

## Getting to KNOW the New Zealand Coordinated Incident Management System (CIMS) 3<sup>rd</sup> Edition



1

## Objective for the course

*Ensure you have an understanding of how the CIMS **framework** is used to support any incident, from a small, local emergency to an All-Of-Government response*

2

## Housekeeping

- 2 hour sessions
- Short break at about an hour
- Ask questions as we go

### • NZQA assessment

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**Characteristics**

*The features and qualities that define CIMS*

**Principles and Characteristics**


<p><b>Principles</b></p> <ol style="list-style-type: none"> <li>1. Responsive to Community Needs</li> <li>2. Flexible</li> <li>3. Unity of effort</li> </ol> <p><b>Characteristics</b></p> <ol style="list-style-type: none"> <li>1. Common structures, roles &amp; responsibilities</li> <li>2. Common Terminology</li> </ol>	<p><b>Characteristics...</b></p> <ol style="list-style-type: none"> <li>3. Interoperability</li> <li>4. Management by objective</li> <li>5. Consolidated Planning</li> <li>6. Integrated Comms and Info Mgt</li> <li>7. Coordination of Resources</li> <li>8. Designated Response Facilities and Locations</li> <li>9. Manageable span of control</li> </ol>
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**Four R's of Emergency Management**

7



8

**Bonus 5\* 10'**



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**Principles**

The principles of CIMS are the fundamental tenets on which Incident Management Systems. All responses should apply the following principles...

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**Characteristics**

The features and qualities that define CIMS

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**Principles and Characteristics**

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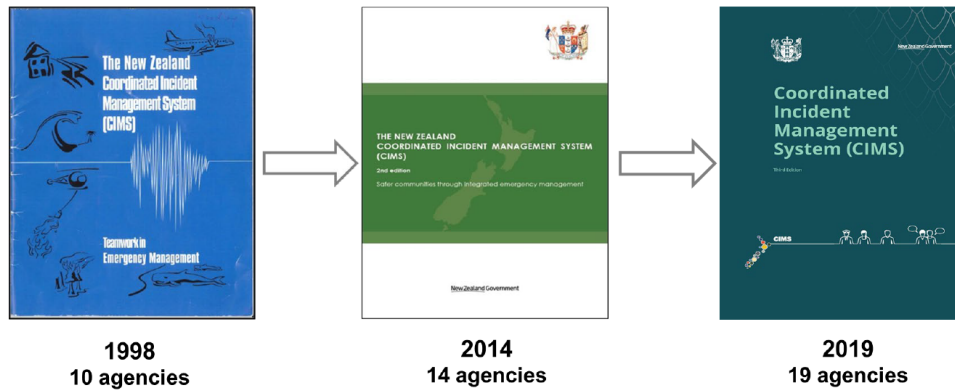
## High Performance Teams

- Different but **complimentary** skills
- From different organisations, but come together and **function as one team for a common goal**
- Bring it together with **Essential / Core Skills**
- Use **Standard Operating Procedures** but can't possibly cover everything
- Train / exercise **regularly**



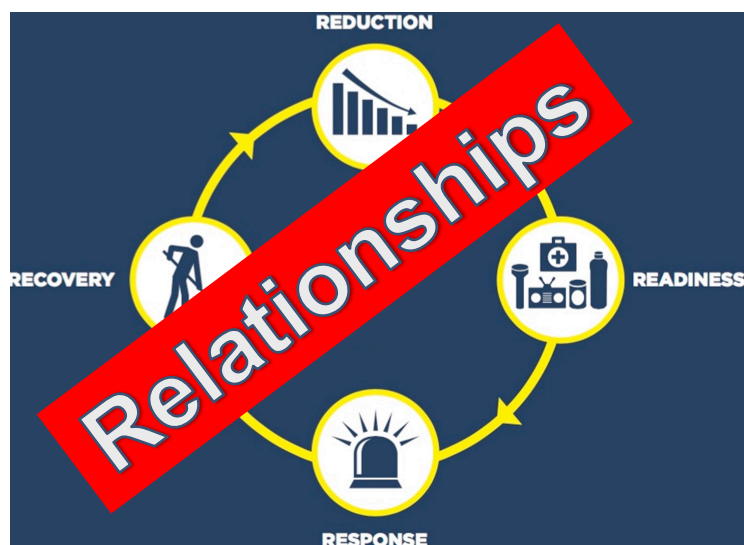
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## History of CIMS



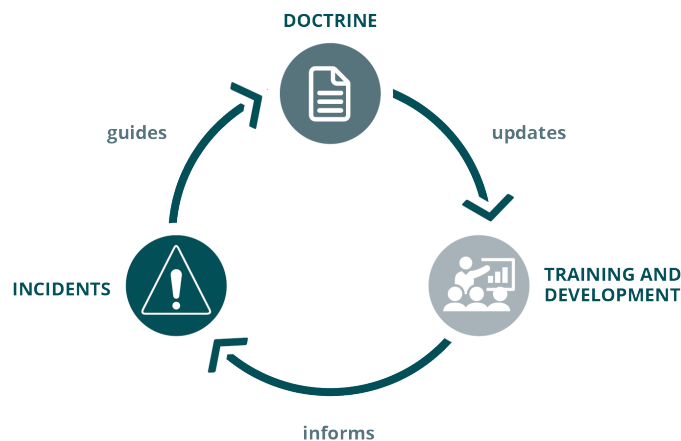
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## Bonus 5<sup>th</sup> 'R'



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## Review (Lessons Identified)



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## Principles and Characteristics

### Principles

1. Responsive to Community Needs
2. Flexible
3. Unity of effort

### Characteristics

1. Common structures, roles & responsibilities
2. Common Terminology

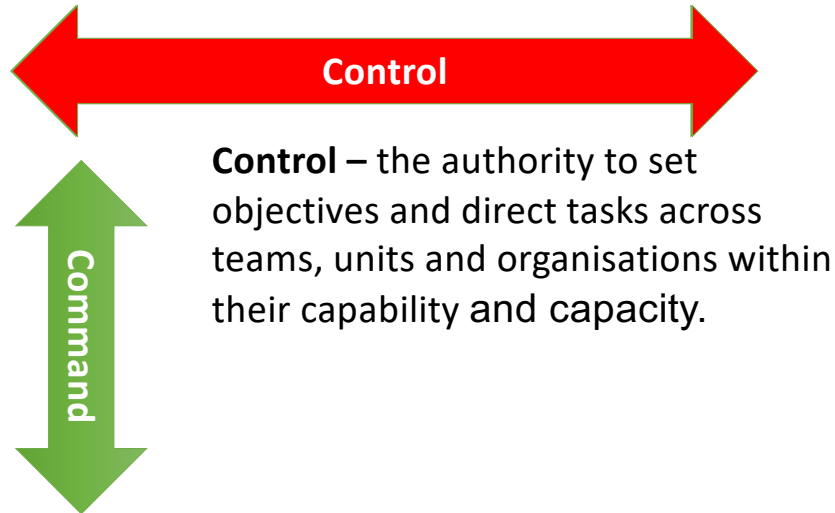
### Characteristics...

