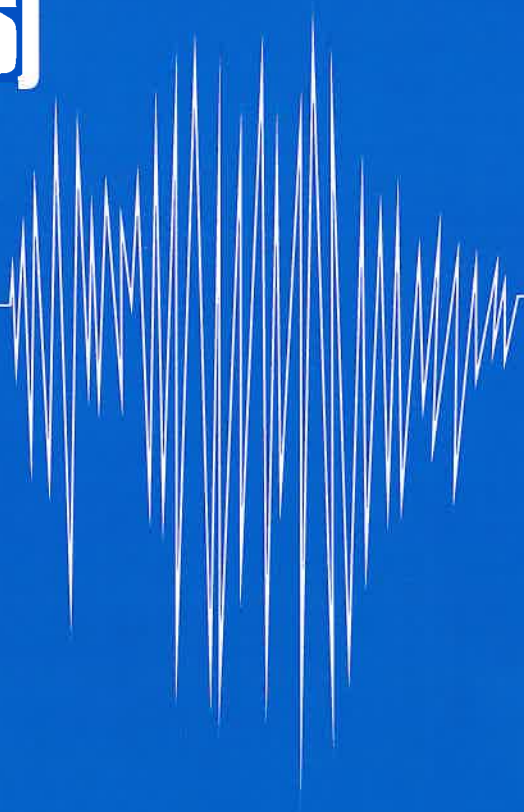
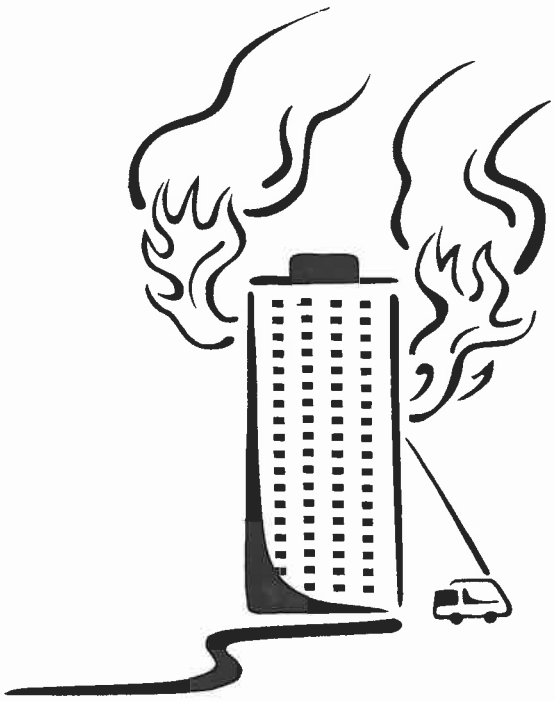
The New Zealand Coordinated Incident Management System (CIMS)



Teamwork in Emergency Management

The New Zealand Coordinated Incident Management System (CIMS)



Teamwork in Emergency Management

"Safer communities through integrated emergency management"

Acknowledgments

The Fire Service Commission has advocated the development of an interagency incident management system between all emergency service providers.

To progress this development a Workshop held in February 1997, involving members from emergency service providers, set the future direction and the establishment of a Working Group to formulate a framework of a system and compiled the material contained in this manual.

Under the sponsorship of the National Rural Fire Authority's National Rural Fire Officer, Murray Dudfield, the following Working Group members provided excellent work:

John Rasmussen	NATIONAL RURAL FIRE AUTHORITY	*Group Coordinator*
Cliff Mears	NEW ZEALAND FIRE SERVICE	
Steve Turek	NEW ZEALAND FIRE SERVICE	
Tony McLeod	NEW ZEALAND POLICE	
Paul Brennan	NEW ZEALAND POLICE	
Steve Jensen	WELLINGTON CITY COUNCIL	
Tom Finnimore	MINISTRY OF EMERGENCY MANAGEMENT & CIVIL DEFENCE	
Ian Lauder	ST JOHNS AMBULANCE	
Peter Tranter	ORDER OF ST JOHN	
John Sutton	DEPARTMENT OF CONSERVATION	
Bruce Holland	VIRTUAL CONSULTING GROUP	*Group Facilitator*
Carol Haua	NATIONAL RURAL FIRE AUTHORITY	*Secretarial Support*

The tremendous effort from the above group on working together at many group meetings is acknowledged and has meant that the concepts of a New Zealand Coordinated Incident Management System is now ready to be launched for integration within all emergency service providers.

Without the commitment of the agencies, and the individuals outlined above, this CIMS Manual would not have been possible. Thank you.

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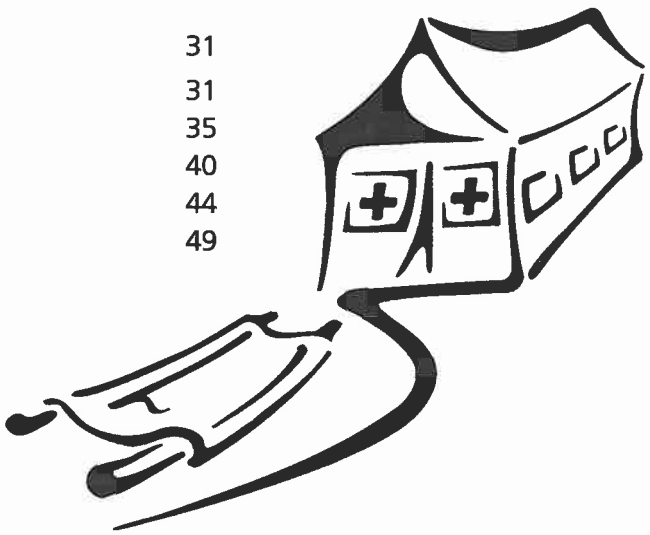


Foreword Coordinated Action

New Zealand has a range of agencies that provide the human resources, expertise and specialist equipment needed to deal with emergency situations. Each agency has developed from its own historical roots and devised its own practice and language.

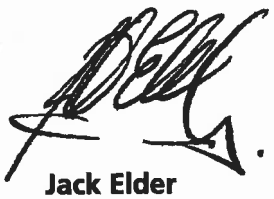
Although proactive management of risk is increasingly reducing the probability and severity of incidents, the scale and nature of emergencies still varies considerably. Fortunately, despite our exposure to a range of natural hazards and weather phenomena, incidents at the extreme end of the scale are rare. As well, to date, New Zealand has been spared the extremes of criminal behaviour and technology failures which have given rise to catastrophic incidents in other countries.

Nevertheless, societal expectations in terms of the effectiveness through which emergency incidents are managed have changed. There is an increasing willingness to scrutinise the performance of the emergency response agencies and to criticise non-optimum performance.

As well, the collateral effects of incidents on, for example, the environment and economic activity, are also scrutinised. One consequence of this is the increasing need for the lead agency at an incident to call on specialist assistance from other agencies. This is just as likely to occur at a small scale incident as at a major incident.

Against this background of increasing multi-agency responses to incidents and greater societal expectations in terms of quality of incident management, the initiative to develop a common and coordinated approach to incident management was most timely. The relative speed with which multi-agency agreement to CIMS was achieved, reflects the maturity of existing relationships between the agencies. It also acknowledges objectives of the Government's emergency management reform programme.

I congratulate all concerned.



