and coordination of information releases to the media and the community are undertaken.

Inner Cordon A cordon established immediately around an event.

Instructions A direction to achieve or carry out an action. Given in general terms without a specific course of action (as opposed to "Orders").

ISPEACQ An acronym for a standard sequence when conducting a briefing. It represents:

- I** Introduction
- S** Situation
- P** Plan
- E** Execution
- A** Administration and Logistics
- C** Command and Communications
- Q** Questions

Lead Agency The organisation with the legislative or agreed authority for control of an incident.

Liaison Coordination with representatives from other agencies.

Log of Activities Written record of all key activities, issues and decisions, and supporting information.

Logistics The provision of facilities, services, and materials in accordance with the Incident Action Plan.

Information Point (IP) Facility for collection of visitors, coordination of media activities and provision of information to the public. Should be located away from ICP.

Mission Refer Aim.

Mobilisation The processes and procedures for organisations to activate, assemble, and transport requested resources to an incident.

Multi-agency Response An incident which requires a response from two or more agencies.

Objective A statement of what is to be achieved.

Operations The direction, supervision, and implementation of tactics in accordance with the Incident Action Plan.

Orders Directions comprising a clearly-defined task and the method of achieving it given by a commander to those who will execute it (as opposed to "Instructions").

Outer Cordon A cordon established further from an event than the inner cordon to enable access to the area of operations to be controlled.

Planning/Intelligence The collection, evaluation, and dissemination of information related to the incident and the preparation and documentation of the Incident Action Plan.

Procedures Agency practises or in some cases Standard operating procedures (SOP).

Resources All personnel and equipment available, or potentially available, for assignment to incidents.

Road Block Any form of barrier or obstruction preventing or limiting the passage of vehicles.

Safe Forward Point (SFP) A safe location near the incident from which the forward operations can be supported.

Safety The process of assessing hazards and for development of measures for ensuring safety.

Sector A defined portion of an incident site or area.

Single-Agency Response An incident requiring a response from only one agency.

Situation Report (SitRep) A brief report, relating to the incident, usually given at regular intervals. (Sometimes called status report).

Situation Analysis A process of analysing the situation to gain an appreciation.

Staging Area (SA) A designated location where resources are gathered prior to deployment.

Strategy/ies A statement/s detailing how an objective is to be achieved or for some organisations a high-level statement.

Support Agency An organisation contributing services or resources directly to a lead agency.

Tactics Specific actions or tasks to implement incident strategies.

Task A job given to a team or individual.

Technical Specialist An adviser with special skills which are needed to support incident operations.

Triage A process where patients are placed in order of priority for treatment.

Vehicle Parking Area A designated area set aside for parking of public and official vehicles at an incident.

Appendix 2: Roles and Responsibilities

CIMS ROLE DESCRIPTORS

COORDINATION

> RESPONSE COORDINATOR

Descriptor

The overarching responsibilities of the Response Coordinator are to provide strategic direction and coordination to either a single (complex) incident or multiple incidents managed by Incident Management Teams (IMTs). This involves:

- > Coordinating a single incident or multiple incidents and IMTs
- > Approving plans and strategies (Incident Action Plan) to coordinate the incident/s
- > Establishing effective liaison and cooperation with all relevant people, including the affected community, external to the incident/s
- > Determining incident priorities and making decisions on the assignment of critical resources
- > Identifying and requesting additional resources from outside the region
- > Monitoring the regional situation

A Level 1 incident is characterised by being able to be resolved through the use of local or initial response resources only. In a Level 1 incident the major function is operations, that is, to resolve the incident. Control of the incident is limited to the immediate area, and, therefore, the operations function can usually be carried out by the Incident Controller. Being relatively minor, the other functions of planning and logistics will, generally, be undertaken concurrently by the Incident Controller.

- > Level 2 incidents are more complex either in size, resources or risk. They are characterised by the need for deployment of resources beyond initial response:
 - > OR
 - > sectorisation of the incident
 - > OR
 - > the establishment of functional sections due to the levels of complexity (eg, operations and planning)
 - > OR
 - > a combination of the above.

Level 3 incidents are characterised by degrees of complexity that may require the establishment of Divisions for effective management of the situation. These incidents will, usually, involve delegation of all functions

Outputs (What do they deliver?)

- > Set and achieve objectives for the coordination of either a single (complex) incident or multiple incidents
- > Establish procedures to identify and manage all risks
- > Provide a safe work environment
- > Keep all relevant people, including those in any affected community and in the involved organisations, informed and aware of incident progress

Tasks (What do they do?)

- > Establish and maintain a management structure
- > Establish an Emergency Operations Centre (EOC)
- > Establish procedures to permit coordination to be exercised
- > Assess the situation, identify risks and determine priorities
- > Facilitate media management
- > Development of the Incident Action Plan
- > Implement and monitor the Incident Action Plan
- > Communicate within the coordination structure
- > Communicate progress and key risks to delegating authority and affected parties

- > Conclude and review emergency activities
- > Maintain a log of activities
- > Review structure and make appropriate changes
- > Supervise the Unit
- > Monitor the regional situation

Performance measures

- > Incident is managed in accordance with agency workplace policies
- > Safe work practices and welfare arrangements for work area are implemented and monitored
- > Communication is undertaken with incident personnel and support agencies
- > Establishes and communicates authority as coordinator
- > Responsibilities of the role are assumed and undertaken
- > Coordination facility is located, communicated and resourced according to agency procedures for the type of incidents
- > Size-up is undertaken, risks identified and priorities established
- > An appropriate management structure is established and responsibilities delegated
- > Resource requirements are assessed and requested
- > Briefings are conducted and regular communication is maintained to unit and IMT personnel, own and other agencies
- > Timely and accurate information to media is provided as required
- > IAP is developed according to agency procedures and incident type
- > Tasks are delegated and personnel briefed accordingly
- > IAP is monitored, reviewed and amended as appropriate
- > Timely and regular communication is maintained within the chain of command and to agencies involved
- > Communications arrangements are established and maintained
- > Progress and key risks are reported to delegating authority and affected parties on a regular and timely basis
- > Incident personnel are debriefed following incident
- > Log records actions taken and decisions made
- > Required information to manage the incidents is sought and obtained from the previous Incident Controllers
- > Effective engagement occurs with control authority, stakeholders, government, other agencies and the community
- > Corporate and operational risks are identified and impacts mitigated
- > Functions are delegated and personnel briefed accordingly
- > National and protocols and policy, procedures and interagency MOUs are applied
- > CIMS Incident Management Structure and processes appropriate to incidents are implemented
- > IAP for the incident is developed and authorised according to agency/s procedures and incidents type
- > IAP is implemented, monitored, reviewed and amendments authorised as appropriate

Knowledge, skills

- > Agency policy and procedures for determining the Control Authority and IC
- > OH&S agency safe work practices at incidents and welfare arrangements
- > Overview of agency workplace policies (eg. EEO, Anti-discrimination legislation, OH&S etc) and procedures
- > Agency procedures for establishing control and communicating to relevant authorities
- > Response Coordinator kit
- > CIMS management structure and processes for an incident
- > Incident assessment processes and determining priorities
- > Incident Action Planning (IAP) (objectives, strategies and tactics) for an incident
- > Resource management system
- > Agency communication arrangements and equipment
- > Briefing/debriefing personnel

- > Process for implementing, monitoring and reviewing IAP for an incident
- > Agency procedures for managing operations
- > Agency protocols for liaising with media on scene
- > Communication flow requirements of IC both within the incident control structure and to external stakeholders
- > Supervisory skills
- > Decision-making skills
- > Policy and procedures related to liaising with other organisations
- > Interagency MOUs relating to incident type
- > Agency workplace policies (eg. EEO, Anti-discrimination legislation, OH&S etc) and procedures and welfare arrangements
- > Industrial awards and agreements and agency personnel practices and guidelines
- > Communication requirements for control authority, stakeholders, government, other agencies and community
- > Delegation of Planning and Logistics functions
- > Risk management processes and arrangements (including Incident analysis)
- > Sectorisation of incident
- > Resource management responsibilities and systems (safe deployment and recording)
- > Briefing requirements for changeovers
- > Organisation's protocols relating to media liaison eg. confidentiality, libel, discrimination and accuracy
- > National and coordination arrangements
- > National and agreed industry protocols
- > CIMS Incident Management Structure and processes appropriate for incident
- > Managing a dynamic environment
- > Accountabilities (including outcomes and human and physical resource management)

CONTROL

> INCIDENT CONTROLLER

Descriptor

The overarching responsibilities of the IC are to:

- > control the incident
- > approve plans and strategies (Incident Action Plan) to control the incident
- > establish effective liaison and cooperation with all relevant persons, including the affected community, external to the incident
- > manage the incident as effectively and efficiently as the circumstances allow
- > establish systems and procedures for the safety and welfare of all persons working at the incident.