3. Interoperability
4. Management by objective
5. Consolidated Planning
6. Integrated Comms and Info Mgt
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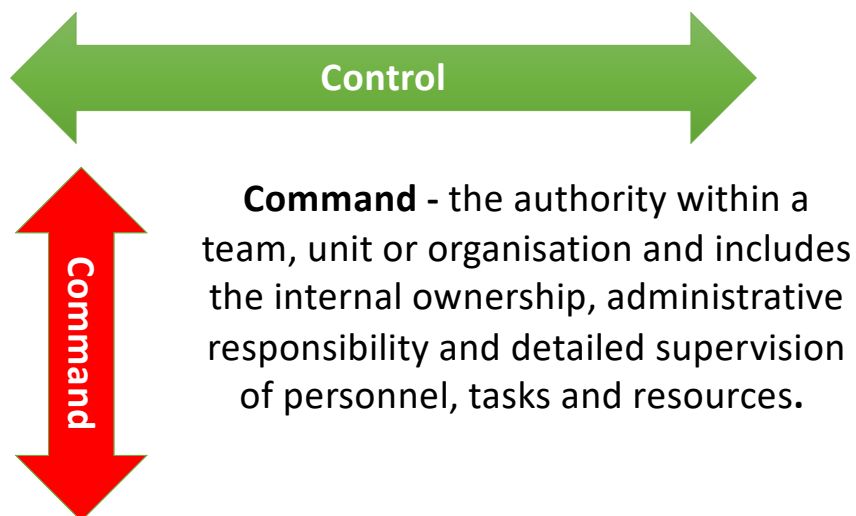


## Control and Command



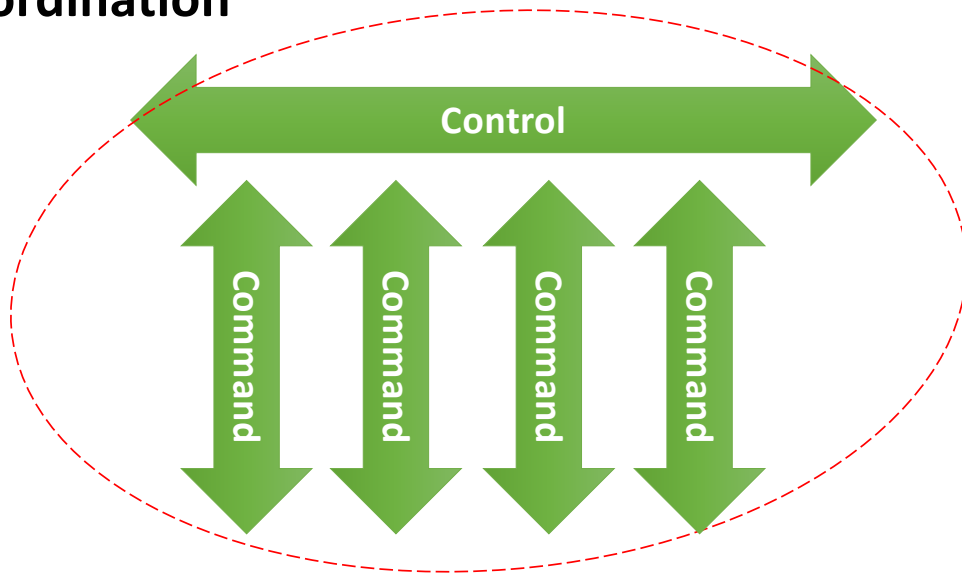
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## Control and Command



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## Coordination



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## Lead Agency

- Has the mandate to manage the response
- Dictated by legislation, delegation or mutual agreement
- Appoints the Controller

### Roles

- Monitor and assess the situation
- Plan for and coordinate the response
- Report to Governance
- Coordinate the dissemination of public information

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## Support Agency

Provides support to the lead agency in a response. The lead agency tasks and coordinates support agencies' resources and actions.

- Contributes to the Lead agency planning
- Must maintain their own capability and capacity
- May have their own statutory responsibilities
- Might establish their own coordination centre

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## Unified Control

**Allows for two or more Controllers from different agencies to be integrated into one Control function**

Can include non-government agencies (i.e. utility company)

Should be considered when:

- More than one agency has a mandate to manage a particular incident; or
- The lead agency determines that a joint approach will be more effective.

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## When DOC Might Be Lead Agency....

- Whale stranding
- Only responder on scene
- On DOC land (in conjunction with other emergency services)
- Operation Tidy Fox

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## Who Will Lead (Nationally and Locally)?

- Natural Disaster (in NZ e.g. tsunami, volcano)  
NEMA (National) / CDEM District or Group (Local/Regional)
- Infrastructure Failure  
MBIE (National) / CDEM District or Group (Local/Regional)
- Marine Oil Spill  
Maritime NZ (National) / Regional Council (Local/Regional)
- Whale Stranding  
Department of Conservation (Local/Regional)

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## Situational Awareness

**“knowing what is  
going on around us”**

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## Common Operating Picture

“the entire team having **the same understanding** of what is going on around us”

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## Information Sharing builds Situational Awareness

- Briefings / Handovers (G SMEAC Q)
- IMT Meetings
- Planning Meetings
- NSS / AOG Meetings
- Create the “rainbow effect” (avoid working in silos)

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## IMT Functions

Incident Level + all other Levels of Response

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## Incident Management Team (Incident Level)



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## Incident Management Team

- CONTROLLER** "I'll be responsible & accountable"
- SAFETY** "I'll oversee safety of the public and responders"
- INTELLIGENCE** "I'll gather and analyse information"
- PLANNING** "I'll plan it"
- OPERATIONS** "I'll make sure someone does it"
- LOGISTICS** "I'll get it, transport it, keep track of it, help with it, etc. etc."
- PIM** "I'll let people know and hear their feedback"
- WELFARE** "I'll look after the affected people"



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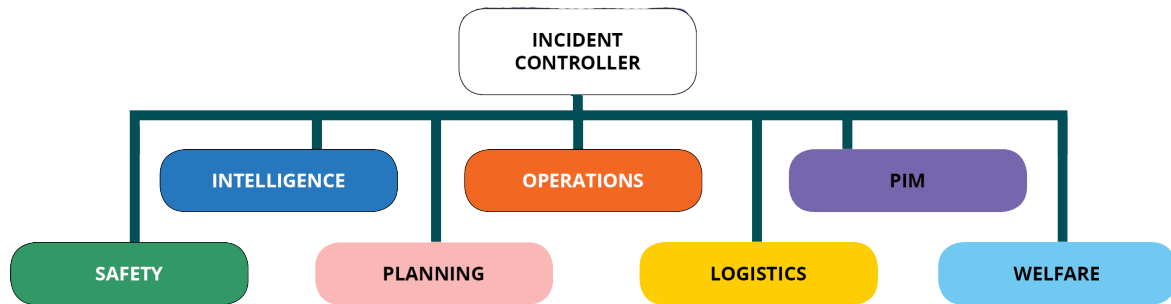
## Incident Level Response

**Flexibility**

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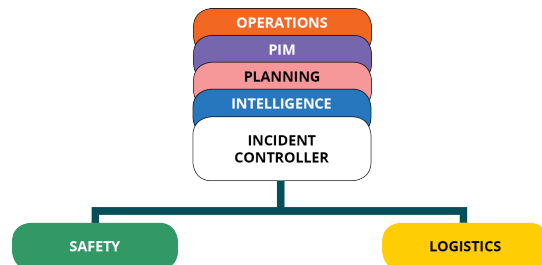


## Incident Management team (ICP)



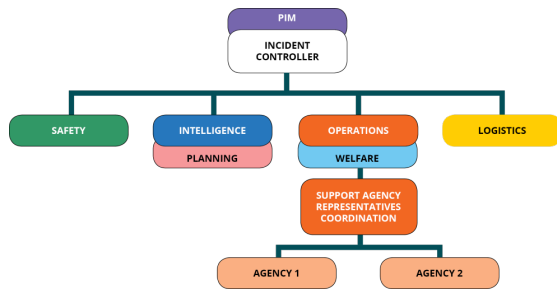
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## Car Fire



