

Welfare

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

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

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

Incident Level (I)

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

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

Local Level (L)

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

Regional Level (R)

Builds on tasks identified at Local level

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

National Level (L)

Builds on tasks identified at Local and Regional levels

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

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

Context at National Level

- Understanding is at regional to national level (ideally without losing touch with communities and individuals)
- More political – NCMC and wider scope
- Understand wider implications – reputation management, international agreements etc.
- Largely a co-ordination role
- Dealing with resource shortages/availability, allocation and rationing
- Problem solving on the optimum for meeting Welfare needs vs. what is available and what it costs
- Likely to be the same agencies you are dealing with for both response and recovery

Incident Classification

As you go up the scale:

- Scalability – same tasks but higher volume or complexity
- Thinking in community/societal rather than individual terms
- Capacity and capability to cope
- Degree to which all of a small region may be affected (may not be a large geographical area but may effectively shut that region down)
- Multiple incidents and transition from incident to emergency (impact of states of emergency being declared)
- Agencies understanding how, and when, welfare services arrangements can be activated under the CDEM National Plan
- International visitors, and tourist numbers are likely to increase
- Risks of movement e.g. disease
- Meeting needs beyond the immediate
- Specific impacts without available solutions makes it harder to predict what is needed and when – more lateral thinking required for Major and Severe
- Volume of need and number of people and/or animals affected
- International interest

Generic Welfare team tasks and capabilities

- Knowledge of frameworks and best practice for welfare in CIMS
- Work with other CIMS functions
- Ability to quickly to 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

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 situation, 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