A Level 1 incident is characterised by being able to be resolved through the use of local or initial response resources only. In a Level 1 incident the major function is operations, that is, to resolve the incident. Control of the incident is limited to the immediate area, and, therefore, the operations function can usually be carried out by the Incident Controller. Being relatively minor, the other functions of planning and logistics will, generally, be undertaken concurrently by the Incident Controller.

- > Level 2 incidents are more complex either in size, resources or risk. They are characterised by the need for deployment of resources beyond initial response:
- > OR
- > sectorisation of the incident
- > OR
- > the establishment of functional sections due to the levels of complexity (eg, operations and planning)
- > OR
- > a combination of the above

Level 3 incidents are characterised by degrees of complexity that may require the establishment of Divisions for effective management of the situation. These incidents will, usually, involve delegation of all functions.

Outputs (What do they deliver?)

- > Set and achieve incident objectives
- > Establish procedures to identify and manage all risks
- > Provide a safe work environment
- > Keep all relevant people, including those in any affected community and in the involved organisations, informed and aware of incident progress

Tasks (What do they do?)

- > Establish and take control
- > Establish a control facility
- > Establish and maintain a management structure
- > Establish procedures to permit control to be exercised
- > Assess the situation, identify risks and determine priorities
- > Monitor and review safety and welfare of persons at incident
- > Take action to protect and preserve incident scene
- > Facilitate media management
- > Development of the Incident Action Plan
- > Implement and monitor the Incident Action Plan
- > Communication within the control structure
- > Communicate progress and key risks to delegating authority and affected parties.
- > Conclude and review emergency activities
- > Maintain a log of activities
- > Reviewed structure and made appropriate changes
- > Supervise the Unit

Performance measures

- > Incident is managed in accordance with agency workplace policies
- > Safe work practices and welfare arrangements for work area are implemented and monitored
- > Communication is undertaken with incident personnel and support agencies
- > Establishes and communicates authority as controller
- > Responsibilities of the role are assumed and undertaken
- > Control facility is located, communicated and resourced according to agency procedures for the type of incident
- > Size-up is undertaken, risks identified and priorities established
- > Area is secured and evidence protected
- > Safety is maintained at incident scene for both incident personnel, support agencies and the public
- > A management structure appropriate to the incident is established and responsibilities delegated
- > Resource requirements are assessed and requested
- > Briefings are conducted and regular communication is maintained to incident personnel, own and other agencies
- > Timely and accurate information to media is provided as required
- > IAP is developed according to agency procedures and incident type
- > Tasks are delegated and incident personnel briefed accordingly
- > IAP is monitored, reviewed and amended as appropriate
- > Timely and regular communication is maintained within the chain of command and to agencies involved
- > Communications arrangements are established and maintained
- > Progress and key risks are reported to delegating authority and affected parties on a regular and timely basis
- > Incident personnel are debriefed following incident
- > Log records actions taken and decisions made
- > Required information to manage the incident is sought and obtained from the previous Incident Controller, if relevant
- > Incident is managed in accordance with legislation and incident type
- > Incident is managed in accordance with agency workplace policies and industrial awards and agreements
- > Effective engagement occurs with control authority, stakeholders, government, other agencies and the community
- > Corporate and operational risks are identified and impacts mitigated
- > An incident control structure appropriate to the incident is established and responsibilities delegated
- > Functions are delegated and incident personnel briefed accordingly
- > Incident is managed in accordance national coordination arrangements
- > National and protocols and policy, procedures and interagency MOUs are applied
- > CIMS Incident Management Structure and processes appropriate to incidents are implemented
- > IAP for the incident is developed and authorised according to agency procedures and incident type
- > IAP is implemented, monitored, reviewed and amendments authorised as appropriate

Knowledge, skills

- > Agency policy and procedures for determining the Control Authority and IC
- > OH&S agency safe work practices at incidents and welfare arrangements
- > Overview of agency workplace policies (eg. EEO, Anti-discrimination legislation, OH&S etc) and procedures
- > Agency procedures for establishing control and communicating to relevant authorities
- > Features of a control facility for an incident
- > Incident Controller kit
- > CIMS management structure and processes for an incident
- > Incident assessment processes and determining priorities
- > Incident Action Planning (IAP) (objectives, strategies and tactics) for an incident

- > Protecting and preserving incident scene and recording requirements
- > Resource management system
- > Agency communication arrangements and equipment
- > Briefing/debriefing personnel
- > Process for implementing, monitoring and reviewing IAP for an incident
- > Agency procedures for managing operations
- > Agency protocols for liaising with media on scene
- > Communication flow requirements of IC both within the incident control structure and to external stakeholders
- > Supervisory skills
- > Decision-making skills
- > Policy and procedures related to liaising with other organisations
- > Interagency MOUs relating to incident type
- > Agency workplace policies (eg. EEO, Anti-discrimination legislation, OH&S etc) and procedures and welfare arrangements
- > Industrial awards and agreements and agency personnel practices and guidelines
- > Communication requirements for control authority, stakeholders, government, other agencies and community
- > Features of an Incident Control Point appropriate to the incident
- > Delegation of Planning/Intelligence, Operations and Logistics functions
- > Risk management processes and arrangements (including Incident analysis)
- > Sectorisation of incident
- > Resource management responsibilities and systems (safe deployment and recording)
- > Briefing requirements for changeovers
- > Organisation's protocols relating to media liaison eg. confidentiality, libel, discrimination and accuracy
- > National and coordination arrangements
- > National and agreed industry protocols
- > CIMS Incident Management Structure and processes appropriate for incident
- > Managing a dynamic environment
- > Accountabilities (including outcomes and human and physical resource management)

> SAFETY ADVISER

Descriptor

The Safety Adviser's function is to develop and recommend measures for assuring personnel safety, and to assess and/or anticipate hazardous and unsafe situations.

Only one Safety Adviser will be assigned for each incident.

The Safety Adviser may have assistants representing agencies. Safety assistants may have specific responsibilities such as air operations, hazardous materials, etc.

Tasks (What do they do?)

The Safety Adviser reports to the Incident Controller and has the following major responsibilities:

- > Participating in planning meetings
- > Identifying hazardous situations associated with the incident
- > Reviewing the Incident Action Plan for safety implications
- > Prepare safety messages
- > Giving safety briefings
- > Investigating and reporting on any accidents that occur within the incident area
- > Assigning assistants as needed
- > Reviewing the medical plan
- > Maintaining a log of activities and actions
- > Contribute to the development of the IAP

> LIAISON OFFICER**Descriptor**

Most incidents are multi-agency and will require the establishment of the Liaison Officer position to the IMT.

The Liaison Officer is the contact for the personnel assigned to the incident by assisting or cooperating agencies. These are personnel other than those on direct tactical assignments.

Other agencies involved in the incident may also need to appoint inter-agency/liaison representatives.

Tasks (What do they do?)