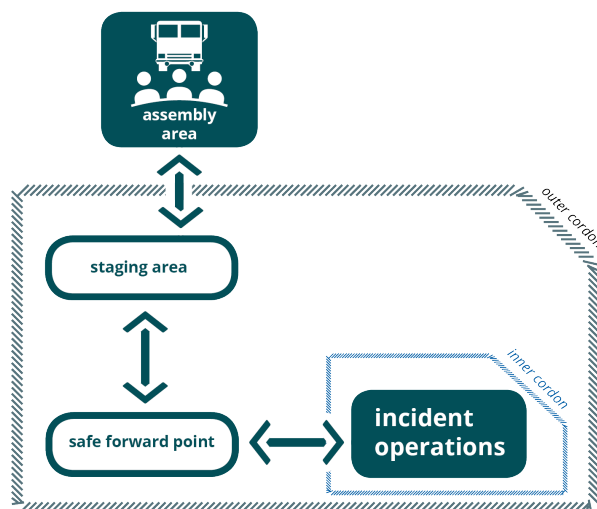
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## Large Road Crash



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## Incident Level Response Facilities and Locations



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## Sky City Convention Fire



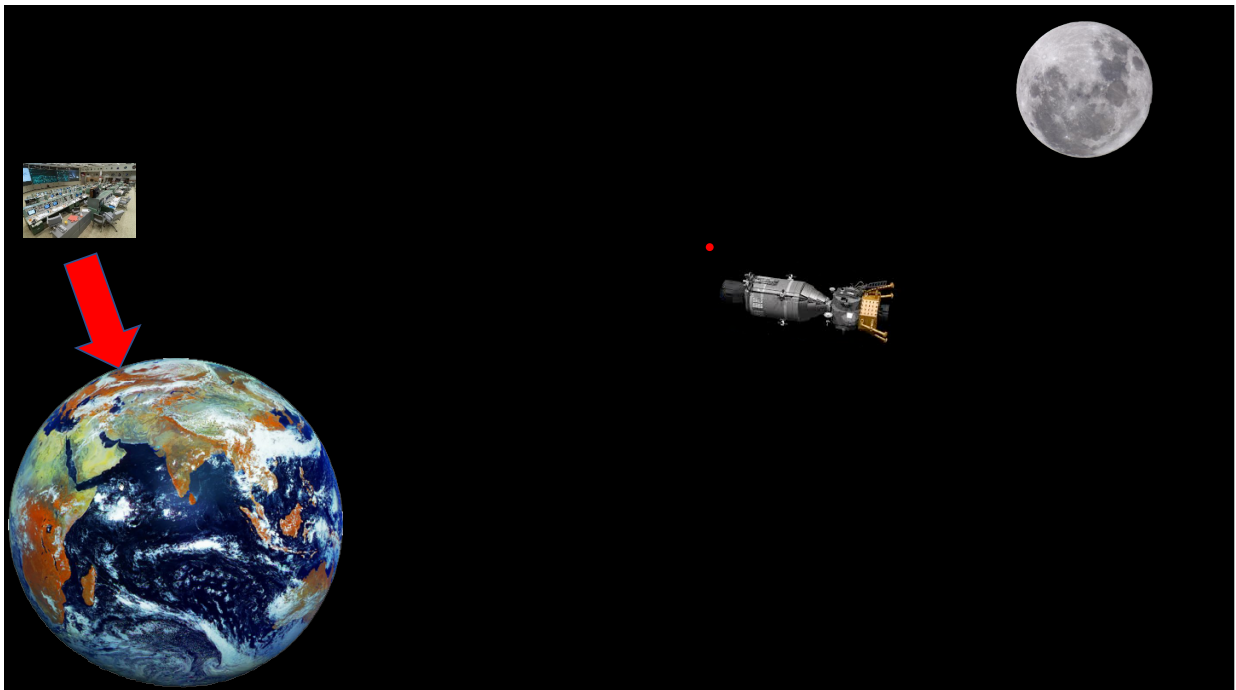
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## Build an Initial Understanding

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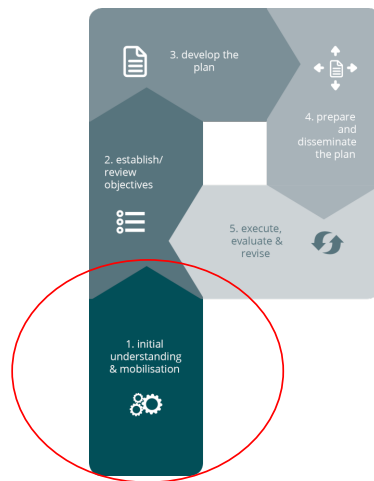


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## Initial Understanding



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## Initial Questions

1. What do we know to be fact?
2. What is the nature of the situation?
3. Who is lead agency (and who is leading our response)?
4. What do we not know?
5. What do we want to understand, and how soon?
6. When do we need to act, and how?

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## Levels of Coordination / Response Levels



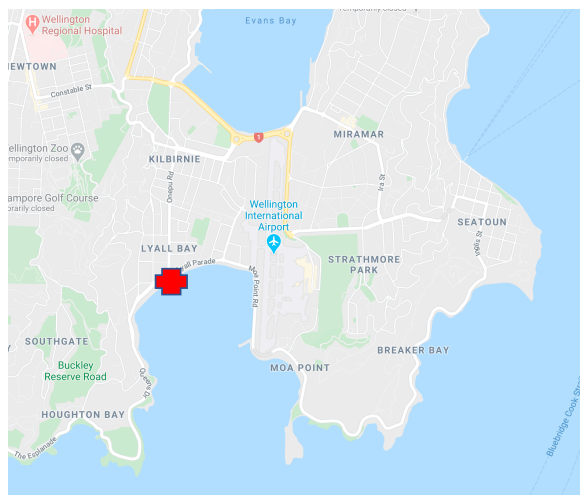
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## Local Incident

Single or Multi Agency  
(Incident Control Point only)

For example

- House Fire
- Car crash
- Flooding
- Power outage



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## Multiple Incidents – Single Jurisdiction

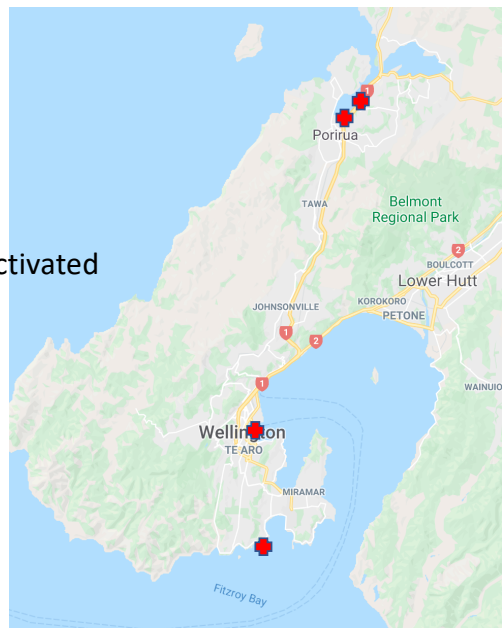
- Wellington City
- Multiple Incident Control Points
- Wellington City Emergency Operation Centre (EOC) activated