Jack Elder
MINISTER OF CIVIL DEFENCE

Endorsements

This manual is the result of a collaborative effort by representatives from a wide range of emergency management organisations and is endorsed by:

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

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Department of Conservation

Ross Grantham
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NZ Ambulance Board

Carol Stigley
Chief Executive
Local Government New Zealand

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Policy Adviser
Dept Prime Minister & Cabinet

Introduction

" With organisation and time is found the secret to doing all and doing well "

PYTHAGORAS

Emergency services in New Zealand at present cost the country approximately $2.5 billion a year. A properly implemented Coordinated Incident Management System will improve efficiency and effectiveness in management response. It will limit damage to property and, most importantly, will save lives.

CIMS provides the model for command, control, and coordination of an emergency 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.

Many emergencies, from car accidents to large-scale disasters, require cooperation among several agencies. In an emergency, 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 straight-forward 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. The appendix provides a generic standard operating procedure which can be implemented as is or adapted for the particular needs of an organisation.

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 emergencies through poor understanding and inadequate coordination.

Part 1 Design of CIMS

1. Overseas Experience

The Incident Management System (IMS) is now being used by organisations throughout the world at large and small incidents. It incorporates modern management principles and has been modified and adapted for use in the New Zealand context. The system has been used in the USA since the 1970s and was introduced into Australia in the 1980s.

United States

The Incident Command System (ICS) was developed in response to fires that consumed large portions of Southern California 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.

The National Inter-Agency Incident Management System (NIIMS) was developed which fire protection agencies could use at local, state, and federal levels. NIIMS has five major sub-systems, one of which is the Incident Command System (ICS).

ICS is designed for emergencies caused by fires, floods, earthquakes, hurricanes, tornadoes, tidal waves, riots, hazardous materials, or other natural or human-caused incidents. By December 1996 all emergency agencies in California were required to use a standardised emergency management system to be eligible for funding.

Australia

In the early 1980s the Australian Association of Fire Authorities developed the Australian Inter-service Incident Management System (AIIMS), which is based on the US National Interagency Incident Management System (NIIMS).

Although AIIMS has been developed by the Australian Fire Services, the system can be used to respond to public emergencies of any type. Using principles outlined in AIIMS, disasters such as floods, cyclones, earthquakes, wind-storms, major aircraft accidents and hazardous chemical spills can be all managed more efficiently.

2. Project 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 pro-active 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 1996 the Fire Services of New Zealand promoted the concept of one system for all Emergency Services and related organisations in New Zealand. In March 1997 twenty five participants from all emergency services attended a workshop with 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. By the end of the workshop participants had agreed on a Mission, Vision, Legacy and values statements.

Mission

The mission statement describes the overall purpose of the CIMS project.

Safer communities through integrated emergency management.

Vision

The vision statement describes what the project aims 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.

The project team was tasked to develop a national, standard approach to emergency incident management which is understood and committed to by all services. It was agreed the CIMS model should have the following characteristics:

- ★ adaptible to any emergency incident
- ★ suitable for use regardless of jurisdiction or agency involved
- ★ employ common organisational structure
- ★ utilise common command structures and consolidated action-planning
- ★ utilise common terminology
- ★ consistent with directions set in the Emergency Services Review and emergency management principles adopted by Government.

3. CIMS Emergency Management

The key components of Emergency Management are

- ★ *reduction* of emergencies
- ★ *readiness* for emergencies
- ★ *response* to emergencies
- ★ *recovery* from emergencies.

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) and between the many other organisations which also have a role in mounting an emergency response (Territorial Local Authorities, NZ Defence Force, NZ Forest Owners Association, Department of Conservation, Maritime Safety Association etc).

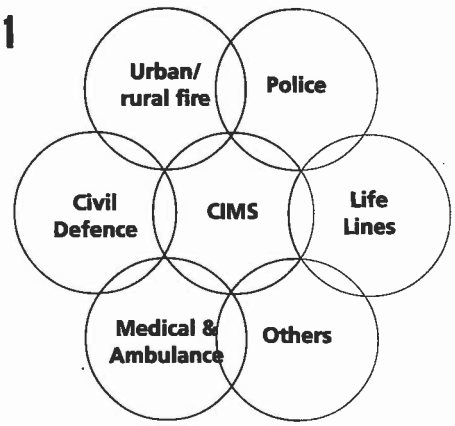
CIMS also has a role to play within each of the emergency services. While many of the day-to-day operations of the various agencies will not be impacted by CIMS, rules for managing emergency incidents will be implemented across all emergency services.

Figure 1 shows some of the services who are part of CIMS. It also shows that the majority of systems and processes within each service will not be impacted by CIMS. CIMS knows nothing about how a firefighter puts water on a fire or how a policeman carries out an arrest. CIMS will 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



4. When Is CIMS Used?

Incident Management Systems have proven effective for responding to all types of incidents. CIMS will be used at:

- ★ hazardous substances incidents
- ★ response to natural hazards
- ★ police incidents
- ★ fires
- ★ incidents involving multiple casualties
- ★ air, rail, water, or ground transportation accidents
- ★ search and rescue missions
- ★ Pathogen outbreaks
- ★ public health and medical emergencies
- ★ environmental incidents
- ★ whale strandings
- ★ planned events (e.g. celebrations, parades, concerts, official visits, etc).

Problem Areas

The CIMS model was developed to address a number of difficulties identified with emergency responses. These problem areas include:

- ★ lack of coordination between services
- ★ non-standard terminology among 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.

Overseas experience shows the success of CIMS will come from applying:

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

5. CIMS Principles

CIMS structure is based on the following elements:

(i) common terminology
(ii) a modular organisation
(iii) integrated communications
(iv) consolidated incident action plans
(v) manageable span of control
(vi) designated incident facilities
(vii) comprehensive resource management.

[i] Common terminology

Common terminology is essential in any emergency 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 predesignated and given titles. CIMS terminology is standard and consistent among all of the agencies involved. (Refer to Appendix 1 Glossary, page 31 for detail.)

[ii] Modular organisation

A modular organisation develops from the 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 the 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 14 Organisational Structure, for detail.)

[iii] 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.

[iv] 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 44 for detail.)

[v] 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 resources, with five being the optimum.

[vi] 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.)

[vii] Comprehensive resource management

Comprehensive resource management is a means of organising the total resource across all organisations deployed at an incident. (Refer to page 14 Organisational Structure, for detail.)

Comprehensive resource management:

- ★ maximizes 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.

6. 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 emergency situation alone. Everyone must work together to manage the emergency. To coordinate the effective use of all of the available resources, agencies need a formalized 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 materials required to combat the incident.

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

Part 2 Incident Management

1. Overview

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

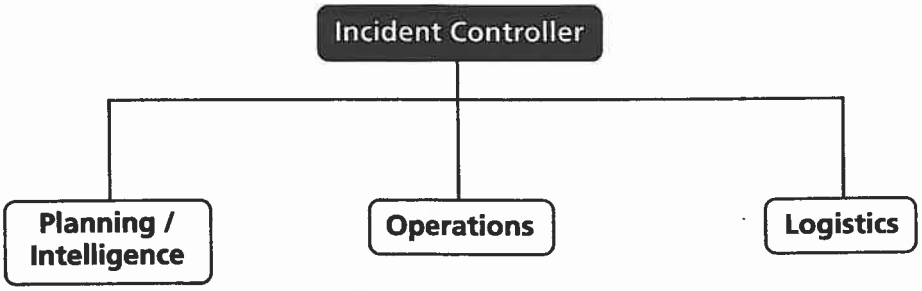
Part One of this manual has provided an overview of the system. Part Two details the key components of CIMS:

- **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
★ developing and implementing the Incident Action Plan (IAP)
★ developing an appropriate organisational structure
★ maintaining a manageable span of control
★ managing incident resources
★ coordinating overall emergency activities
★ coordinating the activities of outside agencies
★ authorising the release of information to the media
★ monitoring costs.