The Liaison Officer reports to the Incident Controller and has the following major responsibilities:

- > The primary contact point for inter-agency representatives
- > Maintaining a list of assisting and co-operating agencies and agency representatives
- > Assisting in establishing and co-ordinating interagency contacts
- > Keeping agencies supporting the incident fully informed of the incident status
- > Monitoring incident operations to identify current or potential inter-agency problems
- > Participating in planning meetings, providing current resource status, including limitations and capability of assisting agency resources
- > Maintaining a log of activities and actions

> INFORMATION OFFICER**Descriptor**

The Information Officer is responsible for handling queries and developing and releasing information about the incident to the news media, to incident personnel, and to other appropriate agencies and organisations.

Only one Information Officer will be assigned for each incident. The Information Officer may have assistants as required.

Tasks (What do they do?)

The Information Officer reports to the Incident Controller and has the following major responsibilities:

- > Establishing a point of contact and/or a media centre
- > Advising the Incident Controller on media strategy
- > Co-ordinating with other agencies to ensure a consistent message to media and the public
- > Developing material of interest to the media or for use in media briefings
- > Obtaining Incident Controller's approval of media releases
- > Informing media and conducts media briefings
- > Handling all further queries for information by the media
- > Arranging for media tours and other interviews or briefings that may be required
- > Monitoring news reports (all media), advising IC and passing relevant information on to Planning/Intelligence, etc
- > Maintaining a log of media releases, media reports, decisions, actions and other activities.
- > Contribute to the development of the IAP

Competencies

- > Role of media in disseminating information
- > Knowledge of current practices for media liaison
- > Requirements of media to present information in a newsworthy, entertaining manner
- > Requirements of different media – newspapers, magazines, radio, television
- > Requirements of local vs regional vs national media
- > Communicating facts in a fluent, clear and interesting manner
- > Public speaking
- > Media presentation
- > Conducting press conferences and group interviews

PLANNING/INTELLIGENCE

PLANNING INTELLIGENCE MANAGER

Descriptor

The overarching responsibilities of the Planning Intelligence Manager are the collection, analysis and dissemination of information and the development of plans for the resolution of an incident. The Planning Intelligence Manager supports the Incident Controller (and Operations Manager and Logistics Manager) with these services and provides strategic advice to the IMT.

Outputs (What do they deliver?)

- Collection, evaluation and dissemination of information on the current and forecast situation
- Provision of strategic advice and support to IMT based on interpretation of information received
- Preparation and dissemination of the plans and strategies that are to be used in controlling the incident
- Collection and maintenance of information about the resources that are allocated to the incident
- Provision of management support services
- Development and maintenance of communications plan, if required

Tasks (What do they do?)

- Obtain a briefing from the Incident Controller
- Delegate functions and tasks in accordance with the CIMS system
- Review and adjust Planning Section's structure as required throughout the incident
- Manage the Planning Section
- Monitor and take action to ensure safety and welfare of persons in section
- Monitor workloads and progress
- Review performance and quality of services
- Collect information on the current and projected incident situation
- Provide strategic advice to IMT based on interpretation of information received
- Provide weather and other necessary specialist information and incident behaviour predictions
- Identify key risk exposures relating to the incident
- Disseminate information relevant to controlling the incident and potential safety issues
- Develop alternative incident objectives and strategies and identify the risks and likely outcomes associated with each
- Identify the preferred incident objective and strategies, including justification, for discussion by the Incident Management Team and approval of the Incident Controller
- Conduct planning meetings for IMT and Planning Section
- Document the Incident Action Plan for the subsequent operations period
- Develop, and review as necessary, as appropriate Communications Plan and its implementation
- Prepare mapping information as appropriate
- Develop and maintain an effective register of all resources requested, en route, allocated to, and released from the incident
- Regularly communicating progress against the Incident Action Plan to the Incident Controller
- Consider recovery and rehabilitation in Incident Action Plans
- Develop information sharing and transitional arrangements with recovery organisation(s)
- Provide incident information services as appropriate to incident personnel, the media and the public
- Provide management support services (radio/telephone, computer operators and administrative support)
- Collect, collate and store incident records
- Develop changeover plan and manage its implementation
- Maintain a log of activities

Performance measures

- Required information to manage the planning function is sought and obtained from the Incident Controller
- Establish and resource the Planning Section to achieve planning objectives
- Safe work practices and welfare arrangements for work area are implemented and monitored
- Emergency management legislation, policy, procedures and interagency MOUs are applied, where required
- CIMS Incident Management Structure and processes for incidents are implemented
- Accurate records are kept of all resources requested, en route, allocated to, and released from the incident
- Information collected regarding current situation is sufficient for incident prediction
- Specialist information requirements are obtained and provided as required
- Incident predictions are provided using appropriate models
- Current and predicted key risk exposures are identified
- Information relevant to the incident, including safety issues, is communicated to the Incident Controller and IMT in a timely manner and in accordance with agency procedures
- Incident personnel are kept informed of incident situation
- Options and recommendation for objectives and strategies for controlling the incident are produced for IMT consideration
- IMT planning meetings are scheduled and conducted in accordance with the Incident Controller's requirements
- Communications Plan is produced, monitored and reviewed to meet current and projected incident requirements
- Maps and schematic plans are produced to meet incident requirements
- Plans developed are in accordance with agency workplace policies and industrial awards and agreements
- Corporate and operational risks are identified and impacts mitigated
- IAP is produced and distributed/disseminated on time
- The Incident Controller is briefed on analysis of progress against IAP as required
- Organisational requirements for media liaison are applied
- Information provided to the media is current, timely to meet media needs and consistent with incident requirements and local knowledge
- Extent and impact of incident on a community and stakeholders is communicated in a manner suitable to community stakeholders
- Management support services are provided in a timely and effective manner as requested
- Internal agency reporting requirements are met
- Incident information is documented and stored in accordance with the agency's requirements
- Changeovers are managed to minimise impact on incident operations
- Recovery and rehabilitation are addressed in the IAP, and post-incident recovery and rehabilitation requirements identified
- Transition arrangements with recovery agencies are established
- A log of activities is kept
- National and state-based coordination arrangements, agreed industry protocols are applied, where required

Knowledge, skills

- Emergency management legislation with particular emphasis on incident type
- Interagency MOUs relating to incident type
- Agency workplace policies (eg. EEO, Anti-discrimination legislation, OH&S etc) and procedures and welfare arrangements
- Industrial awards and agreements and agency personnel practices and guidelines
- Communication requirements for stakeholders, government, other agencies and community
- Planning/ Intelligence kit
- Requirements of a Planning Section Facility
- CIMS Incident Management Structure and processes for incidents
- Delegation of units within the Planning Section
- Risk management processes and arrangements (including Incident analysis)
- Sectorisation of incident

Incident Action Planning (IAP) process for an incident
 Establishing processes for monitoring and reviewing an IAP
 Resource management responsibilities and systems (safe deployment and recording)
 Briefing/Debriefing requirements
 Organisation's protocols relating to media liaison eg. confidentiality, libel, discrimination and accuracy
 Presentation skills
 Communication flow requirements within the incident control structure
 Conflict resolution and negotiation
 Meeting protocols and procedures
 Incident documentation and management of information
 National coordination arrangements
 Nationally-agreed industry protocols
 Accountabilities (including outcomes and human and physical resource management)

SITUATION UNIT LEADER

Descriptor

Monitors and predicts the incident's behaviour, prepares alternative strategies and identifies the risks and likely outcomes associated with each.

Outputs (What do they deliver?)

Collection, evaluation and dissemination of information on the current and forecast situation
 Preparation and dissemination of the plans and strategies that are to be used in controlling the incident

Tasks (What do they do?)