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## Multiple Incidents - Multiple Jurisdictions

- Single Region (Wellington)
- Multiple Incident Control Points
- Wellington City and Porirua EOCs Activated
- WREMO Emergency Coordination Centre (ECC) activated



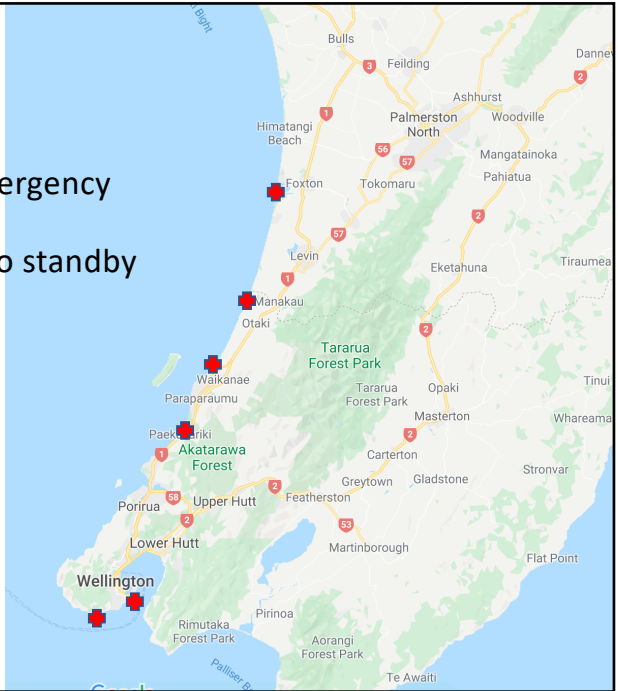
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## Multiple Incidents

## Multiple Regions

- WREMO and Manawatu/Wanganui Emergency Coordination Centres (ECC) activated
- NEMA NCC and/or Bunker might go into standby



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**Major Incident affecting many parts of NZ or affecting one area of NZ, but with severe national or international consequences**

- ICP(s)
- EOC, ECC as required
- National Security System, Bunker (NCMC), Ministry NCC's activated

## Canterbury Earthquakes

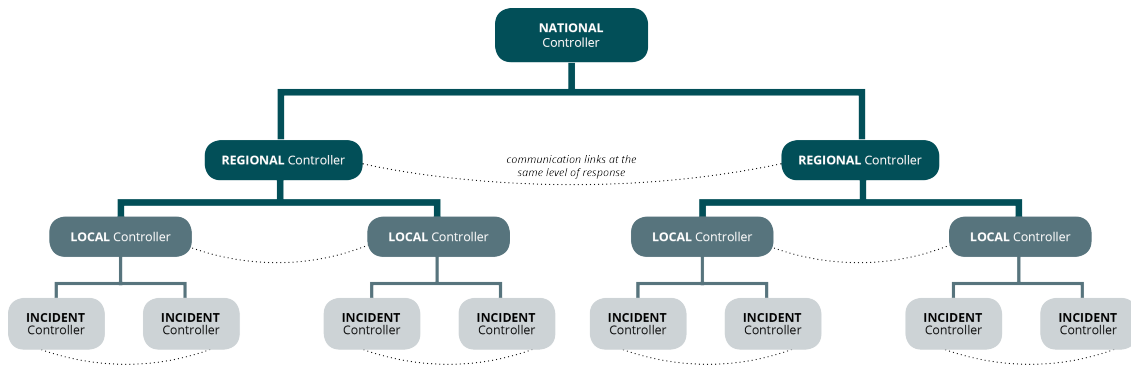
- Canterbury Shootings
- COVID-19
- Fuel line disruption



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## Relationship Across a Response

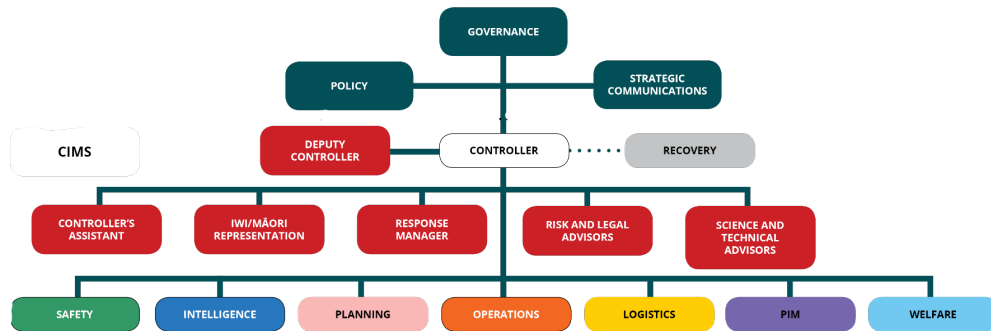


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## Additional CIMS Function in Coordination Centres

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## Full CIMS Structure



At the EOC / ECC / NCC Level the IMT are managers of their function, usually with teams supporting them

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## Lead Controller



Controller at highest level of response

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## Coordination Centre – Optional, Additional Positions

DEPUTY CONTROLLER	Acts on behalf of the Controller (not currently used at MOH)
CONTROLLER'S ASSISTANT	Executive Assistant – keeps logs of meetings/calls/decisions, etc
RESPONSE MANAGER	Manages IMT, Act on behalf of the Controller
IWI/MĀORI REPRESENTATION	Ensures cultural and treaty obligations are met
RISK AND LEGAL ADVISORS	Ensures actions are legal. Oversees risk management (physical, personnel, reputational)
SCIENCE AND TECHNICAL ADVISORS	Advice to IMT and Governance
RECOVERY	Advice to IMT and Governance

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## LOGISTICS

### Internal LOGISTICS

- Rosters
- Catering
- Staff Wellbeing
- Finance
- IT / Documents
- Building access
- Etc