2. Incident Control

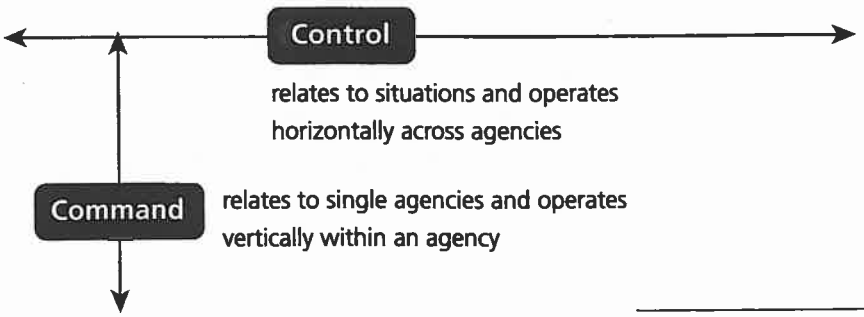


The Incident Controller is responsible for the overall direction of response activities in an emergency situation and is the person in charge at an incident. The Incident Controller fulfills all management functions and responsibilities until the incident requires additional appointments. Major responsibilities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



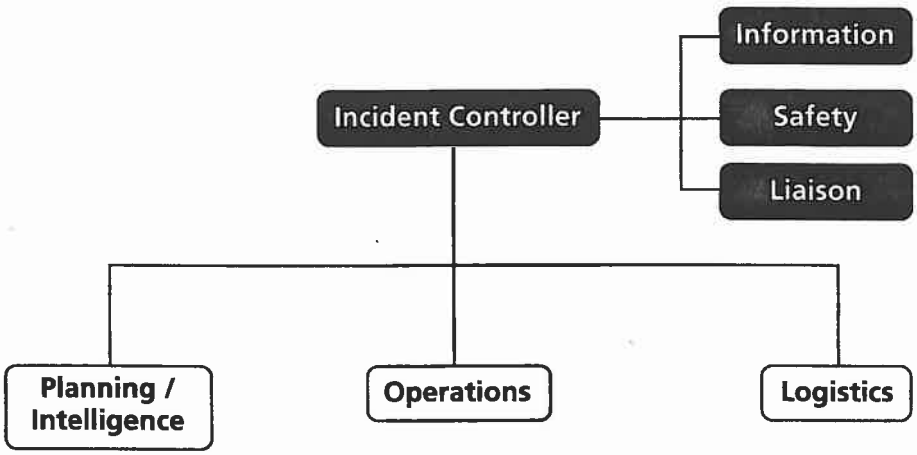
An effective Incident Controller must be assertive, decisive, objective, calm, and be a quick thinker. To handle all of the responsibilities of this role, the Incident Controller also needs to be flexible and realistic about his or her limitations. He/she also needs to be able to delegate positions appropriately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

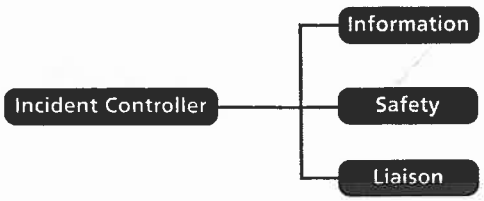
★ **SAFETY**. The Incident Controller's first priority is always the safety of the emergency responders and the public.

★ **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., 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. He/she may also activate the following support positions:



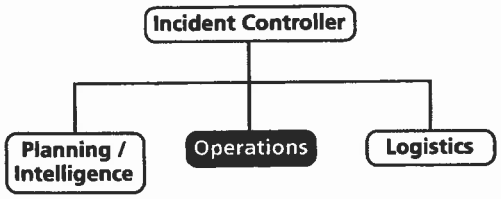
★ **INFORMATION OFFICER** handles all media inquiries and coordinates the release of information to the media.

★ **SAFETY OFFICER** 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 to meet the needs of the situation.

3. Operations

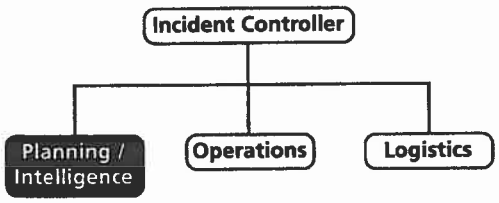


The Operations Section is responsible for carrying out the response activities described in the IAP. The Operations Manager coordinates activities and has primary responsibility for receiving and implementing the IAP. The Operations Manager reports to the Incident Controller and determines the required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

The Operations Manager's main responsibilities are to:

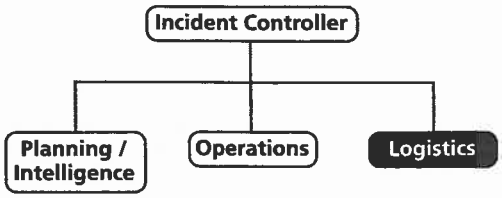
- ★ direct and coordinate all operations, ensuring the safety of all operations personnel
- ★ assist the Incident Controller in developing response goals and objectives for the incident
- ★ implement the IAP
- ★ request resources through the Incident Controller
- ★ keep the Incident Controller informed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

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.

5. Logistics



The Logistics Section is responsible for providing 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.

6. Incident Facilities

As an incident grows, several facilities must be identified and established. These may include:

★	Incident Control Point	ICP
★	Emergency Operations Centre	EOC
★	Assembly Area	AA
★	Safe Forward Point	SFP
★	Staging Areas	SA
★	Helibase	HB
★	Helipad	HP

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.

(i) Incident Control Point

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

(ii) Emergency Operations Centre

An Emergency Operations Centre is implemented in response to a major incident or incidents which require higher coordination and support of the overall emergency effort.

An EOC will normally have established communication, administration and service facilities. It could be a company office or an established emergency operations room.

(iii) Assembly Area

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.

(iv) Staging Areas

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."

Here are some further considerations for establishing Staging Areas:

- ★ they should be close to the location of tactical assignments
- ★ they 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)
- ★ they should have separate entrance and exit routes
- ★ they 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.

(v) Safe Forward Point

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

(vi) Helibase

A Helibase is the main location for parking, fueling, 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.

(vii) Helipad

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.

Movement Control at an Incident:

(viii) 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.

(ix) 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 staff to operate unhindered.

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

An outer cordon is a cordon established further from the event scene than the inner cordon. It enables access to the area of operations to be controlled. Support functions such as Safe Forward Points, Staging Areas and Triage 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.

(x) 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.

