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


**Incident Level (I)**
- Identify impacted individuals and animals
- Communicate with people to find out if their immediate needs are being acknowledged
- Ascertain if there are common needs
- Triage to determine immediate welfare needs and prioritise
- Ensure criteria applied for triage and process takes account of the diverse nature and vulnerabilities of individuals, families/whānau, communities, and animals
- Empowering people to self-resolve their needs
- Manage the risk in terms of people/animals getting in the way of the response
- Identify and engage with groups or agencies that can meet or deliver needs (BAU for agency e.g. Police and Victim Support) and task them (priorities, timeframes, expectations)
- Understand the scale, complexity and consequences of the incident from available intelligence and perceptions from people on the ground and existing networks
- Recommend public information management is set up if required
- Collect information and maintain documentation
- Follow contingency plans for escalation (longer-timeframe, more severe needs) (See Local level)

**Local Level (L)**
- Determine the skills, knowledge and capacity required in the welfare team
- Ensure team understands the response objectives, their role, expectations and the relationships they require, oversee and track team performance
- Continue induction, briefing and handovers to maintain continuity and consistency of effort in the team
- Identify and engage with groups that can meet or deliver needs (BAU for agency e.g. Police and Victim Support) and task them (priorities, timeframes, expectations)
- Understand the scale, complexity and consequences of the incident from available intelligence and perceptions from people on the ground and existing networks
- Review available information on impacted communities / individuals / animals to assess capacity and impact (e.g. location, accessibility, history, existing stressors, resilience etc.) and feed into intelligence and planning
- Consider alternative approaches
- Identify gaps in services and develop options for services/delivery and test with service providers
- Respond to escalated requests where agency issues and tensions are complex/interrelated/escalating
- Assess sustainability of approach over time and begin longer term planning
- Identify and engage with groups that can meet or deliver needs (BAU for agency e.g. Police and Victim Support) and task them (priorities, timeframes, expectations)
- Understand the scale, complexity and consequences of the incident from available intelligence and perceptions from people on the ground and existing networks
- Review available information on impacted communities / individuals / animals to assess capacity and impact (e.g. location, accessibility, history, existing stressors, resilience etc.) and feed into intelligence and planning
- Consider alternative approaches
- Identify gaps in services and develop options for services/delivery and test with service providers
- Respond to escalated requests where agency issues and tensions are complex/interrelated/escalating
- Assess sustainability of approach over time and begin longer term planning

**Regional Level (R)**
- Assess sustainability of approach over time and begin longer term planning
- Identify and engage with groups that can meet or deliver needs (BAU for agency e.g. Police and Victim Support) and task them (priorities, timeframes, expectations)
- Understand the scale, complexity and consequences of the incident from available intelligence and perceptions from people on the ground and existing networks
- Review available information on impacted communities / individuals / animals to assess capacity and impact (e.g. location, accessibility, history, existing stressors, resilience etc.) and feed into intelligence and planning
- Consider alternative approaches
- Identify gaps in services and develop options for services/delivery and test with service providers
- Respond to escalated requests where agency issues and tensions are complex/interrelated/escalating
- Assess sustainability of approach over time and begin longer term planning

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

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

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**National Security Workforce**

**PD 1** classifier applied
Welfare is responsible for ensuring planned, coordinated and effectively managed delivery of welfare services to individuals, families/whānau and communities (including animals) affected by an incident.


**Context at Incident Level**
- Understanding is mostly at individual and may shift to community level as complexity increases
- Largely operational and BAU by an operational person who is part of a response team, with no specialised skills
- Working within existing or immediately available resources
- Dealing with most immediate needs only

**Context at Local Level**
- Understanding is at both individual and community level
- Harder to get intel with dispersed community
- Need to understand interdependencies between people and animals (e.g. legal responsibilities for farmers, livelihood) and how concern for animals can create risks and additional needs for people
- Understand what it is not possible or realistic to deliver
- Local knowledge and awareness is important, including local political knowledge
- Need to make decisions on best approach e.g. registration
- Requires good insight into communities, their dynamics, past history and what they are capable of
- Need to understand and respond to parts of communities that are difficult to access, or where the event has a disproportionate or different impact, and meet their specific needs – (tangata whenua, cultural, linguistic, gender, age, economic, social etc.)
- Likely to be the same agencies you are dealing with for both response and recovery
- Problem solving on the optimum for meeting Welfare needs vs. what is available and what it costs
- Empowering people to self-resolve their needs

**Context at Regional Level**
- Multisite or single site with scale and complexity
- Understanding is at community level rather than individual
- Higher complexity of needs and supply
- More complexity due to multi-agency context
- Local to Regional to National conversations
- New agencies involved (may not be familiar with CIMS) – need to brief them and understand their capabilities
- Potential for disconnects with what is happening on the ground – need to keep in touch
- Likely to be the same agencies you are dealing with for both response and recovery
- Problem solving on the optimum for meeting Welfare needs vs. what is available and what it costs

**Welfare Lead/Manager Knowledge, skills and experience**
- Knowledge of frameworks and best practice for welfare in CIMS
- In-depth knowledge of other CIMS functions and preparedness to work in an integrated way
- Understanding of societal structures and community dynamics, diversity in communities
- Knowledge of relevant legislation, including that related to animal welfare
- High level of engagement and relationship management skills, particularly the ability to have difficult conversations and maintain relationships
- Highly developed ability to manage own personal resilience and well-being in difficult and pressured situations
- Understanding of the remits and capabilities of different government agencies, professional and community organisations and service providers
- Experience liaising with Ministers and senior officials and a good understanding of the machinery of government (Local, Regional, National)
- Experience with iwi relationships and cultural capability, can work effectively in partnership
- Strong focus on risk identification and management
- Problem-solving skills, particularly in managing diverse stakeholders through to solution-finding in complex situations, under time and operational pressure
- Knowledge of sub-functions and/or emergency welfare services under the National Civil Defence Emergency Management Plan Order 2015
- Reporting processes and briefing

**Generic Welfare team tasks and capabilities**
- Knowledge of frameworks and best practice for welfare in CIMS
- Work with other CIMS functions
- Ability to quickly develop a strong understanding of the context
- Understand how the response objectives and AP apply to their work
- Information-seek (research where more complex) on resources available outside the region and understand how best to acquire them
- High level of communication skills, 1:1 and groups, empathy, dealing with people in difficult circumstances e.g. when emotions are strong
- Manage stakeholder engagement effectively at relevant level
- Have an appreciation of what different government agencies, professional organisations and service providers can do
- Input into planning processes and products
- Ability to manage own personal resilience and well-being
- Organise and co-ordinate others activities
- Use or develop systems and process to manage documentation and monitor resources
- Document decisions, approvals, meetings and actions; record keeping
- Implement processes, systems and policies
- Problem-solve, including contributing to how objectives can best be achieved, researching options, sourcing and analysing information
- Ability to frame and direct own work within the context of the desired end state
- Ability to follow processes, guidance and frameworks
- Knowledge of local communities or region
- Reporting processes and briefing

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