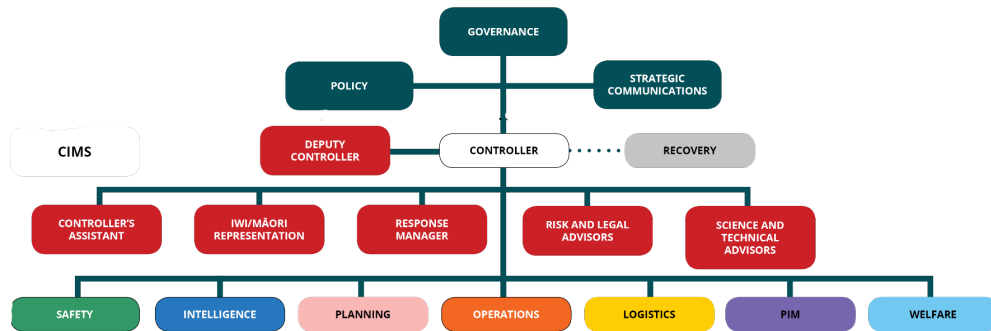
## Logistics

### External LOGISTICS

- Transport (planes, trains, automobiles)
- Equipment needed for response
- etc

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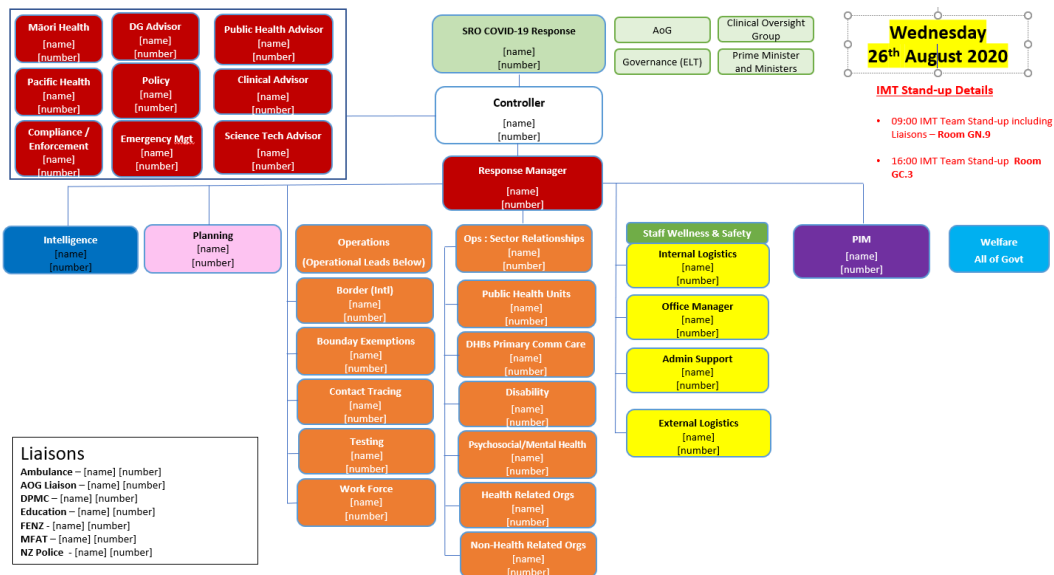
## Full CIMS Structure



At the EOC / ECC / NCC Level the IMT are managers of their function, usually with teams supporting them

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## CIMS is Flexible - Functions in the Covid-19 Resurgence Response

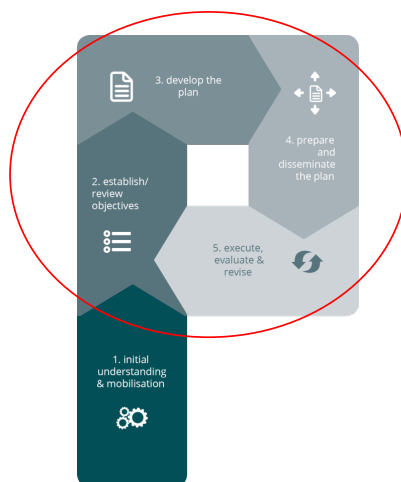


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## Develop and Implement the Plan

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## Develop and Implement the Plan

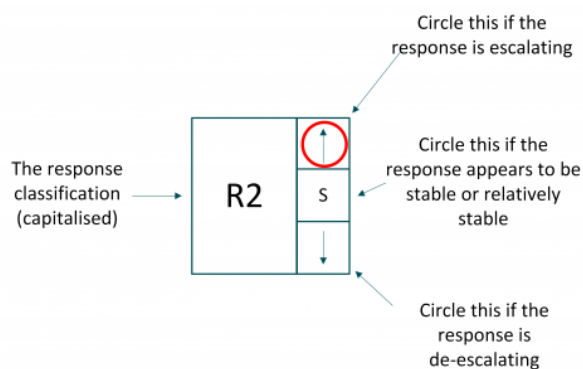


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## Establish a “Battle Rhythm”

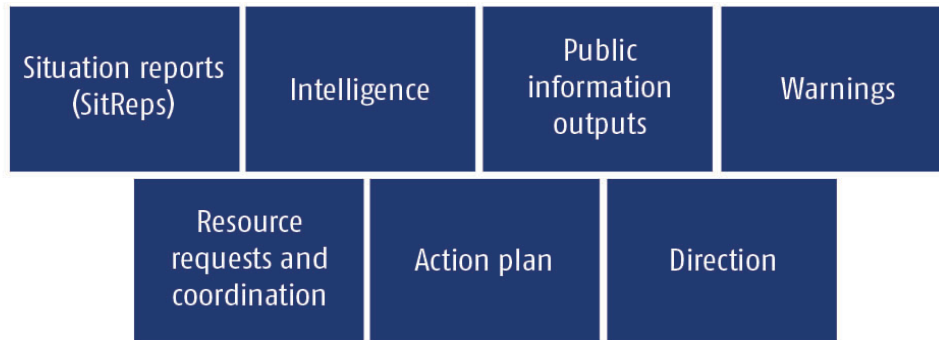
INCIDENT MANAGEMENT TEAM DAILY RHYTHM				
Time	Key Meetings and Events		Key Documents and Information Flows	
0830			Reports received from PHUs using template <i>By 0845</i>	
0900	Ministry of Health IMT Stand Up	Text sent from Controller		
0930			Daily Lab Reports distributed	
1000	PHU National Zoom <i>Monday to Friday only</i>		PHU / NITC Coordination meeting <i>Daily</i>	Ministry of Health IMT SitRep distributed <i>By 1030</i>
1030	Director General meets and briefs Prime Minister			Ministry of Health IMT Tasks sent to Function Leads <i>From COVID-IMT Projects email</i>
1100				
1130				
1200				
1230				
1300	Daily Media Stand Up <i>Director General, Prime Minister</i>	Zoom call with Emergency Managers <i>Tuesdays and Thursdays</i> <i>Sector Rel. Group Leads, Controller attends</i>		
1330				
1400				
1430				
1500	Call with ARPHS and other PHUs with active cases		Weekly PPE Report <i>Wednesdays</i>	
1530			Supply chain update to DHBs <i>Fridays</i>	
1600	Ministry of Health IMT Stand Up		Minister's A3 distributed <i>Fridays</i>	
1630				
1700	Ministry of Health IMT sends End of Day email			
1730				
1800			Ministry of Health IMT Response Tracking Workbook updated	
KEY	IMT	PHUs	DG / PM / Ministers	Other reports

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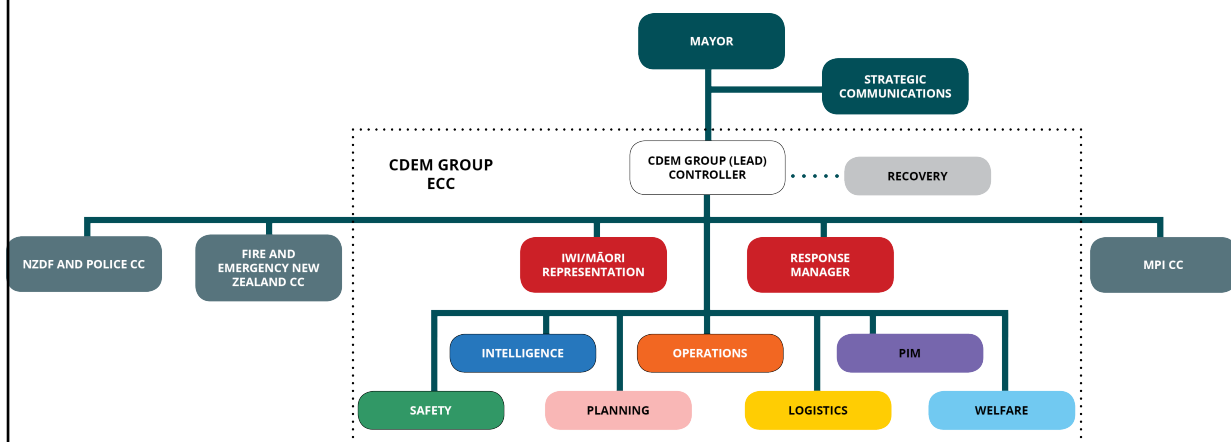
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## Coordination Centre Outputs