Obtain a briefing from the Planning Intelligence Manager
 Monitor and take action to ensure safety and welfare of persons in unit
 Collect information on the current and projected incident situation (including deployment of ground and air observers)
 Sector plans are produced
 Disseminate information relevant to controlling the incident and potential safety issues
 Provide incident behaviour predictions
 Identify key risk exposures relating to the incident
 Develop alternative incident objectives and strategies and identify the risks and likely outcomes associated with each
 Identify the preferred incident objective and strategies, including justification, for discussion by the Planning/Intelligence Manager
 Document the Incident Action Plan for the subsequent operations period
 Consider recovery and rehabilitation in Incident Action Plans
 Prepare mapping information as appropriate
 Provide weather and other necessary specialist information
 Maintain a log of activities

Performance measures

Required information to manage the Situation Unit is sought and obtained from the Planning/Intelligence Manager
 Situation Unit is resourced to meet incident requirements
 Situation Unit is managed in accordance with agency workplace policies
 Safe work practices and welfare arrangements for work area are implemented and monitored
 Procedures for collection of incident information are established and monitored
 Information collected on current situation is sufficient for incident prediction
 Specialist information requirements are actioned as required
 Incident predictions are provided using appropriate models
 Current and predicted key risk exposures are identified
 Information relevant to controlling the incident, including safety issues is communicated to Planning/Intelligence Manager in a timely manner and in accordance with agency procedures

Options and recommendation for objectives and strategies for controlling the incident are produced for the Planning/Intelligence Manager for consideration

Maps and schematic plans are produced to meet incident requirements

Planning/Intelligence Manager is briefed on analysis of progress against IAP as required

Internal agency reporting requirements are met

Incident information is documented and stored in accordance with agency requirements

A log of activities is kept

Knowledge, skills

Overview of agency workplace policies (eg. EEO, Anti-discrimination legislation, OH&S etc) and procedures

Agency personnel practices and guidelines

Situation unit kit

Agency policy (corporate objectives) for selection of operational strategies

Requirements of a Situation Unit Facility

CIMS Incident Management Structure and processes for incidents

Delegation of tasks within the Situation Unit

Incident Action Planning (IAP) process for an incident

Agency information collection and storage procedures

Arrangements for accessing weather or other technical information

Computer literacy in accessing spatial and weather data

Interpreting spatial and weather data

Agency information management systems

Risk management processes and arrangements (including Incident analysis)

Incident prediction for incident type

Sectorisation of incident

Analysis and display techniques

Briefing/Debriefing requirements

Incident documentation and management of information

Rehabilitation and recovery requirements

Managing small work groups

RESOURCES UNIT LEADER

Descriptor

Gathers, maintains and presents information on Incident resources and contributes to plans for demobilisation.

Outputs (What do they deliver?)

Collection and maintenance of information about the resources that are allocated to the incident

Tasks (What do they do?)

Obtain a briefing from the Planning/Intelligence Manager

Monitor and take action to ensure safety and welfare of persons in unit

Develop and maintain an effective register of all resources requested, en route, allocated to, and released from the incident

Maintain a record of the deployment times of personnel and equipment, for remuneration purposes

Contribute to the development of the IAP

Maintain a log of activities

Performance measures

Required information to manage the Resources Unit is sought and obtained from the Planning /Intelligence Manager

Resources Unit is resourced to meet incident requirements

Resources Unit is managed in accordance with agency workplace policies

Safe work practices and welfare arrangements for work area are implemented and monitored
 Procedures for collection of resources information are established and monitored
 An effective register of all resources requested, en route, allocated to, and released from the incident is maintained
 Record of the deployment times of personnel and equipment, for remuneration purposes is maintained
 Agency adherence to workplace policies and industrial awards is monitored
 Resource availability information for controlling the incident is referred to the Planning / Intelligence Manager for consideration
 A log of activities is kept

Knowledge, skills

Overview of agency workplace policies (eg. EEO, Anti-discrimination legislation, OH&S, fatigue management etc) and procedures
 Agency personnel practices and guidelines
 Industrial awards and agreements and agency personnel practices and guidelines
 Requirements of a Resources Section facility
 CIMS Incident Management Structure and processes for incidents
 Incident Action Planning (IAP) process for an incident
 Resource management responsibilities and systems (safe deployment and recording)
 Use of agency resource management system
 Agency specific timekeeping requirements
 Required reports

MANAGEMENT SUPPORT UNIT LEADER

Descriptor

Provides administrative services and operates communications equipment within the Incident Control Centre (and other facilities as necessary).

Outputs (What do they deliver?)

Provision of management support services
 Maintenance of incident records

Tasks (What do they do?)

Obtain a briefing from the Planning/Intelligence Manager
 Monitor and take action to ensure safety and welfare of persons in unit
 Provide administrative support to Incident Control Centre staff.
 Undertake reception duties
 Maintain filing/incident record system
 Undertake secretarial duties, eg. operate computer, fax and phone
 Operate communications equipment
 Log communications received
 Perform support duties as required
 Maintain a log of activities
 Contribute to the development of the IAP

Performance measures

Required information to manage the Management Support Unit is sought and obtained from the Planning /Intelligence Manager
 Management Support Unit is resourced to meet incident requirements
 Management Support Unit is managed in accordance with agency workplace policies
 Safe work practices and welfare arrangements for work area are implemented and monitored
 Administrative support meets the requirements of the Incident Control Centre staff
 Incident records and documentation are filed in accordance with agency record keeping requirements

- Communications equipment is operated effectively
- Communications received are logged accurately
- Support duties are undertaken as required
- A log of activities is kept

Knowledge, skills

- Overview of agency workplace policies (eg. EEO, Anti-discrimination legislation, OH&S etc) and procedures
- Agency personnel practices and guidelines
- Administration skills such as computer literacy and typing skills, filing, phone reception
- Agency specific incident record storage system
- Effective communication
- Use of management information systems to store and retrieve data

INFORMATION/INTELLIGENCE UNIT LEADER

Descriptor

Prepares and disseminates information for community, media and internal use.

Outputs (What do they deliver?)

Collection and dissemination of information on the current and forecast situation

Tasks (What do they do?)

- Obtain a briefing from the Planning /Intelligence Manager
- Monitor and take action to ensure safety and welfare of persons in unit
- Collect information on the current and projected incident situation and resources from the Situation Unit
- Engage with the community
- Provide timely, accurate and relevant information to a range of stakeholders, including government, other agencies and community in conjunction with the IMT
- Provide incident information services as appropriate to the media and the public
- Maintain a log of activities
- Contribute to the development of the IAP

Performance measures

- Required information to manage the Information Unit is sought and obtained from the Planning /Intelligence Manager
- Information Unit is resourced to meet incident requirements
- Information Unit is managed in accordance with agency workplace policies
- Safe work practices and welfare arrangements for work area are implemented and monitored
- Information on the current and projected incident situation and resources is collected from the Situation Unit
- Information is summarised for dissemination
- Timely, accurate and relevant information is provided to a range of stakeholders, including government, other agencies and community in conjunction with the IMT
- Incident information is provided, as approved by the Incident Controller, to meet the needs of the media and the public
- Opportunities to interact with the community are dealt with in a positive manner
- A log of activities is kept

Knowledge, skills

Overview of agency workplace policies (eg. EEO, Anti-discrimination legislation, OH&S etc) and procedures

Agency personnel practices and guidelines

Engagement with stakeholders, government, other agencies and community

Legal and organisation requirements relating to confidentiality, libel, accuracy, discrimination

Retaining professionalism under duress

Information collection, collation

Analysis and display techniques

Information storage requirements and methods

Reporting procedures of the organisation

Management information systems for storage and retrieval of data

OPERATIONS

> OPERATIONS MANAGER

Descriptor

The tasking and application of resources to achieve resolution of an incident.

Outputs (What do they deliver?)