(xi) Checkpoints

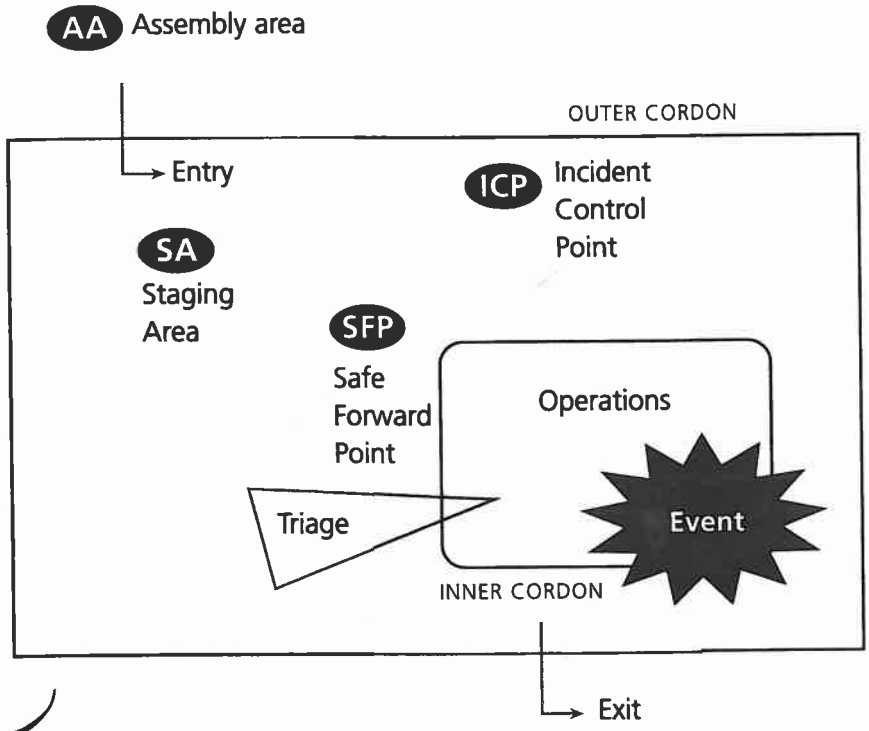
A road checkpoint is a strategic position from which traffic movement can be observed and controlled. The traffic may be stopped but no physical obstruction is placed on the roadway. Checkpoints are used to watch traffic and to identify particular vehicles or persons.

(xii) Evacuation

Evacuation is removing people from an area that may be dangerous, or for strategic 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 4: Facilities and Perimeter Control Diagram



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 fulfill management functions.

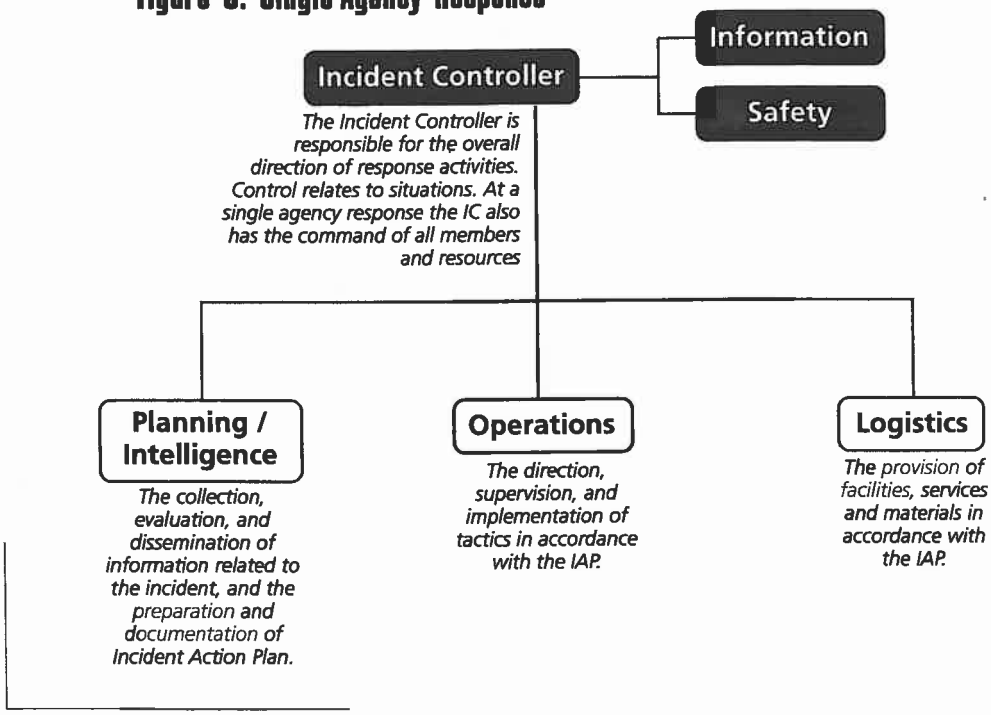
CIMS requires only one position to be filled – that of the Incident Controller. The Incident Controller fills all of the management functions and responsibilities until the complexity of the incident determines that he or she assigns someone else responsibility for a particular function. This is only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

Figures 5 – 7 show a range of increasingly complex organisational charts for managing increasingly complex incidents or number of incidents.

(i) Single-Agency Response

This is the simplest of management structures. In this example the Incident Controller may fulfill 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.

