

Planning

Planning is the function responsible for overseeing the development of Action Plans, Long-term, Contingency and Transition Plans. Planning is responsible for carrying out the planning process, the Controller has ultimate responsibility for these plans.

Outputs for Planning across response levels include: Action, Contingency, Long Term and Transition Plans; Briefings of Plans; Handover and Demobilisation plans, forecasts for medium to long-term resource requirements.

- Lead the Planning process
- Engagement and relationships
- Set up and manage the Planning team

Classification 1

2

3

Incident Level (I)

Classification 1

2

- Apply initial response principles ●
- Assess the situation ●
- Identify whether a formal plan is necessary to support the incident where co-ordination among multiple agencies is required (or co-ordination across a range of functions if impacts are significant) ●
- Set site specific objectives (intent) and Action Plan (may be informal) ●
"The entire response construct is about dealing with problems, and the plan provides the solutions and determines what everyone should be doing"
- Identify options ●
- Identify what resources may be required and give advance notice ●
- Look for triggers that would identify that more comprehensive planning was required (increasing span of control, specialist capabilities, decisions that need to be escalated) ●
- Track extent to which planned actions are contributing to the achievement of objectives (intent) ●
- Liaise with controller to set an operational period to assist in rostering and planning of shifts ●
- Plan for the next shift/day ●
- Consider the value that each agency can add ●
- Start to look at the bigger picture beyond the immediate site ●

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

Local Level (L)

Classification

2

3

- Determine the skills, knowledge, partner organisations and capacity required in the Planning team ●
- Ensure the 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 operating context and review any pre-planning that has been done ●
- Put in place a record keeping system to document planning inputs and decisions ●
- Assist Control to develop response objectives and intent that are fit for purpose and will inform planning ●
- Ensure recovery aspects are taken into consideration for all planning ●
- Liaise with controller to set operational period and the scope of the AP and the response objectives it covers in terms of timeframe and sequence ●
- Establish a formal Action Planning (AP) process if not already in place (draft objective analysis, task analysis, constraints and freedoms, facts and assumptions, implementation/options analysis and development) working closely with Intelligence and other functions ●
- Manage effective engagement with Intelligence, and all other functions, to ensure fully informed planning processes (i.e. evidence based reasoning behind the plan) and support forecasting future challenges and quality delivery ● ●
- Run the options development process (working with Intelligence to determine which options are best, test and review, rate options and make recommendations) ●
- Implement formalised monitoring and tracking processes ●
- Use response tempo to align pace and timeframes of planned activities (e.g. a more measured pace at this point can ensure the response is well thought out and more sustainable) ●
- Work with all functions to identify the specific tasking or actions that flow from the choice of options ● ●
- Work with Operations and Logistics to plan what resources are available to effect the plan and to identify where resource shortage indicates revisiting the AP, or identifying alternative resources ● ●
- Keep track of what is emerging in the response in order to identify adjustments to the AP (or the need for a new AP long-term, or contingency, plans) ●
- Look for triggers to escalate, maintain, de-escalate, based on information provided by Intelligence ●
- Engage stakeholders in planning (agencies, community, industry, runanga/iwi, local government) ●
- Develop strong links with Planning Leads/Managers at National, Regional, Incident levels for integrated approach ●

Regional Level (R)

Classification

2

3

Builds on tasks identified at Local level

- Run the planning process at Regional level ●
- Shift up the scale from project to programme and longer-term planning, including cross-agency planning; bringing together multi-agency capacity and capabilities to increase impact and efficiency ● ●
- Make a call about how to delegate roles within the planning team i.e. determine what capabilities the team has and where they will have the most effect ●
- Manage conflict resolution in conjunction with the Controller (as a "final port of call" in terms of the plan e.g. who has priority, where is the asset or resource required to achieve plan objectives), stakeholder priorities and objectives ●
- Take a wider lens in planning beyond the incident/s to the broader context, wider consequences, and over a longer timeframe than incident and local levels (e.g. business continuity, assess capability and capacity) ●
- Ensure the monitoring and tracking undertaken by Operations reaches a wider stakeholder audience as appropriate to inform their contributions ●
- Work with Local and National Planning teams to make sure that plans are aligned and on track ● ●
- Awareness that plans or changes to plans may be embargoed due to communication notification processes. Accommodate and manage impacts accordingly ●
- Appreciation of, and plan for, increases in security classifications of aspects of (or entire) responses depending on the nature of the emergency. ●
- Plan transition to Recovery Management ●

National Level (L)

Builds on tasks identified at Local and Regional levels

- Awareness of any key or related national readiness plans in place for the event type. ●
- Apply in-depth understanding of what the planning process and outputs are there to achieve (as articulated by the Controller) and how Planning can direct all the response elements towards that ●
- Determine who needs to be involved in planning in the first instance and the level of their involvement through dynamic stakeholder mapping using Governance and ODESC meetings to consider additional stakeholders ● ●
- Identify additional agencies/ stakeholders that will need to be involved in planning going forward and bring them on board early to build ownership and commitment *"we tend to do this too late & as an afterthought"* ● ●
- Understand who the stakeholders are, how they can influence perception of the response, manage engagement diplomatically. Advise how/at what level they need to be brought on board in terms of their involvement in planning ● ●
- Make calculated trade-offs between time pressures, and the need for thorough consultation *"at times we may require a more directive approach and speedier input"* ● ●
- Ensure planning activities are informed by shared situational awareness including value-add for Regional and Local levels ●
- Apply knowledge of machinery of government and political dynamics to the planning process including consideration of Ministerial and National (including economics and trade) interests as a part of the options development process ●
- Maintain close links with Operations and Logistics (all levels) to test that execution can be progressed within timeframes ●
- Align and consolidate planning across all levels of response, maintaining close contact with Planning functions at other levels, providing direction, feeding through key information from Intelligence and interacting around key issues ●
- Bring any divergent plans (for instance at regional or local level) back on track ●
- Communicate intent of changes to the AP or new AP in advance so that people know what is coming and can start to prepare, realign or discontinue activities ●
- Support stakeholder agencies in planning for international options and resources ●