- > Establishment of an operational structure relevant to the section
- > Allocation of resources to enable safe work practices to be implemented by personnel on the incident ground
- > Implementation of procedures for the welfare of Operations personnel
- > Contribution to and implementation of the Operations portion of the Incident Action Plan
- > Establishment of effective liaison arrangements and cooperation with all relevant persons
- > Briefing of personnel prior to deployment at the incident
- > Tasking of personnel to ensure that they only undertake the activities for which they are qualified and properly equipped
- > Provision of information to incident personnel, in particular in relation to any issues that could affect their safety or welfare
- > Debriefing of personnel before they are released from the incident or shift concerned
- > Provision of regular progress reports to the Incident Controller
- > Identification of new and emerging risks at the incident (including political, economic, social, public safety or environmental) and ensure these are either managed effectively and/or communicated to the Incident Controller as appropriate

Tasks (What do they do?)

- > Obtain briefing from Incident Controller
- > Monitor and take action to ensure the safety and welfare of persons at incident
- > Exchange information with the Incident Controller
- > Take action to protect and preserve incident scene
- > Develop operations portion of the Incident Action Plan
- > Brief and allocate operations personnel in accordance with the Incident Action Plan
- > Manage and supervise operations at the incident and monitor progress
- > Advise Incident Controller of incident situation, control progress and emerging risks
- > Establish and maintain staging areas
- > Determine need for and request additional resources
- > Determine need for logistical support
- > Maintain a log of activities
- > Exchange information with the Planning and Logistics Section on a regular basis
- > Advise Planning Section and Incident Controller of incident situation, control progress and emerging risks
- > Assemble and disassemble Sector or Divisions from allocated single resources as appropriate
- > Contribute to the development of the IAP

Performance measures

- > Required information to manage the operations function is sought and obtained from the Incident Controller
- > Operations Section is resourced to meet incident requirements
- > Operations Section is managed in accordance with agency workplace policies
- > Safe work practices and welfare arrangements for work area are implemented and monitored
- > An Operations Section is established according to CIMS management structure and processes for an incident
- > The tactics are determined in accordance with the IAP
- > Operations personnel are briefed and tasks allocated in accordance with the IAP
- > Operations is managed and progress monitored at the incident
- > Incident Controller is advised of incident situation, control progress and emerging operational risks
- > Current and emerging operational risks are communicated to personnel
- > Staging area is established and maintained

- > Need for additional resources and logistical support is determined and communicated to Incident Controller
- > Communication is maintained with incident personnel
- > A log of activities is kept
- > Operations are managed in accordance with management legislation and coordination arrangements
- > Interagency MOUs relating to incident type, and agency policy and procedures related to liaising with other organisations are applied
- > Agency policy and procedures for conducting incident operations are applied
- > Incident Controller is advised of incident situation, control progress and emerging risks (including operational, political, economic, social, public safety or environmental)
- > Sectors/Divisions from allocated single resources are organised to meet incident requirements
- > National and agreed protocols and policy, procedures and interagency MOUs are applied

Knowledge, skills

- > OH&S agency risk assessment arrangements and safe work practices at incidents and welfare arrangements
- > Overview of agency workplace policies (eg. EEO, Anti-discrimination legislation, OH&S, fatigue management etc) and procedures
- > Agency arrangements for liaising with personnel from other agencies
- > Operations Manager kit
- > CIMS management structure and processes for an incident
- > Incident assessment processes en route and at scene
- > Operational risk identification
- > Determining operational priorities
- > Incident Action Planning (IAP) (objectives, strategies and tactics) for an incident
- > Response equipment
- > Protecting and preserving incident scene and recording requirements
- > Establishing and managing a staging area
- > Resource management system
- > Agency communication arrangements and equipment
- > Agency procedures for managing and concluding operations
- > Deploying and tasking personnel
- > Briefing/debriefing personnel
- > Supervise post response activities
- > Communication flow requirements of Operations Manager to and from the Incident Controller
- > Team management skills
- > Decision-making skills

LOGISTICS

> LOGISTICS MANAGER

Descriptor

The acquisition and provision of human and physical resources, facilities, services and materials to support achievement of incident objectives. The Logistics Manager contributes to objectives and strategies through input on implementation of IAP, eg. resources acquisition and servicing.

Outputs (What do they deliver?)

- > Development of a Logistics Plan for inclusion in the IAPDelete this spaceProvision of Infrastructure support to incident personnel as required to progress the Incident Action Plan, including:
 - > Provision of food and drink to incident personnel
 - > Acquisition, storage and distribution of equipment and materials for incident support
 - > Provision of technical advice and equipment placement for incident communications (radio, telephones and information technology)
 - > Selection and management of the permanent or temporary locations where personnel work, sleep, cook, maintain and repair equipment
 - > Provision of transport for personnel, equipment, supplies and food
 - > Provision of fuelling, mechanical maintenance and security of all equipment and vehicles at the incident
 - > Development and implementation of a Traffic Plan for the organisation of traffic in and around the incident
 - > Maintenance of accounts for purchases of supplies and hire of equipment
 - > Maintenance of insurance arrangements and compensation for personnel, property and vehicles
 - > Collection of cost data, performing cost effective analyses and provision of cost estimates for the incident, as required
 - > Provision of medical support such as first aid, medical transport to personnel involved in managing the incident

Tasks (What do they do?)

- > Obtain briefing from Incident controller
- > Monitor and take action to ensure safety and welfare of persons in section
- > Delegate functions and tasks in accordance with the CIMS system
- > Review and adjust Logistics Section's structure as required throughout the incident
- > Develop a Logistics Plan for inclusion in the IAP
- > Contribute to objectives and strategies through input on implementation of IAP
- > Manage the Logistics Section
- > Monitor workloads and progress
- > Review performance and quality of services
- > Provide strategic advice to IMT based on provision of services and resources
- > Liaise with the other members of the IMT
- > Arrange for the provision of food and drink to incident personnel
- > Acquire, store and distribute equipment and materials for incident support
- > Provide technical advice and equipment placement for incident communications (radio, telephones and information technology)
- > Select and manage the locations where personnel work, sleep, cook, maintain and repair equipment
- > Arrange for the provision of transport for personnel, equipment, supplies and food
- > Arrange for the provision of fuelling, mechanical maintenance and security of all equipment and vehicles at the incident
- > Develop a Traffic Plan for the organisation of traffic in and around the incident
- > Maintain accounts for purchases of supplies and hire of equipment
- > Maintain information on insurance arrangements and facilitate compensation for personnel, property and vehicles
- > Collect cost data, perform cost effective analyses and provide cost estimates for the incident, as required

- Arrange for the provision of medical support such as first aid, medical transport to personnel involved in managing the incident
- Reclaim reusable resources equipment and materials at the conclusion of the incident
- Supervise unit
- Maintain a log of activities

Performance measures

- Required information to manage the logistics function is sought and obtained from the Incident Controller
- Logistics Section is resourced to meet incident requirements
- Logistics Section is managed in accordance with agency workplace policies
- Safe work practices are implemented in accordance with the work area
- Logistics Plan is produced on time, monitored and reviewed to meet current and projected incident requirements
- Input to objectives and strategies within the IAP meets IMT requirements
- Facilitate the Logistics Section meetings to achieve the Section's objectives
- The IMT is briefed on progress of Logistics Plan as required
- Food and drink are provided to incident personnel and support staff within agreed timeframes and in accordance with nutritional guidelines
- Equipment and materials for incident support are acquired, stored and distributed according to the IAP
- Effective and timely technical advice and equipment for incident communications (radio, telephones and information technology) is provided
- Locations where personnel work, sleep, cook, maintain and repair equipment are selected and managed based on agency criteria (eg. quality cost criteria/awards)
- Transport for personnel, equipment, supplies and food is provided within required timeframes
- Equipment and vehicles at the incident are fuelled, maintained and kept secure as required
- Financial records are kept in accordance with agency requirements
- Medical support provided is consistent with the IAP requirements
- A log of activities is kept

Knowledge, skills

- Overview of agency workplace policies (eg. EEO, Anti-discrimination legislation, OH&S etc) and procedures
- Agency personnel practices and guidelines
- Emergency management and organisational arrangements in relation to acquisition of resources from the local area, wider region and state resources and other agencies
- Suppliers of equipment and material and protocols for obtaining these
- Agency-specific purchasing arrangements
- Organisation's communications policy and requirements
- Suppliers of communications equipment
- Communications pre-incident plans
- Communications networks used by other agencies
- Requirements of different facilities (eg. base camps, ICC)
- Facility pre-incident plans
- Emergency vehicle requirements and regulations
- Requirements of a Traffic Plan
- Sources of medical support
- Sources of catering support
- Decision-making skills
- Problem-solving skills
- Team management skills

> SUPPLY UNIT LEADER**Descriptor**

The Supply Unit acquires and distributes equipment and materials for infrastructure support.