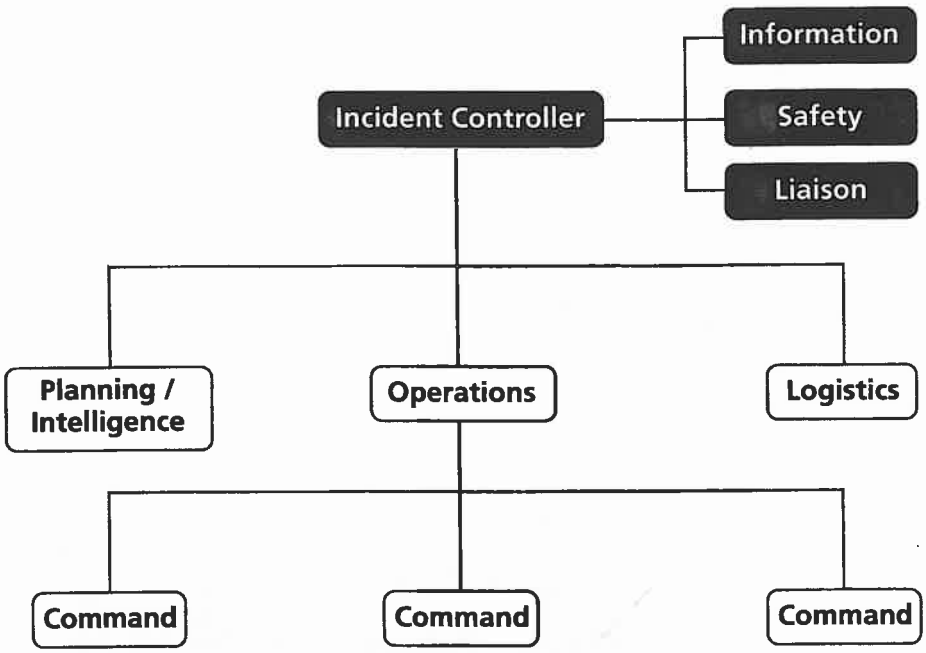
Figure 5: Single-Agency Response



(ii) 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 6

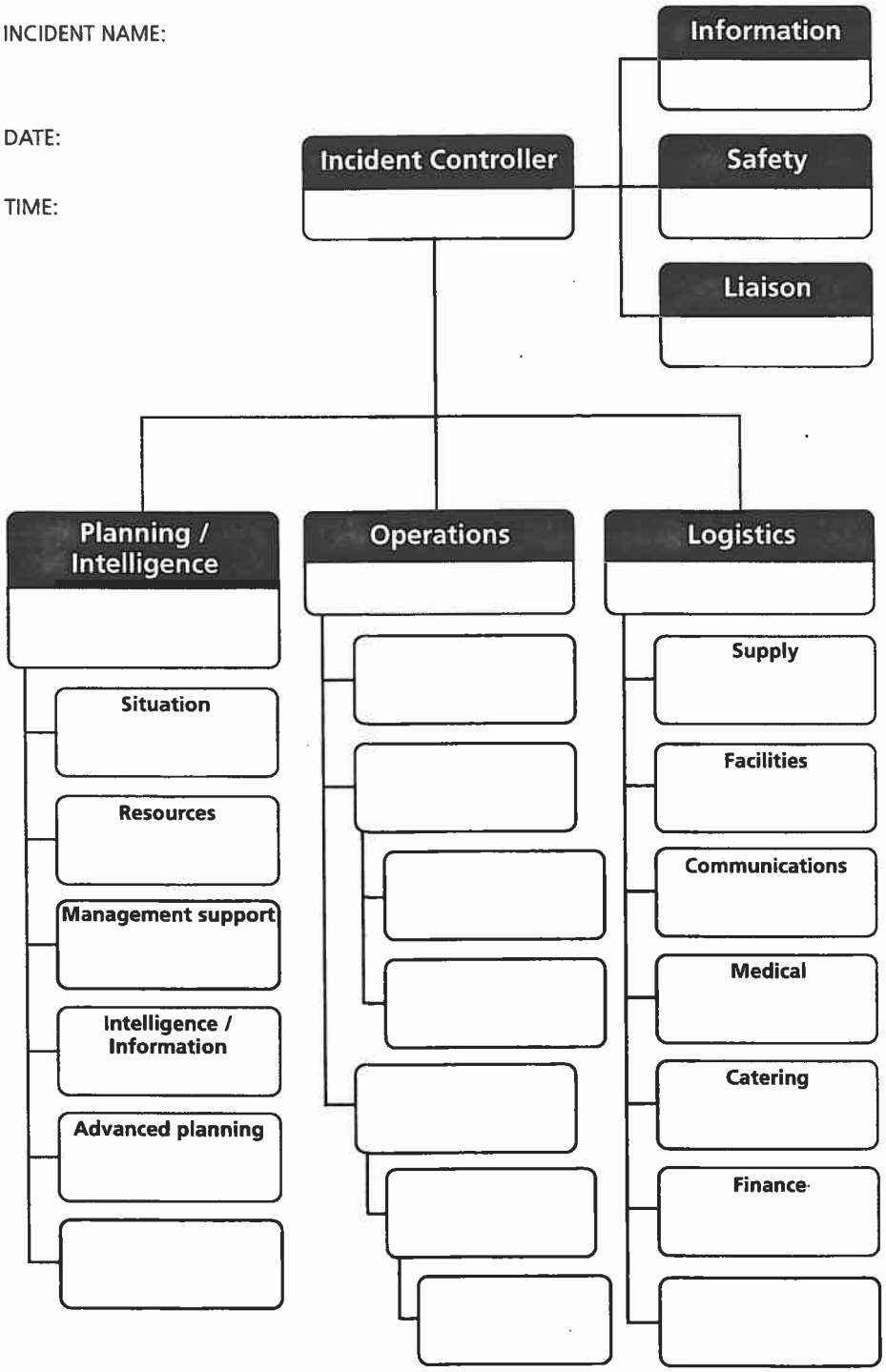


The Incident Controller, supported by an Incident Management Team, is responsible for overall direction of response activities of the incident and has the responsibility of tasking and coordinating other support agencies, who action those tasks within their own command.

(iii) 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 35 for details.)

Figure 7: Coordinated Incident Management System–Structural Chart



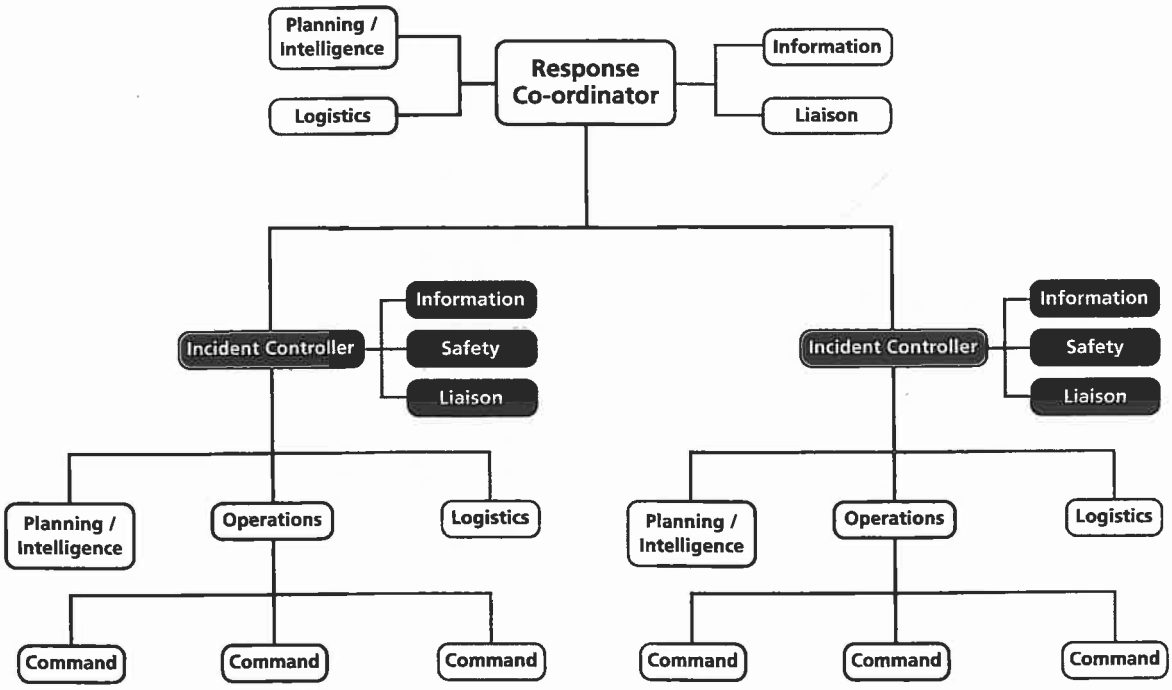
* The chart suggests some functions. These may be replaced or added to, depending on the nature of the incident. In the operations section, positions can be filled based on either functions (i.e. fire, rescue) and/or sectors.

(iv) Multi-Incident 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 therefore requiring a higher level management structure. In such cases there may be a need to exercise overall coordination through an Emergency Operation Centre, managed by a Response Coordinator. At very large or complex single-agency incidents, there may also be a need for a higher level response coordinator. The formation of the higher level structure is necessary because the control function 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.

Figure 8: Multi-incident Response Diagram



Details of functions and responsibilities within the CIMS management structures can be found in Appendix 2, page 35.

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

Out-going Team	In-coming 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
Leave	

Details on changeover of personnel are found in Appendix 5, page 49.

9. 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 incident objectives and 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 objectives and strategies for 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.

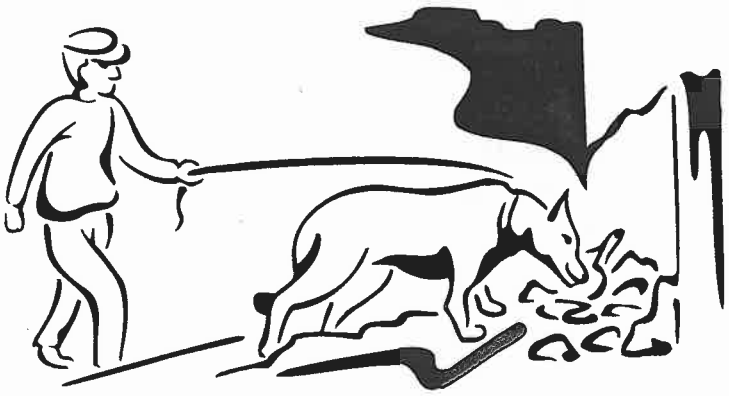
An IAP :

- ★ describes the overall operational objectives and strategies
- ★ 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 40, and the use of forms in Appendix 4, page 44.