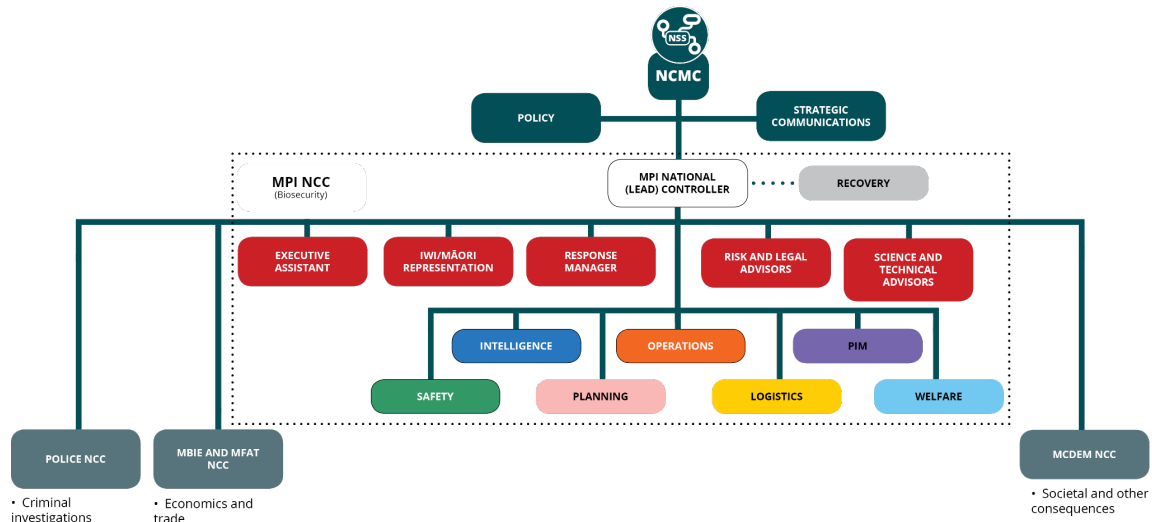
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## Example Regional Level Response



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## National Level Response Example



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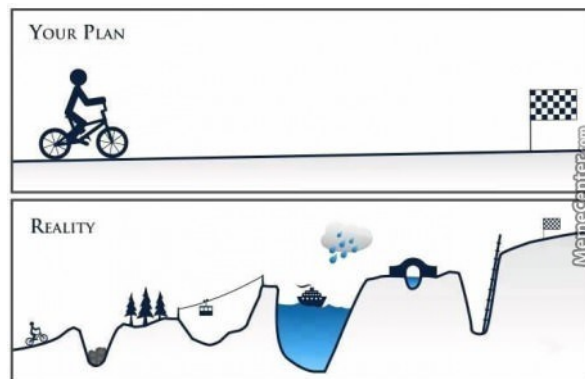
## Ambiguity and Change

Present in Every Response

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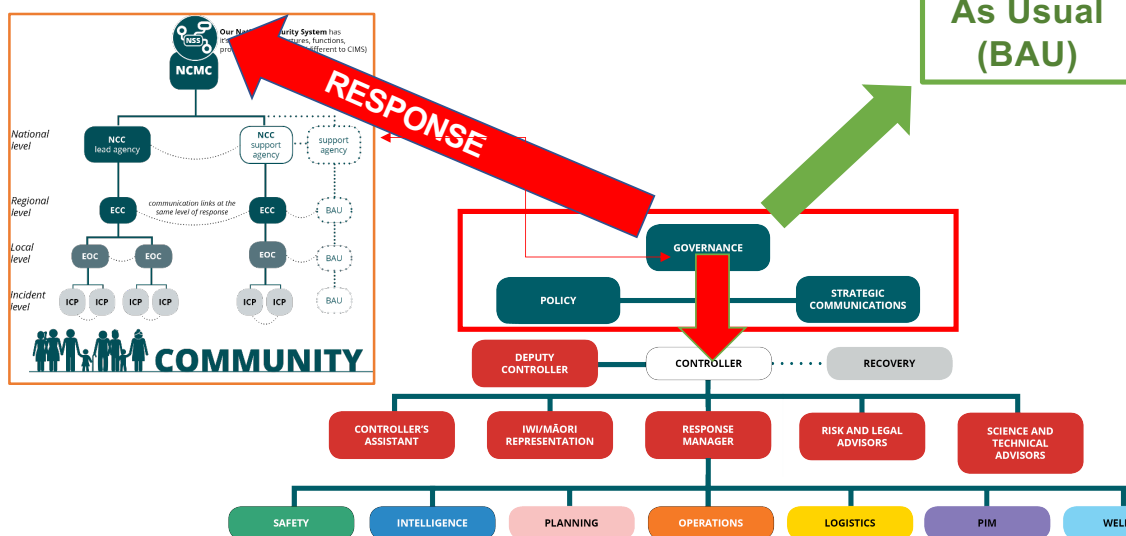


## Change

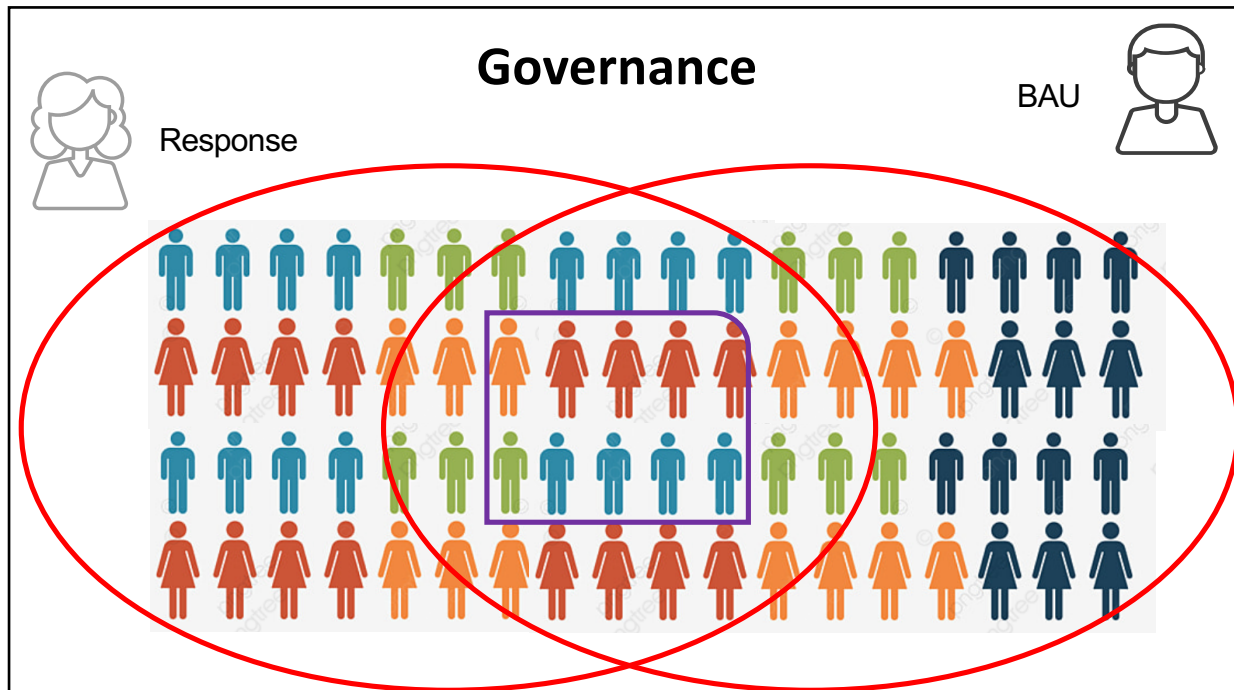


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## Governance



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## National Security System (NSS)