Outputs (What do they deliver?)

Acquisition, storage and distribution of equipment and materials for infrastructure support.

Tasks (What do they do?)

- > Obtain briefing from Logistics Manager
- > Liaise with Logistics Manager, other members of the Logistics Section and suppliers
- > Monitor and take action to ensure the safety and welfare of persons at the incident, within span of influence
- > Acquire and distribute equipment and materials for infrastructure support.
- > Where insufficient resources are available at an incident, obtain the extra resources (people, vehicles, equipment etc) required
- > Ensure that supplies are appropriately stored and maintained
- > Distribute resources
- > Reclaim reusable resources equipment and materials at the conclusion of the incident
- > Supervise unit
- > Maintain a log of activities

Performance measures

- > Required information to manage Supply Unit is support and obtained from the Logistics Manager
- > Supply Unit is established and managed and working in accordance with agency policies
- > Safe work practices are implemented in accordance with the work area
- > Liaison with Logistics Manager, rest of Logistics Section and suppliers is undertaken as required
- > Contact is maintained with suppliers
- > Relevant agency procurement system is applied
- > Incoming goods receiving process is established
- > System for recording the receipt & distribution and recovery of goods & materials is established and maintained
- > Incident goods and materials distribution and recovery plan is developed and implemented in a timely manner
- > Goods are ordered and received in a timely manner
- > Supply shortages are reported to Logistics Manager
- > Supplies are appropriately stored and maintained
- > Resources are distributed in a timely manner and in accordance with the incident distribution plan
- > Records of distribution are kept
- > Reusable resources are reclaimed and unrecovered goods followed up
- > Establish priorities
- > Coordinate personnel and functions within the unit
- > Review processes and make changes

Knowledge, skills

- > Overview of agency workplace policies (eg. EEO, Anti-discrimination legislation, OH&S etc) and procedures
- > Agency personnel practices and guidelines
- > Emergency management and organisational arrangements in relation to acquisition of resources from the local area, wider region and state resources and other agencies
- > Suppliers of equipment and material
- > Protocols for obtaining resources from identified suppliers
- > Purpose and content of incident Finance Plan and compliance requirements
- > Agency-specific purchasing arrangements
- > Protocols for liaison with other organisations
- > Decision-making skills
- > Problem-solving skills
- > Team management skills
- > Managing stores and record-keeping

> COMMUNICATIONS UNIT LEADER**Descriptor**

The Communications Support Unit has the responsibility for providing input in areas of the acquisition, installation and maintenance of communications equipment.

Outputs (What do they deliver?)

- Provision of technical advice and equipment placement for communications (radio, telephones and information technology)
- Provision of assistance to the Planning Section to produce the Communications Plan
- Communications plan implementation is monitored
- The performance of the communications system is monitored

Tasks (What do they do?)

- Obtain briefing from Logistics Manager
- Liaise with Logistics Manager and suppliers
- Monitor and take action to ensure the safety and welfare of persons at the incident, within span of influence
- Acquire, install and maintain communications equipment for incident support
- Provide technical advice and communications support
- Liaise with other organisations regarding communications networks and arrangements
- Monitor and take action to ensure safety and welfare of persons in unit
- Develop communications plan
- Monitor communications plan
- Monitor the performance of the communications systems
- Maintain a log of activities
- Contribute to the development of the IAP

Performance measures

- Required information to manage the Communications Support Unit is sought and obtained from the Logistics Manager
- Communications Support Unit is established and managed in accordance with agency workplace policies
- Safe work practices are implemented in accordance with the work area
- Liaison with Logistics Manager, Communications Planning Unit and suppliers is undertaken as required
- Communications equipment for incident support is acquired, installed and maintained in consultation with the Communications Planning Unit
- Technical advice and communications support is provided as required
- Effective liaison with other organisations regarding communications networks and arrangements is undertaken as required
- Effective and timely technical advice and equipment for incident communications (radio, telephones and information technology) is provided
- Log records actions taken and decisions made

Knowledge, skills

- Overview of agency workplace policies (eg. EEO, Anti-discrimination legislation, OH&S etc) and procedures
- Agency personnel practices and guidelines
- Emergency management and organisational arrangements in relation to acquisition of communications equipment and support from the local area, wider region, state resources and other agencies
- Suppliers of communications equipment
- Features of different communications equipment
- Factors that influence network performance
- Operational context and communications pre-incident plans
- Security issues for communications networks
- Communications networks used by emergency services agencies
- Protocols for liaison with other organisations

- Planning, problem-solving and decision-making
- Organisation's communications policy and requirements
- Organisation's communications resources and capabilities
- Organisation's documentation requirements
- Team management skills
- Awareness of responsibilities of communications providers
- Installation of communications equipment
- Impact of topographical, meteorological and geophysical on communications

➤ FACILITIES UNIT LEADER

Descriptor

The Facilities Unit obtains and manages the necessary facilities and accommodation to support operations and incident control and will maintain them in working order.

Outputs (What do they deliver?)

Selection, procurement and management of the permanent or temporary locations where personnel work, sleep, cook, maintain and repair equipment. This includes the maintenance, security and restoration of facilities during and after operations.

Tasks (What do they do?)

- Obtain briefing from Logistics Manager
- Liaise with Logistics Manager, other members of the Logistics Section and suppliers
- Monitor and take action to ensure the safety and welfare of persons at the incident, within span of influence
- Select and establish incident facilities
- Maintain records of facility use
- Establish procedures for maintenance of facilities
- Establish procedures for security of facilities
- Put into effect procedures for demobilising facilities
- Supervise unit
- Maintain a log of activities

Performance measures

- Required information to manage the Facilities function is sought and obtained from the Logistics Manager
- Facilities Unit is established and managed in accordance with agency workplace policies
- Safe work practices are implemented in accordance with the work area
- Liaison with Logistics Manager and rest of Logistics Section and facility providers is undertaken as required
- Facilities are selected based on incident requirements (including communications requirements)
- Suitable facilities are sourced
- Records of facility use are maintained
- Procedures for maintenance of facilities are established and maintained
- Security of facilities is maintained
- Procedures for demobilising facilities are established and implemented
- Facilities established meet incident requirements and accommodate changes in incident size and complexity
- Log records actions taken and decisions made

Knowledge, skills

- Overview of agency workplace policies (eg. EEO, Anti-discrimination legislation, OH&S etc) and procedures
- Agency personnel practices and guidelines
- Emergency management and organisational arrangements in relation to use of facilities from the local area, wider region, state resources and other agencies
- Requirements of different facilities (eg. base camps, ICC)

- Sources of facilities
- Factors that influence selection of facilities
- Facility pre-incident plans
- Facility layout
- Security issues for facilities
- Team management skills
- Protocols for liaison with other organisations
- Planning, problem-solving and decision-making

➤ GROUND SUPPORT UNIT LEADER

Descriptor

Where a Ground Support Unit is established, it is responsible for providing transport for personnel, equipment, supplies and food, together with fuelling, mechanical maintenance and security of all equipment and vehicles at the incident. The organisation of traffic in and around the incident is achieved by the Ground Support Unit developing and implementing a Traffic Plan.

Outputs (What do they deliver?)