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

Allocated Resources Resources dispatched to an incident.

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

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

Assembly Area (AA) An area where resources are organised and prepared for 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 predetermined complement of supplies stored in a designated location.

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 emergency 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 an area and is used to restrict movement into and out of an area.

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 advise on financial implications or be utilised to track times, costs, procurement, and compensation.

Forward Triage An area in the field to identify and sort patients in priority order for removal to a Triage area.

Helibase (HB) The main location for parking, fueling, 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 emergency 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.

Inner Cordon A cordon established immediately around an event.

Instructions A direction to achieve something given in general terms without a specific course of action (as opposed to "Orders").

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

Liaison Coordination with representatives from other agencies.

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

Mobilisation The processes and procedures for organisations to activate, assemble, and transport the 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.

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 Officer The designated officer responsible for assessing hazards and for developing measures for ensuring safety.

Sector A defined portion of an incident.

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

Situation Report (Sitrep) A brief of an incident, usually given at regular intervals.

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

- ★ **S**ituation
- ★ **M**ission
- ★ **E**xecution
- ★ **A**dministration
- ★ **C**ommand
- ★ **C**ommunications.

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

Standard Operating Procedures (SOPs) Written incident practices adopted by an agency.

Strategy A statement detailing how an objective is to be achieved.

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 An area and a process where patients are taken to for treatment in a priority order.

Appendix 2 Roles and Responsibilites

Response Coordinator

The Response Coordinator's primary responsibilities are to provide strategic direction, support and coordination to Incident Management Teams (IMTs). Key tasks can be as follows:

✔	Task	Description
❑	**Assess the situation**	Start to consider: • What is the problem? • How is this situation likely to develop? • What resources will be required?
❑	**Appoint coordination staff**	Appoint coordination staff as required according to the size and complexity of the incident. Anticipate IMT resource and management requirements. Be careful not to underestimate the management needs of an incident: better too many than not enough.
❑	**Consult with key authorities and organisations**	Key authorities and organisations will be kept informed through regular reports using the CIMS forms and other information as required. Consult as appropriate, keeping in mind that this work is probably being done on behalf of the participating organisations.
❑	**Set priorities and allocate resources**	Prioritise resource allocation to IMTs to ensure the successful fulfillment of their responsibilities.
❑	**Ensure effective strategies are adopted**	Coordination strategies should be developed in conjunction with the IMTs, considering the policies, politics, and other factors which influence the situation.
❑	**Approve Incident Coordination Plans**	The Incident Coordination Plan should reflect the objectives, strategies, communications and resource needs of the IMTs' Incident Action Plans. The Incident Coordination Plan must be approved by the Response Coordinator prior to its implementation.
❑	**Plan the response coordination**	Identify critical success factors for coordination and focus the organisation accordingly. Determine tasks and make the assignments, with clear expectations and time restraints. Request status reports, monitor progress, and revise as required.
❑	**Ensure information is well managed**	Ensure that personnel are given clear directions on their allocated role, an understanding of the "big picture" and how they relate to it, and a source for updated status reports. Maintaining proper information flow is critical for a coordinated response.
❑	**Ensure coordination of public information**	A large incident will require the appointment of a Public Information Officer to coordinate information and statements between the various sites and organisations involved. A policy on who can make statements should be clearly articulated. Regular press briefings should be held by those who are suitably qualified.
❑	**Organise changeovers**	Before the incoming Response Coordinator arrives, the outgoing Incident Coordinator prepares the following details for a briefing: • The incident control structure presently in place • An up-to-date situation report on the overall situation • Details of current planning • Critical or unresolved issues • Key authorities and organisations to be consulted.
❑	**Maintain a log of activities**	Maintain a log of all activities, issues, and decisions.

36 Incident Controller

The Incident Controller has the primary responsibility for managing a particular incident. This will entail "control" across organisations as well as "command" within the home organisation. Key tasks can be as follows:

✔	Task	Description
☐	**Assess the incident**	Start to consider: • What is the problem? • How is this situation likely to develop? • What resources will be required?
☐	**Assume control**	Authority needs to be clearly passed over when assuming this position and all involved need to be aware of this. Clear identification of the Incident Controller can reduce confusion as to who is in charge of a particular incident. The Incident Controller also needs to establish a focal point for control at the incident.
☐	**Appoint staff**	Appoint incident staff according to the size and complexity of the incident. Anticipate management requirements and make appointments as early as possible. Be careful not to underestimate the management needs of an incident: better too many than not enough.
☐	**Ensure Incident Action Plan is developed**	Follow the process outlined in the CIMS Manual. Note that if the Incident Action Plan is prepared by a subordinate, it must be approved by the Incident Controller. The objective, strategies and tactics should reflect the policy and aims of the Lead Agency.
☐	**Allocate tasks**	The Action Plan will identify critical tasks for the incident. Tasks should be assigned with clear expectations, time restraints, and adequate resources. Request status reports, monitor progress, and revise as required.
☐	**Liaison needs**	Supporting organisations require clear directions on their allocated role and how they fit into the Incident Action Plan. Ensure that they are kept informed as to the latest developments. Potential areas of conflict should be identified and addressed. The Incident Controller may appoint a Liaison Officer.
☐	**Report to the Lead Agency**	The Response Coordinator, if appointed, and the Lead Agency will be kept informed through regular reports using the CIMS forms and other information as required. Keep relevant authorities well informed and consult as appropriate.
☐	**Conduct briefings**	Regular meetings with the Incident Management Team should focus on the critical success factors for the incident and assess effectiveness of the strategies and tactics in place. The Incident Controller determines the frequency of each meeting, its location and duration. If appointed, the Planning Officer provides assistance and advice.
☐	**Organise changeovers**	The period of changeover of personnel is one of the most critical times of the incident and should be organised following the CIMS Manual.
☐	**Manage the media at this incident**	The Incident Controller may be delegated the task of making statements to the media on behalf of the Lead Agency. Ensure that this authority is given and that any statements made are consistent with the overall aims of the effort. The Incident Controller may need to appoint a Public Information Officer.
☐	**Maintain safe practices**	The Incident Controller is ultimately responsible for the safety of all combating crews, support personnel and the public who may be involved at the incident. The Incident Controller may appoint a Safety Officer.
☐	**Maintain a log of activities**	Maintain a log of all activities, issues, and decisions.