Governance and Response Modes

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## Components of the National Security System (NSS)

**Cabinet National Security Committee** : Prime Minister and Cabinet

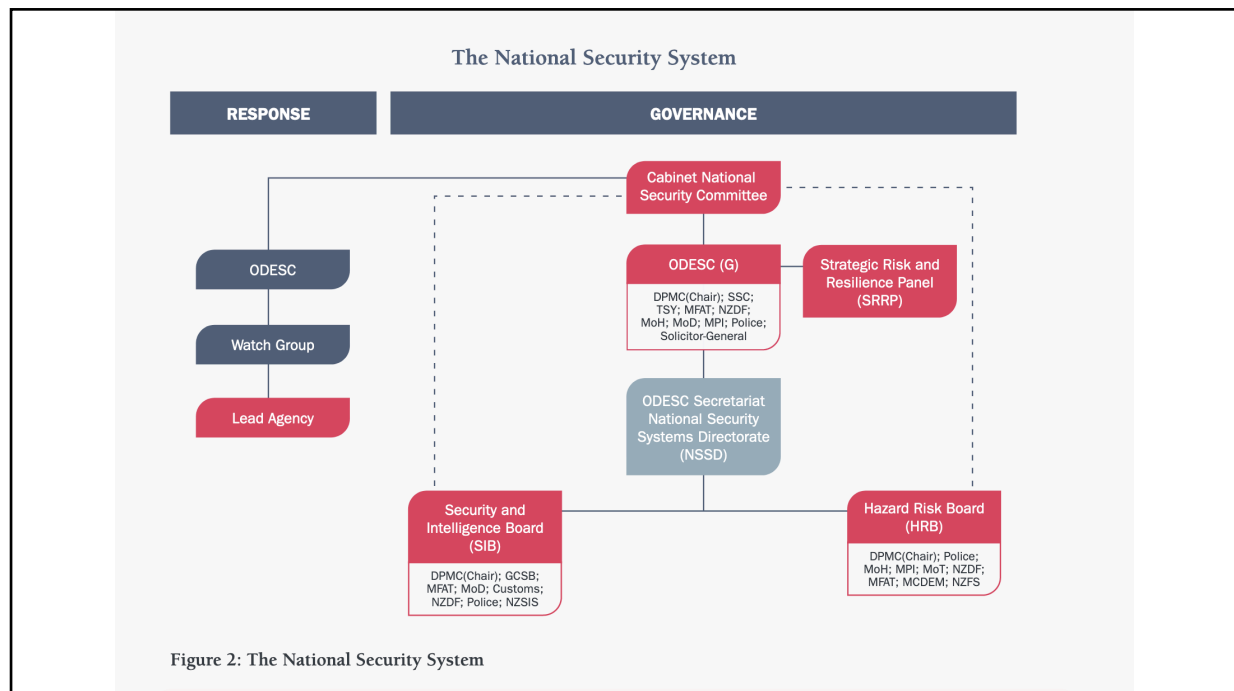
**Officials Committee for Domestic and External Security Coordination (ODESC)** : a committee of Chief Executives which manages national security in New Zealand in both its governance and its response mode

**Security and Intelligence Board (SIB)** : focuses on external threats and intelligence issues.

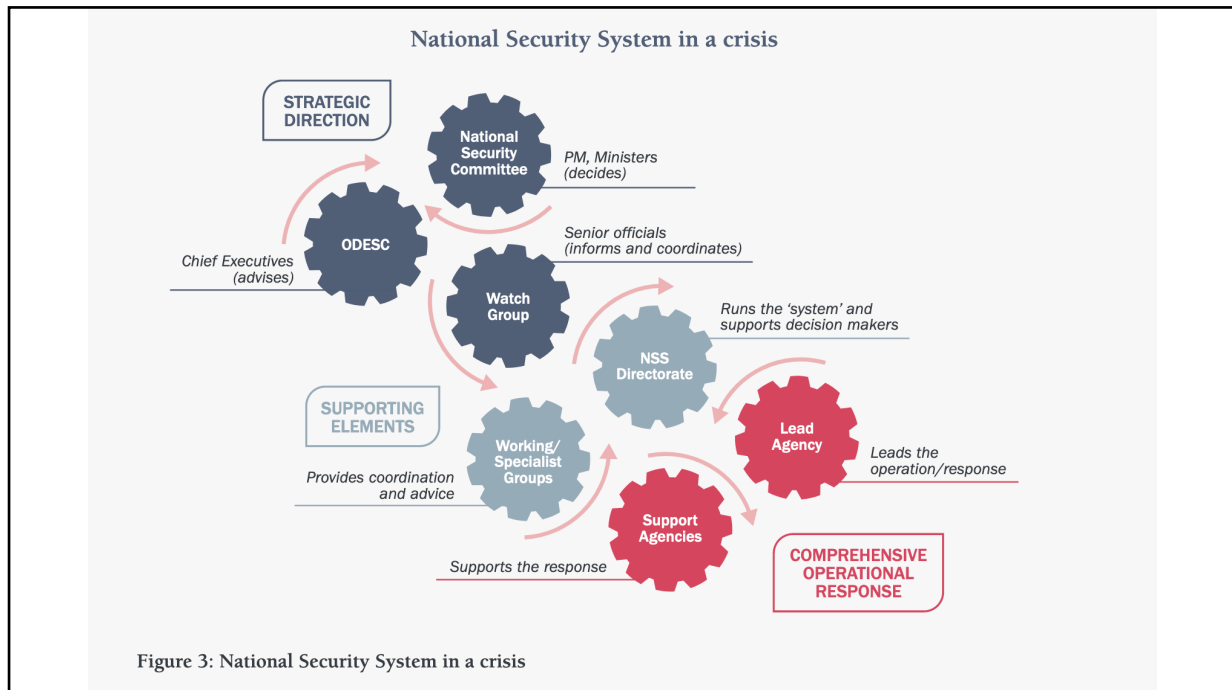
**Hazards Risk Board (HRB)** : build a high performing and resilient National Security System able to manage civil contingencies and hazard risks

**Watch / Working Groups** : are formed in response to a potential, emerging or actual event.

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## Domestic Emergency Management

Post Kaikoura EQ Government Technical Advisory Group (TAG) reviewed Emergency Management :

- MCDEM → National Emergency Management Agency (NEMA)
- GNS now has 24/7 monitoring
- Emergency Management Assistance Team (EMAT) capability

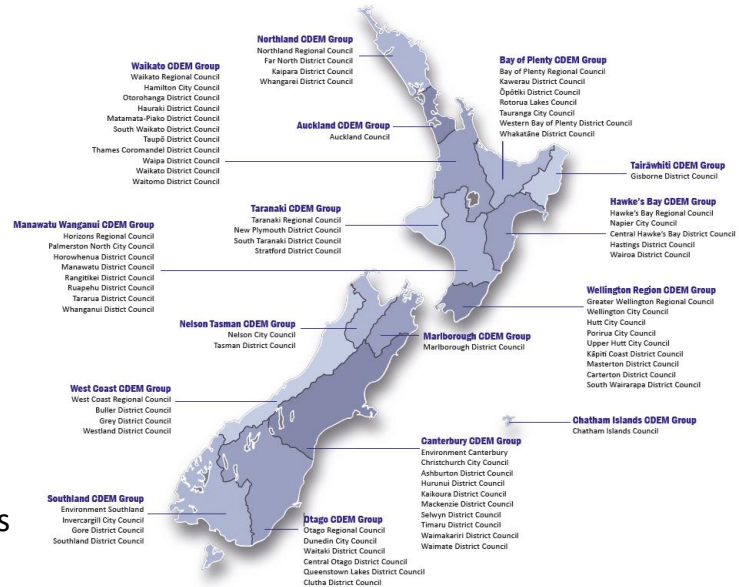
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## NZ Civil Defence Emergency Mgt