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Context at Incident Level

- Response duration likely under 48 hours
- Operational period for planning is hours.
- Planning is immediate and operational using techniques and procedures learnt in training with some adaptation to context
- Consultation is joint discussion with people on the ground
- Focus is usually immediate – urgent measures and make do
- If onset is slow, luxury of time and more options. More capacity to think further ahead and think strategically vs “just get on and do it”
- Within Incident level, planning may range from informal – to formal for larger and longer responses.
- Access and use any pre-planned information, policies, and procedures available

Context at Local Level

- Response duration likely to be 2-5 day timeframe
- Operational period for planning will vary as response progresses.
- May be multisite
- Likely to be some form of governance in place so decisions not made in such an immediate way
- Less intuitive and more structured
- More deliberate action is necessary
- Professional planning capability may be limited
- Local and Regional levels are more similar in general; incident and national levels are generally quite different from local and regional levels.
- Understanding of local issues is important
- More proactive than reactive
- May be one person in role until the incident scales up

Context at Regional Level

- Response duration likely to be 5-14 day timeframe
- Operational period for planning will vary as response progresses
- Bigger and more complex in a different way
- More resource = more trade-offs
- Project to programme planning
- Wider consequences
- More contingency
- Meeting point for top down and bottom up: synchronisation of planning
- Focus is on more efficiencies and more effective use of resources
- Impacts may be felt at a National level
- Media and political interest, focus on Mayors
- Stakeholders may include senior leadership from SOEs and large private enterprises
- Not necessarily a bigger team but likely to have professional planning capability
- More involvement and partnership with industry, community bodies, iwi, NGOs

Context at National Level

- Response duration likely to be 7 days plus
- Operational period for planning will vary as response progresses
- More complex plan and more specialised work streams and skills
- Much more about stakeholder engagement at this level and integrating them early and not as an afterthought
- Need to work across several layers of response as well as upwards and strategic focus
- Importance of cascading plans both downwards and upwards
- Controller has significant impact on effectiveness of the Planning function at this level – must understand planning as the primary tool for driving results
- Closer to the big picture
- Understand and manage potential for reputational damage
- Should be trying to reduce the effort for Regional and Local, and take the heat off them
- Reducing the noise level at all levels of response to facilitate overall implementation
- People from agencies involved in planning may not always be the right people with either the knowledge or the decision-making powers, requiring more work to get them on board

Incident Classification

As a response moves up the scale:

- More stakeholders - single agency to multi agency
- Wider and more diverse range of possible solutions mean more contingency planning and higher flexibility
- Higher risks involved with solutions
- Longer planning cycle with more to digest – or speed of the planning cycle may increase or decrease
- Less available intel, or conflicting intel
- Less clear objectives and more latitude on the ground
- More assumptions made
- More contingency planning because of the level of detailed info required and/or because the consequences of execution are less predictable
- More feedback or explanation of the plan required because plan is not self-explanatory
- Trade-offs mean the plan must be a collaboration between Planning and Operations
- Increased involvement by industry bodies
- More complex and larger plans broken down into a range of different work streams
- Utilisation of NGOs and other organisations where capabilities may not always be so clearly defined
- NB: Controller experience also has an influence - if the Controller doesn't know what good looks like – the objectives and intent may be too vague, may cover how instead of what, or may not be achievable. Lack of clarity on the end-state has a significant impact on the effectiveness of the planning function. Operations has a role to drive this and should have input with Planning.

Generic Planning team tasks and capabilities

- Scribe planning meetings and document discussions and action points
- Identify and commission additional input from Intel
- Make initial assessment on the impact of new information on the plan
- Facilitate small groups during the planning process
- Critique and review of plans
- Manage version control
- Apply knowledge of other functions and their responsibilities
- Analytical thinking: ability to articulate reasoning and how they arrived at an assumption
- Time management - Keeping IMT/teams on track time wise so plans are produced on time
- Monitor and track information
- Communicate aspects of the plan for alignment
- Stakeholder engagement on behalf of the Planning Manager (and at the appropriate level)
- Contribute thinking to options analysis and problem-solving
- Quickly build a picture of the agencies involved and their roles, issues, and constraints
- Apply existing knowledge of planning methodology
- Proficiency across Word, Excel, PowerPoint, and imaging software
- Physical production of plans and distribution

Planning Lead/Manager

Knowledge, skills and experience

- Clear understanding of the role of planning through to execution, the processes and approach used, and how it needs to work with other CIMS functions to achieve results
- Ability to own and drive the planning process on the Controller's behalf
- Skills in planning in an evidence based environment, working with significant amounts of information
- Strong grounding and experience with a range of planning techniques and methodologies
- Understand the implications of response objectives in terms of priorities and outputs for the response as a whole
- Facilitating diversity of thinking and active debate of options and alternatives
- Understand political dynamics – local, regional and national
- Strong stakeholder engagement skills, particularly in terms of facilitating and co-ordinating involvement in planning processes
- Understanding of the National Security System
- May require security clearance
- A broad knowledge of agencies, their remit and operating environment, and ability to build and use understanding of stakeholders (e.g. their legislative and regulatory obligations and powers, policy, commercial, cultural issues)
- Problem-solving skills, particularly in managing diverse stakeholders in complex situations and under time and operational pressure
- Experience in managing upwards
- Skills to position the planning function within the response
- Forward thinking, anticipation and forecasting