Operations

As an incident develops, the Incident Controller of an Incident Management Team may decide to delegate some functions. Operations is normally the first function delegated. Key tasks can be as follows:

✔	Task	Description
☐	**Obtain a briefing from the Incident Controller**	Familiarise yourself with the "big picture" and your role. Obtain a copy of the Situation Report, Incident Action Plan, Logs, and a summary of the resources available. Get clear direction on initial activities to be undertaken.
☐	**Develop tactics in support of the Incident Action Plan**	Discuss the situation with immediate subordinates: • Obtain plans for the next work period • Review operations, considering: - resource availability - situation status - incident behaviour prediction - weather - communications capability • Develop plans for each Division and/or Sector • Make resource allocations for each Division and Sector.
☐	**Brief personnel and allocate tasks in accordance with the Incident Action Plan**	Identify key personnel appointed to the incident: • Conduct a briefing meeting with them using the Incident Action Plan • Make sure that they have copies of the plan relevant to their responsibilities • Establish reporting arrangements concerning implementation of the plan • Provide additional information if requested.
☐	**Establish and maintain assembly and staging areas**	Identify required location/s, expected resources to be assembled at each area, and anticipated duration of use. Work with Logistics, if appointed, to develop these areas and ensure they are properly supported.
☐	**Manage and supervise operations at the incident**	Acquire information on Operations activities: • Provide information on changes to Incident Controller and Planning (if appointed) • Implement any necessary changes within Operations • Handle unresolved problems.
☐	**Evaluate operations**	Assess progress of Operations activities and provide reports to the Incident Controller and Planning / Intelligence, outlining progress, incident prognosis, and other relevant information.
☐	**Determine need for and request additional resources**	If additional resources are required from the Incident Controller, provide details of: • Type and quantity • Time and location needed • Officer in charge and communications access.
☐	**Initiate recommendations for the release of resources**	The Operations Manager is responsible for: • Evaluating the adequacy of existing Operations resources • Estimating current and future resource requirements • Designating recommendations for release of resources.
☐	**Report special incidents and accidents**	Indicate the nature of event using the format of the Situation Report, specifying additional assistance needed.
☐	**Maintain a log of activities**	Maintain a log of all activities, issues, and decisions.

Planning / Intelligence

Complex incidents demand high levels of planning. The Incident Controller of an Incident Management Team will experience great difficulty in managing an incident which is large, complicated in nature, or extends over a lengthy period unless the planning function is delegated. Key tasks can be as follows:

✔	Task	Description
☐	**Obtain a briefing from the Incident Controller**	The Planning / Intelligence Manager needs to be aware of the current incident situation and the plan being utilised in the management of the incident. The Planning Manager must also understand the Incident Controller's concerns and priorities in order to continue the planning process. Thus, alternative objectives and strategies can be developed for use in line with predicted incident activity.
☐	**Process information relating to the current and predicted incident situation**	The Planning / Intelligence Manager is responsible for maintaining and updating all information relating to the incident including weather forecasts, situation reports, maps and estimates of losses. He or she will also use knowledge of the current situation to assist in forecasting incident behaviour.
☐	**Maintain records about the location and deployment of resources**	The Planning / Intelligence Manager will develop an effective system to record what resources are deployed on the incident and what they are doing at any particular time.
☐	**Maintain an information service**	The Planning Manager is responsible for maintaining an information service to provide up-to-date information relating to incident cause, size, current situation, resources and other matters of general interest. This information service enables personnel at the incident, other agencies, the media and the public to be kept informed of the latest developments.
☐	**Liaise with technical specialists**	Technical specialists may be employed at large and complex incidents. They assist in the development of plans for combating the incident as well as help predict incident behaviour. The Planning / Intelligence Manager liaises closely with these technical specialists when developing plans and determining strategies for the Incident Controller's approval.
☐	**Conduct planning meetings**	Planning meetings form an integral part of the process of incident management. The Planning / Intelligence Manager works with the Incident Controller to schedule and conduct planning meetings. The degree of involvement will depend on the scale of the incident. On larger incidents the Planning / Intelligence Manager will conduct preliminary meetings on behalf of the Incident Controller, with the recommended options brought to the Incident Controller for approval. Smaller incidents would involve the entire Incident Management Team in the Incident Action Planning process.
☐	**Develop alternative control objectives and strategies**	The Planning / Intelligence Manager, in consultation with other members of the Incident Management Team, is responsible for developing alternative strategies for the Incident Controller's consideration.
☐	**Disseminate the Incident Action Plan**	Following each planning meeting, the Planning / Intelligence Manager prepares and disseminates the Incident Action Plan.
☐	**Organise incident demobilisation**	The Planning / Intelligence Manager prepares plans for demobilisation at the incident and the return of all resources to their home locations. Demobilisation plans are submitted to the Incident Controller for approval.
☐	**Maintain a log of activities**	Maintain a log of all activities, issues, and decisions.

Logistics

The Logistics Manager is responsible for providing facilities, services and materials in support of management of the incident. Key tasks can be as follows:

✔	Task	Description
☐	**Obtain a briefing from the Incident Controller**	To be successful, the Logistics Manager needs information from the Incident Controller about the facilities, services and materials required at an incident. It is necessary to identify: • Current status of the incident • Resources that are allocated, available and en-route • Unserviceable resources • Geography and topography of the incident area.
☐	**Plan the organisation of Logistics**	Logistics responds to the needs specified in the Incident Action Plan. The size of Logistics will vary in accordance with the numbers of personnel and resources working at the incident. At its largest, Logistics may comprise: • Supply Unit – organising additional personnel, equipment and consumables • Facilities Unit – preparing and managing locations for work, sleeping, eating and maintenance • Ground Support Unit – providing transport for personnel, supplies and food, arranging refueling, mechanical maintenance and security of equipment and, where necessary, managing traffic • Communications Unit – arranging the installation and maintenance of equipment and providing technical advice • Medical Unit – ensuring that ill or injured personnel receive immediate medical treatment • Catering Unit – providing food and refreshments to combating personnel • Finance Unit – organising time records of personnel, accounts for purchases of supplies and hire of equipment, compensation and insurance, and the collection of cost data.
☐	**Allocate tasks**	After determining the function and structure of the Logistics Section, the Logistics Manager allocates tasks to appropriate personnel. Those with special experience or abilities should be given tasks appropriate to their particular capabilities. Because personnel and resources are often extended during major incidents, it is important to place key personnel in their positions quickly.
☐	**Participate in the preparation of the Incident Action Plan**	The Logistics Manager participates in the preparation of Incident Action Plans. In particular, Logistics seeks to anticipate Operations' likely requirements for supplies, services, materials and consumables.
☐	**Ensure that a Communications Plan is prepared**	The Incident Communications Plan identifies: • Communications needs • Types of equipment required • Personnel needed to establish and operate the equipment.
☐	**Estimate future service and support requirements**	Once the Logistics Manager has gained knowledge about the incident and the servicing and support facilities that are in place at the time, it is possible to plan future logistics requirements. These may be: • Structural – putting in place additional logistics elements • Managerial – organising an appropriate span of control amongst personnel • Physical – ordering additional materials and equipment.
☐	**Provide management support**	Management support involves the provision of those administrative and communications services required to assist in the management of large and complex incidents. The Logistics Manager assumes responsibility for photocopying, typing and record keeping, as well as the operation of radios and telephones, facsimile machines, computers and similar equipment.
☐	**Maintain a log of activities**	Maintain a log of all activities, issues, and decisions

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
- ★ identifies 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 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
- ★ can the objective and strategies be realistically achieved
- ★ 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

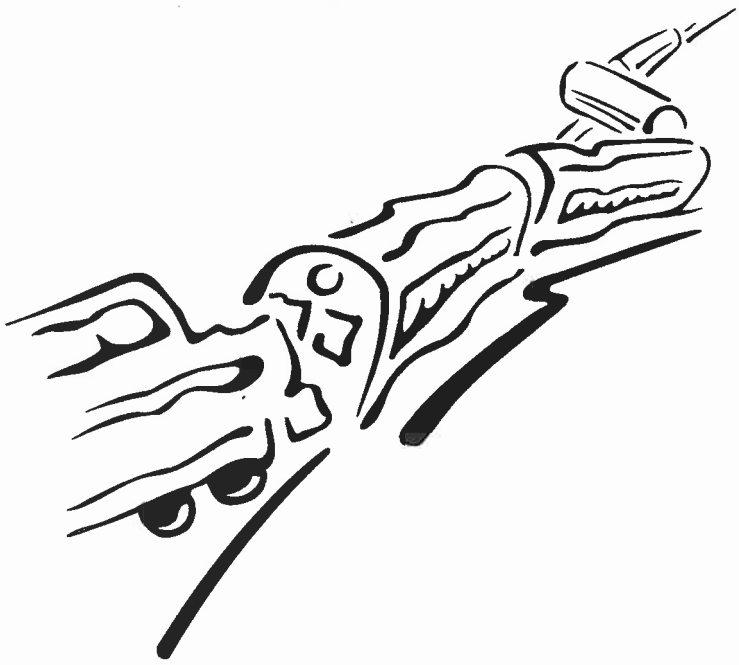
The Incident Controller approves the final plan following any necessary review and fine-tuning by the other IMT members.