- Provision of transport for personnel, equipment, supplies and food
- Provision of fuelling, mechanical maintenance and security of all equipment and vehicles at the incident
- Development and implementation of a Traffic Plan for the organisation of traffic in and around the incident

Tasks (What do they do?)

- Obtain briefing from Logistics Manager
- Liaise with Logistics Manager and other members of the Logistics Section
- Monitor and take action to ensure the safety and welfare of persons at the incident, within span of influence
- Obtain suitable transport
- Provide transport for personnel, equipment, supplies, fuel, food and water etc in and around the incident
- Provide mechanical service and vehicle security
- Maintain small gear and hose
- Develop Traffic Plan for in and around the incident, for inclusion in the Incident action Plan
- Supervise unit
- Maintain a log of activities

Performance measures

- Required information to manage the Ground Support function is sought and obtained from the Logistics Manager
- Ground Support Unit is established and managed in accordance with agency workplace policies
- Safe work practices are implemented in accordance with the work area
- Liaison with Logistics Manager and rest of Logistics Section is undertaken as required
- Suitable transport for personnel, equipment, supplies, fuel, food and water etc in and around the incident is accessed and coordinated
- Mechanical services are obtained from appropriate specialists
- A vehicle security system is established and maintained
- Small gear and hose maintenance procedures are established
- Traffic Plan for in and around the incident, for inclusion in the Incident Action Plan is developed
- Log records actions taken and decisions made

Knowledge, skills

- Overview of agency workplace policies (eg. EEO, Anti-discrimination legislation, OH&S etc) and procedures
- Agency personnel practices and guidelines
- Emergency management and organisational arrangements in relation to acquisition of communications equipment and support from the local area, wider region, state resources and other agencies

- Driving skills appropriate to the incident location
- Emergency vehicle requirements and regulations
- Monitoring and responding to driving hazards
- Navigational skills appropriate to incident location
- Use of communications (eg, radio)
- Requirements of a Traffic Plan
- Protocols for liaison with other organisations
- Security issues for transport and fuel
- Team management skills
- Planning, problem-solving and decision-making
- Record-keeping requirements
- Supervision of mechanics

> FINANCE UNIT LEADER

Descriptor

This Unit, which may develop as a major role at large incidents, is responsible for:

- accounts for purchases of supplies and hire of equipment
- insurance and compensation for personnel, property and vehicles
- collection of cost data, performing cost effective analyses, and
- providing cost estimates for the incident.

Most finance functions are catered for on a day-to-day basis within organisations. Therefore this Unit may function as an extension of that process.

Outputs (What do they deliver?)

- Develop a Finance Plan for inclusion in the Incident Action Plan
- Maintenance of accounts for purchases of supplies and hire of equipment
- Maintenance of insurance arrangements and compensation for personnel, property and vehicles
- Collection of cost data, performing cost effective analyses and
- Provision of cost estimates for the incident as required

Tasks (What do they do?)

- Obtain briefing from Logistics Manager
- Liaise with Logistics Manager and other members of the Logistics Unit
- Monitor and take action to ensure the safety and welfare of persons at the incident, within span of influence
- Develop a Finance Plan to meet needs of incident and organisational reporting requirements
- Receive and process accounts for purchases and hire of equipment
- Review contractual arrangements, MOUs and cooperative agreements
- Identify potential and existing problems, especially in areas of injury compensation, pay, claims and procurement
- Maintain insurance information for personnel, property and equipment
- Provide costs analysis on alternative control operations as required
- Provide financial summary information on current incident operations
- Provide financial risk information
- Implement cost recovery procedures (if appropriate)
- Supervise unit
- Maintain a log of activities

Performance measures

- Required information to manage the Finance function is sought and obtained from the Logistics Manager
- Finance Unit is established and managed in accordance with agency workplace policies
- Safe work practices are implemented in accordance with the work area

- Liaison with Logistics Manager, Resources Unit and rest of Logistics Section is undertaken as required
- Finance Plan to meet needs of incident and organisational reporting requirements is developed if required
- Accounts for purchases and hire of equipment according to the performance and fiduciary requirements of the agency
- Contractual arrangements, MOUs and cooperative agreements are reviewed to ensure that they comply with agency requirements
- Potential and existing problems, especially in areas of injury compensation, pay, claims and procurement are identified and reported to Logistics Manager
- Insurance information for personnel, property and equipment is maintained
- Costs analysis on alternative control operations are developed as required
- Financial reports are provided to the Logistics Manager as requested
- Cost recovery procedures are implemented if required
- Log records actions taken and decisions made

Knowledge, skills

- Overview of agency workplace policies (eg. EEO, Anti-discrimination legislation, OH&S etc) and procedures
- Agency personnel practices and guidelines
- Emergency management and organisational arrangements in relation to acquisition of communications equipment and support from the local area, wider region, state resources and other agencies
- Accounting practices
- Organisation's accounting system

➤ MEDICAL UNIT LEADER

Descriptor

When established, the Medical Unit of the Logistics Section provides medical support such as first aid, medical transport to personnel involved in managing the incident.

Outputs (What do they deliver?)

- Provision of a Medical Plan for inclusion in the Incident Action Plan
- Provision of medical support such as first aid, medical transport to personnel involved in managing the incident

Tasks (What do they do?)

- Obtain briefing from Logistics Manager
- Liaise with Logistics Manager and other members of the Logistics Section
- Monitor and take action to ensure the safety and welfare of persons at the incident, within span of influence
- Determine need for medical support at the incident
- Develop Medical Plan in accordance with the needs/level of risk of the incident
- Arrange for first aid services, with personnel qualifications commensurate with services required, and associated supplies
- Arrange for medical transport as required
- Liaise with suppliers of medical services
- Maintain a log of activities

Performance measures

- Required information to manage the medical services function is sought and obtained from the Logistics Manager
- Medical Services Unit is established and managed in accordance with agency workplace policies
- Safe work practices are implemented in accordance with the work area
- Medical Plan is developed in accordance with the needs/level of risk at the incident
- First aid services, with personnel qualifications commensurate with services required, and associated supplies are obtained

- Arrangements for medical transport are established in accordance with the Medical Plan
- Liaison with supplier of medical services is undertaken
- Liaison with Logistics Manager and rest of Logistics Section is undertaken as required
- Log records actions taken and decisions made

Knowledge, skills

- Overview of agency workplace policies (eg. EEO, Anti-discrimination legislation, OH&S etc) and procedures
- Agency personnel practices and guidelines
- Emergency management and organisational arrangements in relation to acquisition of medical services
- Sources of medical support
- Protocols for obtaining medical support
- Protocols for liaison with other organisations
- Decision-making skills
- Problem-solving skills
- Team management skills

➤ CATERING UNIT LEADER

Descriptor

The Catering Unit provides food and drink to incident personnel.

Outputs (What do they deliver?)

- Provision of a Catering Plan
- Provision of food and drink to incident personnel

Tasks (What do they do?)

- Obtain briefing from Logistics Manager
- Liaise with Logistics Manager and other members of the Logistics Unit
- Monitor and take action to ensure the safety and welfare of persons at the incident, within span of influence
- Determine catering needs at the incident (including for personnel on scene, resting and providing support to the incident)
- Develop a Catering Plan
- Arrange for the procurement of catering services
- Liaise with catering providers
- Monitor the implementation of the Catering Plan to ensure the effective provision of catering services
- Maintain a log of activities

Performance measures

- Required information to manage the catering services function is sought and obtained from the Logistics Manager
- Catering Unit is established and managed in accordance with agency workplace policies
- Safe work practices are implemented in accordance with the work area
- Catering Plan is developed in accordance with the needs of personnel on scene, resting and providing support to the incident
- Catering services are procured in accordance with agency contracts and procedures
- Liaison is undertaken with catering providers
- Catering Plan results in the effective provision of catering services to meet identified requirements
- Log records actions taken and decisions made

Knowledge, skills

- Overview of agency workplace policies (eg. EEO, Anti-discrimination legislation, OH&S etc) and procedures
- Agency personnel practices and guidelines
- Emergency management and organisational arrangements in relation to acquisition of communications equipment and support from the local area, wider region, state resources and other agencies
- Suppliers of catering
- Protocols for obtaining resources from identified suppliers
- Agency-specific purchasing arrangements
- Protocols for liaison with other organisations
- Decision-making skills
- Problem-solving skills
- Team management skills

Appendix 3: Incident Action Planning

This appendix examines the following aspects of action planning:

- > plan format
- > developing an IAP.