### 16 CDEM Groups

Most groups have local  
authorities within them

**Unitary Authorities**  
Auckland, Marlborough,  
Tairāwhiti, Chatham Islands



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## Agency Responsibilities During Response

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## DOC Roles in a Local Response

- Safety and well being of staff and families
- Lead response or
  - Lead response until relieved by another agency with lead responsibilities
- Support the lead agency as required

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## Whale Stranding



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## Operation Tidy Fox



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## Local Emergency

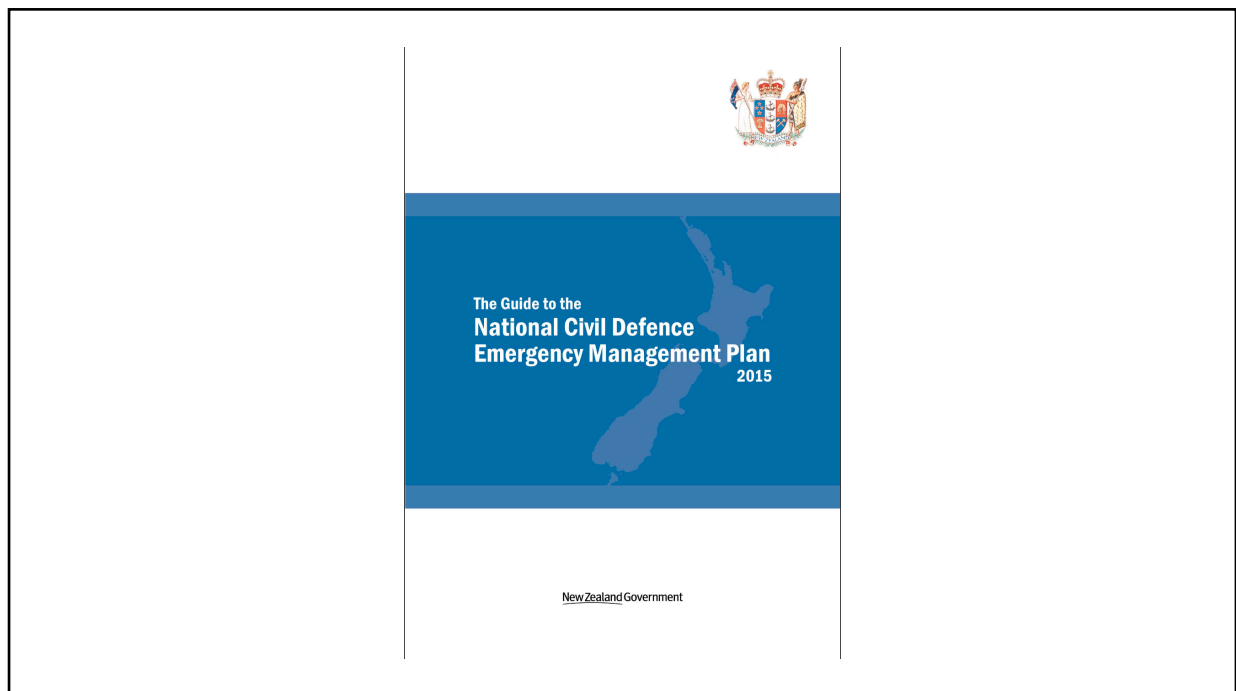


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## DOC Roles in a National Response

- Safety and well being of staff and families
- Supporting an AOG response
- Specific responsibilities per...

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## Department of Conservation

### Function

The Department of Conservation (DOC) is the government agency charged with conserving New Zealand's natural and historic heritage. DOC organises its work around five different outcomes:

- ♦ the diversity of New Zealand's natural heritage is maintained and restored
- ♦ New Zealand's history is protected and brought to life
- ♦ more people participate in recreation
- ♦ more people engage with conservation and value its benefits
- ♦ conservation gains from more business partnerships.

### See

- ♦ Section 7, Clusters
- ♦ Section 14, Welfare services

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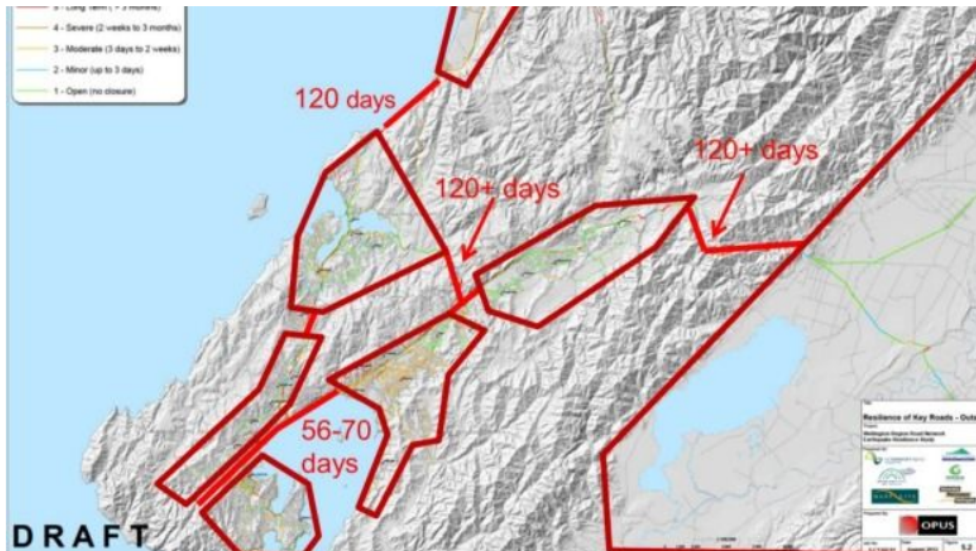


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Wellington could be split into seven different "islands". Photo: Supplied

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## Personal Preparedness



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epsccms.co.nz/doc/

healthEMIS Docs COVID-19 Hub Overview ARC GIS COVID-19 Map

Edit Page Enable Visual Builder

## DOC "Getting to KNOW CIMS"

**Resources from the course:**

- Click here to download a PDF copy of the Workbook
- Click here to download PDF of Important Powerpoint Slides (2 per page)
- Click here to download PDF of Important Powerpoint Slides (6 per page)
- Click here to download CIMS 3rd Edition Manual
- Click here to download the Guide to the National CDEM Plan 2015
- Click here to download the National Security System Handbook

**Information on Obtaining CIMS3 NZQA Certification**

- Instructions for getting into the assessment

**My contact information:**

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email: rescuedave@gmail.com  
Phone: +64-29-233-8284

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## Session 4

- Log into CIMS assessment (or do it during the break)
- Do at least one attempt (but no more than two attempts at assessment)
- Come and chat about what you have got wrong, or don't understand
- If you attempt it three times and don't pass, your account will be suspended and you won't be able to retry for a week
- You must logon within 2 weeks, and complete within 4 weeks

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