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 should questions arise after the incident.



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

CIMS Incident Action Plan

INCIDENT NAME:

LOCATION:

DATE:

TIME:

PRIORITY: (high/medium/low)

ICP LOCATION:

CONTACT DETAILS:

Situation Summary:

Incident Objective:

Plan of Action/Strategy:

Critical Elements (Note what must happen, when it is required and who is responsible)

Resource needs (Note who will provide what and when they will do it)

% Completed

Information Flow (Who needs to know and who has information we need)

Communications Plan (Technical ie frequencies, cellphone numbers, etc)

Plan to be updated:

Hours:

Plan prepared by:

Plan approved by:

Incident Controller:

Appendix 5 Changeover of Personnel

CIMS, through its modular design and structure, provides the opportunity for the more efficient changeover of personnel and crews at an incident. All positions, from Incident Controller down, change with their respective replacements passing on information to enable the overall control of the incident to be maintained. The impetus to control the incident may falter during a poor changeover, often with severe consequences, and cost.

(i) Implications of Effective Changeovers

Good changeovers result in:

- ★ Control over the direction of the Incident being maintained
- ★ Good morale
- ★ Efficiency
- ★ Safety is ensured
- ★ Maintaining performance
- ★ Unity of purpose.

(ii) Achieving Efficient Changeovers

The organisation of more efficient changeovers starts with the Incident Controller, but responsibility for developing details of the management of a changeover should be delegated to a specified officer in the Planning / Intelligence Section. An Incident Action Plan should be simple and flexible, with enough detail to enable efficient organisation of the shift change.

Some guidelines to achieve better changeovers are:

- ★ Changeover in daylight
- ★ Prepare for the changeover
- ★ Brief incoming personnel
- ★ Changeover at a suitable location close to the incident line if possible
- ★ Transport crews in groups relating to their geographical destination
- ★ Feed on-going shift before changeover, and feed out-going shift after changeover
- ★ Avoid times critical to incident management.

Changeover in daylight

Many agencies find it easier to change in set cycles. It may be necessary to have a shorter operational cycle but it is recommended that the change should not occur in darkness.

Prepare for changeover

The Incident Action Plan should indicate the resources to be allocated to each Sector. The Logistics Section needs to arrange for transport of personnel and equipment to each area so that a smooth changeover can be achieved. Planning for changeover requires precise cooperation between Operations, Planning / Intelligence and Logistics.

Brief incoming personnel

Controllers are to brief personnel on the resources to be used and point of assembly.

Changeover as close to the incident as possible

Changeover should be as close to the incident as possible to allow minimal travel time. Changing over on the incident ground can be achieved provided access is suitable for easy movement.

Transport crews in groups relating to their geographical destination

As sectors are generally geographical, it is more efficient to transport crews in groups to suitable drop-off points.

Feed on-going shift before changeover, out-going shift after changeover

Feeding crews before or after their shift removes potential for confusion at the incident. While crews are being fed, it can be useful to distribute information relevant to the tasks to be undertaken, or to collect personal data.

Avoid times critical to incident management

Plan the changeover to avoid any periods of time that may be critical to incident management. Be prepared to vary the regular changeover times to suit local conditions of events.

(iii) Changeover of the Incident Management Team

In order to ensure that the Incident Management Team performs at peak efficiency, adequate meal breaks and rest periods are essential. The following matters need to be considered during changeovers.

Incident briefing

Incident briefing is the presentation of the completed Incident Action Plan to the incoming Incident Management Team and key operations personnel. This meeting must provide relevant information to enable the IMT to effectively brief their subordinates and their replacements.

Briefing key personnel

The Planning / Intelligence Manager and planning staff play two important roles in the changeover process:

- ★ Conduct an operations briefing with key personnel from the Operations Section
- ★ Assist those key personnel to brief the replacement personnel on the Incident Action Plan for the next period.

The Incident Controller oversees the changeover and briefs the replacement on the latest information from the Operations briefing.

The Logistics Officer will have briefed his/her personnel prior to the changeover, ensuring key areas such as transport, catering and traffic are organised.

Shift Cycles and Procedures for the Incident Management System

To achieve more effective changeovers, the Incident Management Team must follow an established shift change procedure.

Details are as follows for shift cycles of each of the four functions. This is also shown in Figure 9, Incident Management and Changeover Plan, page 53.

Incident Controller

The Incident Controller's shift change occurs during the first part of the operational shift change. Prior to this changeover, the Controller attends the operations briefing which is conducted by the Planning / Intelligence Section. The out-going Controller then briefs the new Incident Controller on the Incident Action Plan.

Once this briefing has been completed and the new Incident Controller has assumed control, the out-going Controller should leave.

Operations Section

The Operations Section will have the largest number of personnel at the incident. Consequently, its changeover is often the most difficult to organise and may take up to two hours. The Operations Section then commences changing shift with briefing their replacement on the Incident Action Plan developed for the next operational period. The Planning / Intelligence Section assists with this briefing where necessary.

The changeover occurs sequentially from the top down.

Planning / Intelligence Section

The Planning / Intelligence Section personnel are required to brief the out-going Operations and Logistics Management with the latest information relating to the Incident Action Plan. This information will assist these officers with the briefing of their replacements. These Officers will leave the incident as soon as their replacements have been briefed.

The Section will remain to provide additional information to the new Incident Management Team for review of the Incident Action Plan. After this has been done, the Planning Section personnel should leave the incident.

Logistics Section

The Logistics Section controls the important functions of Transport, Supply and Catering which have their busiest period during the operational changeover. It is important that the Logistics plans for assisting in the changeover are prepared well in advance. Whilst the majority of Logistics personnel change at the same time as Operations personnel, some personnel who need to assist in this process should stagger their changeover.

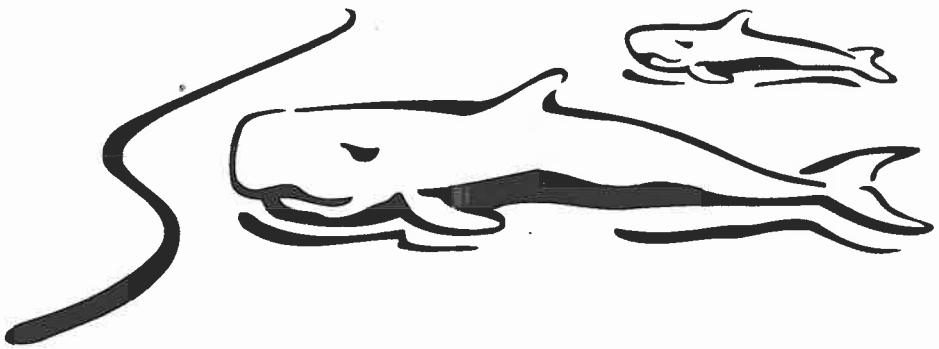


Figure 9: Incident Management and Changeover Plan