(i) Plan Format

An IAP outlines the desired outcome or objective for the management of an incident. It describes the strategies to be employed.

At a small incident, the plan for controlling the incident is not normally written. The Incident Controller will usually prepare a mental plan following an initial size-up and will complete it in accordance with agency procedures. The Incident Controller communicates the plan directly to all personnel engaged in the incident.

Larger incidents require higher levels of planning. IAPs need to be documented to enable them to be communicated effectively and to ensure continuity of operations, particularly during changeover periods.

Some common features of plans include:

- > objectives
- > critical elements
- > resource needs
- > information flow
- > communications.

INCIDENT CONTROLLER STRATEGY

The Incident Controller determines an objective which reflects the policies and needs of the lead agency and supporting agencies. The objective reflects the current incident situation, lives and property at risk and anticipated changes to the situation.

In developing strategies and tactics from the incident control objective, consideration should be given to:

- > current situation
- > availability of resources
- > weather
- > predicted incident behaviour
- > pre-incident planning
- > lives and property at risk
- > safety considerations
- > logistical and communications requirements.

INCIDENT MANAGEMENT STRUCTURE

The IAP contains details of the management structure developed to ensure successful combat of the incident. It includes the names and responsibilities of those persons carrying out the established functions.

OPERATIONS

The Operations component of the IAP shows the control objective, the strategies and tactics applicable to Operations. It identifies the structural arrangements, and the sectors that have been established. It also indicates the resources deployed at an incident. A resource summary will usually specify the status of resources and their allocated tasks.

LOGISTICS

The Logistics Section maintains and supports the resources engaged in combating the incident.

(ii) Developing an Incident Action Plan

Just as a plan is important in the control of an incident, so too is the process used to develop the plan.

Effective plans are achieved through an interactive process which involves all incident management personnel. For the IAP to be successful, each member of the IMT needs to communicate with the others and receive information from them.

Plans developed in isolation for a large or complex incident may be disjointed and prove to be ineffective in managing the incident. To prevent this, the Incident Controller ensures that the plan is developed in accordance with a process that permits nothing to be overlooked.

Development of an IAP begins with a planning meeting attended by all IMT members. In some instances, technical specialists will attend to provide expert advice.

PLANNING MEETINGS

The Incident Controller schedules planning meetings. They serve to review the current situation and the effectiveness of strategies and tactics previously adopted. New plans are developed to deal with changing and non-predicted situations. Once a planning meeting has been scheduled, all IMT members prepare for it and maintain their readiness to attend.

In preparing for a planning meeting, the IMT members assume the following responsibilities:

THE INCIDENT CONTROLLER

- > schedules the planning meeting
- > identifies and prioritises concerns

OPERATIONS MANAGER

- > obtains updates of situation via reports from sector managers
- > ensures that the operations structure is in place
- > evaluates the effectiveness of strategies and tactics in use
- > identifies and prioritises concerns

PLANNING/INTELLIGENCE MANAGER

- > assembles and analyses all current information
- > forecasts incident activity for the next work period
- > establishes and revises the incident control objective and strategies for the next work period
- > ensures that the resources summary is up-to-date and accurate
- > identifies and prioritises concerns

LOGISTICS MANAGER

- > reviews the supply of facilities, materials and services
- > ensures that systems for maintaining the logistical functions are in place
- > and prioritises concerns

(iii) Conducting the Planning Meeting

The Planning/Intelligence Manager runs the planning meeting. The meeting commences with a briefing on the situation and the status of resources. Any concerns of IMT members are identified and provided for in future planning.

Based on any changes and predictions of incident behaviour, the IMT considers the alternative objectives and strategies developed by Planning. The IMT takes into account:

- > life and property at risk
- > health and safety issues
- > cost-effectiveness of the different options
- > resources available and resources required
- > environmental issues and requirements
- > legislation and political issues
- > realistic achievement of the objective and strategies
- > policy of lead agency.

Once the details of the plan have been determined, each IMT member documents those elements for which he or she is responsible.

PLAN APPROVAL

The Incident Controller approves the final plan following any necessary review and fine-tuning by the other IMT members.

The approved plan is disseminated to all involved commanders and personnel. IMT members, their subordinates and supporting agencies then commence implementation of the IAP.

Appendix 4: Forms

CIMS relies heavily on the use of forms as aids to decision-making, information management and flow. The forms have been designed as a standardised set which can be used for a wide range of situations and have only the essential elements included. As such, there may be times when some elements are not applicable.

The following procedure shows how the forms are utilised and suggests procedures for decision-making. On a small incident, Controllers would go through a similar process in their heads, while large incidents would require a more systematic approach. While each step is not documented by form, it is suggested that records be kept at each step in case questions arise after the incident.

Phase	Step	Do this:
Analyse the situation Situation report	Size up the incident Deductions Identify priorities Establish aim and objectives	Provide an initial report Ask “so what does this mean?” to the issues identified in size-up. Record your conclusions Determine the problems (i.e. what must be done) and convert this to a clear aim and objective Complete the Situation Report Form and disseminate
Plan the work Incident Action Plan	Identify realistic courses of action Consider advantages and disadvantages of each course Identify best option using appropriate criteria Consider implications	With your planning group, consider and record realistic possibilities Go through each of the possible courses and record advantages and disadvantages Agree first on your criteria and record how your decision was reached Identify how you will support this course of action and record requirements Produce and approve the Incident Action Plan
Implement the plan	Disseminate the Incident Action Plan Action Monitor and review progress Revise as required	Ensure that those internally and externally involved are well informed Get the work done Identify and note progress and problems Revise the Incident Action Plan according to new priorities

Situation Analysis

Situation Analysis is the systematic and objective process for analysing incidents. The Situation Report is filled out prior to the preparation of the IAP before each shift. The Situation Report assists by prompting the evaluation of critical issues, other factors or limitations, what resources are currently in place and may be required, what action has been taken and how the situation may evolve.

On completion of the Situation Report, the IAP, which details the Plan of Action and strategy for the next shift, can be completed with all critical elements having been considered.

CIMS SITUATION REPORT

INCIDENT:

REPORT NO:

DATE:

PREPARED BY:

NAME AND LOCATION:

TIME:

CONTACT DETAILS:

VALID UNTIL:

ASSESSMENT (NOTE any critical issues and assumptions made.
Attach map or drawing of incident)

ACTION TAKEN:

RESOURCES (In place)

RESOURCES (This may be required)

FACTORS (weather and other factors or limitations should be noted)

PREDICTED INCIDENT DEVELOPMENT (note how this situation is anticipated to evolve)

OPTIONS

INCIDENT NAME:

LOCATION:

DATE:

TIME:

PRIORITY:

ICP LOCATION:

CONTACT DETAILS:

INCIDENT OBJECTIVE/AIM/MISSION:

PLAN OF ACTION/STRATEGY:

RESOURCE NEEDS (NOTE who will provide what and when they will do it)

INFORMATION FLOW (Who needs to know and who has information we need)

COMMUNICATIONS PLAN (Technical i.e. frequencies, cellphone numbers, etc.)

SITUATION SUMMARY:

CRITICAL ELEMENTS (NOTE what must happen, when it is required and who is responsible)

PLAN TO BE UPDATED:

HOURS:

PLAN PREPARED BY:

PLAN APPROVED BY:

INCIDENT CONTROLLER: