

# Controller

The Controller exercises response leadership through overall responsibility and coordination of all activities and personnel involved in the response, managing the interface between agencies, organisations, communities and people responding to, or affected by, the incident. Outputs for the control function across response levels include: Response objectives, response structure, incident classification, strategic direction (with Governance or executive), incident decisions and approvals.

- Establish and lead the response
- Provide direction
- Relationships and engagement

Classification 1  
2  
3

## Incident Level (I)

- Make an adequate assessment of the situation, how it will develop, and determine immediate actions required ●
- Determine IMT structure and representation required, as appropriate to the level and classification of the incident and the direction of the response ●
- Assume, negotiate or join control of the response with all other agencies, organisations and community members involved ●
- Determine the classification of the response (if applicable) ●
- Obtain available information and identify information gaps ●
- Make a holistic assessment of the situation and determine immediate actions required ●
- Understand the risks and ramifications of decisions ●
- Set operational period, response objectives, Action Plan (AP) (gain approval from Governance and/or higher control where appropriate/necessary) and communicate with those involved in the response ●
- Set the operational tempo ●
- Undertake overall management of the incident ●
- Report/provide assurance to Governance (e.g. Senior management or Communications Centre) ●
- Identify who else needs to be there or be involved in the response ●
- Identify (functional) roles and expectations of team members ●
- Set team expectations and delegate tasks. Note team members could be 'multi-hatting' (performing multiple functions) ●
- Ensure team members have the resources they need ●
- Oversee the application of established agency/agencies procedures, linking to the AP ●
- Understand and factor in the different operating cultures of different agencies involved ●
- Make ongoing decisions and provide direction and feedback ●
- Ensure all CIMS processes are applied to suit the needs of the response ●
- Act as media spokesperson for the response ●
- Document all decisions and actions taken ●
- Plan for and manage effective shift handovers, ensuring consistency of situational understanding and continuity of action ●
- Escalate complex or unresolvable issues to local level ●
- Revisit and adjust objectives and AP as needed to reflect changes in the situation ●
- Assess and understand the situation from the perspective of what response is required, now and ongoing, including any changes ●

Classification 1  
2  
3

## Local Level (L)

Builds on tasks identified at Local level

- Make a holistic assessment of the situation and determine immediate actions required ●
- Connect with incident and regional levels (if relevant) ●
- Build an effective working relationship with Governance ●
- Determine the skills, knowledge and capacity required in the IMT ●
- With IMT, set Local response objectives, Local Action Plan (AP), gain approval from governance and communicate to those involved in the response ●
- Ensure IMT understands their role, expectations and the relationships they require, oversee and track team performance ●
- Ensure continuity of induction, briefing and handovers for IMT members, including Controllers and senior agency representatives, to maintain continuity and consistency of effort between shifts and throughout the response ●
- Set the operational tempo – aims, objectives and operational period and communicate - up to governance, sideways and down to function managers, teams, Incident Controllers, across to partners and stakeholders ●
- Recommend reporting requirements for the response and gain approval from governance where necessary ●
- Ensure processes are in place to meet requirements for documentation, recording and approvals ●
- Ensure functions have the approved resources, delegations and latitude required to execute the Action Plan ●
- Ensure systems are in place for tracking and monitoring the progress of the response and that information is fed through to IMT and acted on ●
- Establish and maintain the daily EOC schedule with IMT ●
- Identify key stakeholders, establish liaison and representation from support agencies and partnership relationships (e.g. iwi, industry) ●
- Build and maintain a close working relationship with PIM in terms of Controller's representative role, where required ●
- Promote effective information flows and communication across the response and with stakeholders and agencies ●
- Ensure the right capability is in place to work directly with iwi, and support iwi relationships across the response ●
- Ensure that key stakeholders and partners have input into processes (e.g. all functions, iwi, communities) and decision-making where appropriate ●
- Identify and promote community objectives and potential for contribution and how the response can facilitate those ●
- Lead a risk management approach to protect responder and public safety ●
- Ensure the response stays within prescribed resource and budget limits (delegations) ●
- Escalate complex or unresolvable issues to Regional level ●
- Reset and refocus the response structure as situation and Action Plans change ●
- Prepare for recovery ●

Classification 2  
3

## Regional Level (R)

Builds on tasks identified at Local level

- Make a holistic assessment of the local, regional and wider situation, how they will develop, and determine immediate, medium-term, and long-term actions required ●
- Connect to Local Response Control to establish how the Regional level can support, coordinate or direct the response and what is known to be and is likely to be happening at the Local level ●
- With IMT, set Regional response objectives, Regional Action Plan (AP) gain approval from governance and communicate to those involved in the response ●
- Ensure Regional functions are aligning activities across Incident (if Local level is not activated) and Local levels, and engage with the Controllers at that level ●
- Act on behalf of Local and/or National levels to broker resources, decisions and co-ordination between agencies ●
- Actively promote the benefits and value of stakeholder and community engagement across functions ●
- Ensure effective sourcing, prioritisation and allocation of resources to support execution at a Local level ●
- Understand and apply the level of situation awareness required for oversight of Local activities, and communicate ●
- Escalate complex or unresolvable issues to National level ●
- Monitor and redesign response structure to reflect changes in scale, priorities or needs ●
- Coordinate with Recovery Management ●

Classification 2  
3

## National Level (N)

Builds on tasks identified at Local and Regional levels

- Make a holistic assessment of the respective regional, national and wider situation, how they will develop, and determine the immediate, medium-term, and long-term actions required ●
- With IMT, set National response objectives, National Action Plan (AP) gain approval from governance and communicate to those involved in the response ●
- Maintain close linkages with regional and, where appropriate, local levels to understand their challenges, how well they are positioned to deal with these, and the support they require, and ensure function managers do the same ●
- Escalate and provide advice on unresolved, intractable issues, including significant resource requirements; elevate to Governance for ●
- Assist Regional Controllers and teams to do their job, including getting the resources and specialist advice they need, solving difficult or escalated problems and making decisions outside their delegations ●
- Focus on strategic and long range risks beyond the immediate and how this needs to be factored into planning and execution ●
- Influence at a systems level - senior agency and industry leadership and politicians ●
- Initiate actions required to get the best performance from the response as a whole, working with Local and Regional Controllers on identifying and implementing solutions ●
- Monitor and redesign response structure to reflect changes in scale, priorities or needs ●

# Controller

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- Establish and lead the response
- Provide direction
- Relationships and engagement

## Context at Incident Level

- Focused on incident, so narrower focus on the site or area
- Tactical and operational response
- Operational staff may be performing roles as part of their BAU, which means they are familiar and practised in their roles.
- Onsite and area support within multi-agency coordination
- Decisions are faster, operational and in known territory, and/or made with less consultation from Governance.
- May hand over or work to a more higher-level Controller as the response ramps up or its extent becomes more apparent
- Limited call on resources initially – initially making do with what is there at the time
- Response timeframes are likely to be shorter at Incident or Local level, and progressively longer and more strategic at Regional and National levels.
- Controller may manage across functions and may also have an operational role
- Governance arrangement may be informal, and likely to be drawn from responding agency/agencies

## Context at Local Level

- Governance involvement may be informal or follow existing patterns in the lead agency or council – taking into account governance/executive realities of partner agencies
- A wider focus and possibly a range of sites
- IMT can be a small team and can have a mix of skills and expertise - potentially capability and expertise gaps, including in governance, in more complex or longer-running response
- More integrated work required between functions and agencies
- Most engagement uses existing networks
- People and politicians have a direct interest and responsibilities at this level and may well be personally affected
- Power differentials to deal with, including senior people from numerous agencies
- Iwi and community inclusion critical at this level
- Focus is operational, but longer-term and strategic considerations and planning are increasingly important

## Context at Regional Level

- Governance arrangements increasingly formalised
- Multisite or single site with scale and complexity
- Focus on is more on execution via tasking and delegation
- More focus on emerging challenges and longer-term changing situation estimates via work with Intelligence
- Structure of team related to the nature and needs of the incident – focus and scale of effort will change within functions
- Understand the different capabilities that are required at the regional level and how this impacts delegation
- Alignment of actions across the different levels of response.
- Multi-iwi and wider community interests and coordination important potentially challenging to maintain
- Alignment of situational awareness, resource distribution, communication and actions across the different levels of response is a critical part of the response at this level.

## Context at National Level

- Directing the overall response at this level, working across Controllers at other levels of response
- Key role for Controller to understand how they assist and support at other levels of the response, and the organisations, resource, people they can all on
- Increase in the range of engagement and the tools, events and interactions through which engagement takes place
- High stakes political and stakeholder relationships, including industry
- Work at Ministerial level and understanding of machinery of government
- More formal deliberate and planned engagement at multiple levels
- Alignment of situational awareness, resource distribution, communication and actions across the different levels of response
- Reputation management becomes critical

## Incident Classification

As a response moves up the scale:

- Planning becomes more complex when dealing with unfamiliar and unpredictable situations – more contingency planning, more options
- Innovative thinking becomes more important but higher risks when it comes to doing things differently
- Can't use the same processes when doing different things
- Risks are harder to control
- Stress increases when people are dealing with unfamiliar situations, there is higher uncertainty and you are asking them to do things differently
- Informal to formal engagement
- Complexity of interactions increase
- Agency and political interest increases
- Wider range of vested interests and need to meet the needs of different stakeholders
- Increase in the range of tools and approaches used for engagement

## Controller

### Knowledge, skills and experience

- Extensive response experience with a highly developed understanding of what each function does and how they need to work together to deliver
- Whole of response perspective including understanding of the implications of response objectives and plans in terms of priorities and outputs for the response as a whole
- Understanding of machinery of government at national level (From Regional level) and ability to navigate difficult political issues
- Experience managing a team or teams in complex and pressured contexts
- Ability to build a constructive, inclusive and positive culture in a difficult and pressured environment
- Inclusive ways of operating, supporting evidence based thinking and active debate of options and alternatives
- Understanding of iwi relationships and dynamics and cultural capability to work in partnership
- Strong engagement and influencing skills across a range of stakeholder perspectives including industry/commercial
- Forward looking and strategic perspective across a range of issues including climate, technology, demographics, social structures, international and trade relationships
- Self-awareness, ability to handle pressure, calmness, self-regulation
- Ability to understand all the complex pieces but keep it simple
- Decision-making – ability to apply a range of models and approaches, including for decisions made with incomplete or unreliable information, under uncertainty, forced decisions
- Personal presence and credibility as a spokesperson, with ministers, stakeholders, media and response personnel