

# EMERGENCY PREPAREDNESS SERVICES

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



EMERGENCY PREPAREDNESS  
SERVICES

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## Objective for the course

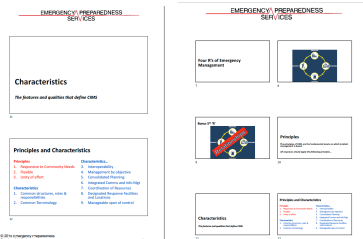
*Ensure you have an understanding of  
how the CIMS **framework** is used to to  
support any incident, from a small, local  
emergency to an All-Of-Government  
response*

2

## Housekeeping

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

- **NZQA assessment**



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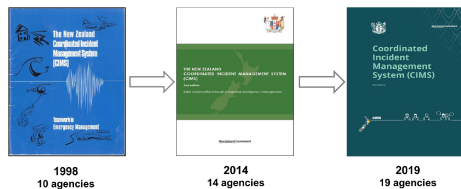
## High Performance Teams

- 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**



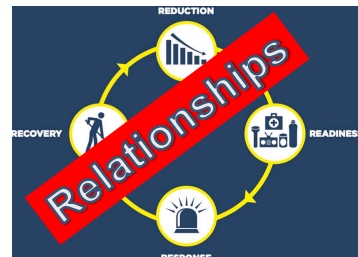
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## History of CIMS



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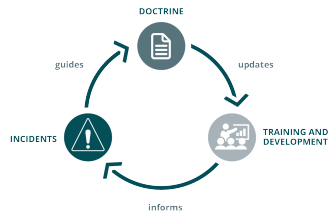
## Bonus 5<sup>th</sup> 'R'



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# EMERGENCY PREPAREDNESS SERVICES

## Review (Lessons Identified)



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## Principles and Characteristics

### Principles

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

### Characteristics

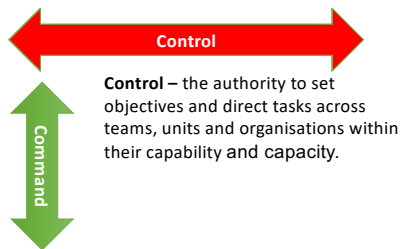
1. Common structures, roles & responsibilities
2. Common Terminology

### Characteristics...

3. Interoperability
4. Management by objective
5. Consolidated Planning
6. Integrated Comms and Info Mgt
7. Coordination of Resources
8. Designated Response Facilities and Locations
9. Manageable span of control

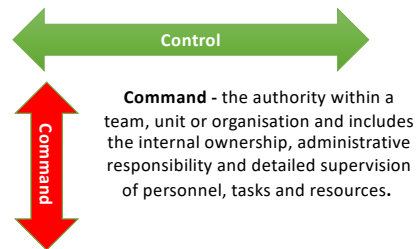
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## Control and Command



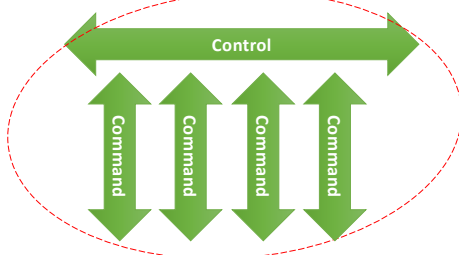
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## Control and Command



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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." |
| PUB          | "I'll let people know and hear their feedback"                         |
| WELFARE      | "I'll look after the affected people"                                  |



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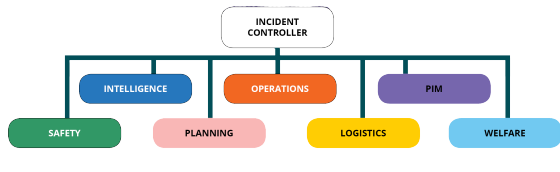
## Incident Level Response

Flexibility

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# EMERGENCY PREPAREDNESS SERVICES

## Incident Management team (ICP)



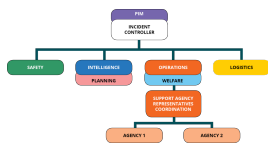
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## Car Fire



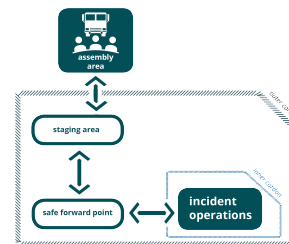
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## Large Road Crash



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## Incident Level Response Facilities and Locations



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## Sky City Convention Fire



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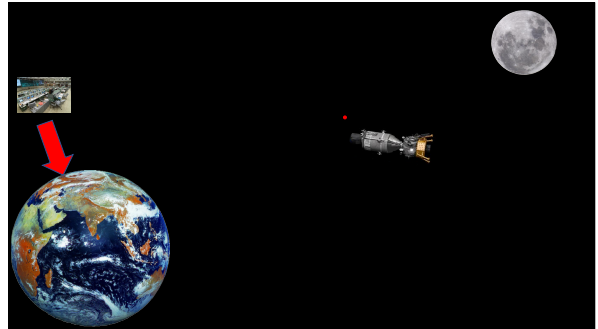
**Build an Initial Understanding**

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# EMERGENCY PREPAREDNESS SERVICES

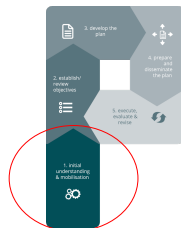


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## Initial Understanding



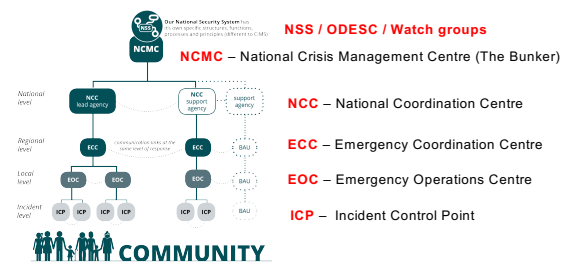
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## Initial Questions

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

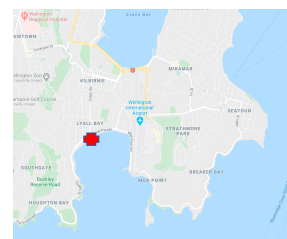


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## Local Incident

Single or Multi Agency  
(Incident Control Point only)

- For example
- House Fire
  - Car crash
  - Flooding
  - Power outage



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# EMERGENCY PREPAREDNESS SERVICES

## Multiple Incidents – Single Jurisdiction

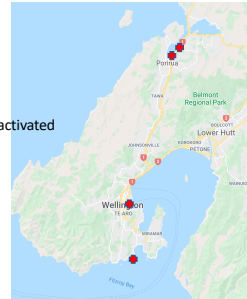
- Wellington City
- Multiple Incident Control Points
- Wellington City Emergency Operation Centre (EOC) activated



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## Multiple Incidents - Multiple Jurisdictions

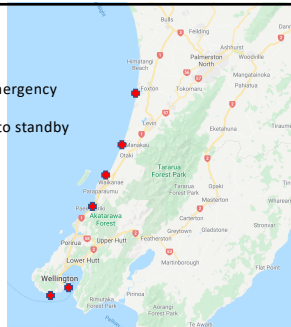
- Single Region (Wellington)
- Multiple Incident Control Points
- Wellington City and Porirua EOCs Activated
- WREMO Emergency Coordination Centre (ECC) activated



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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

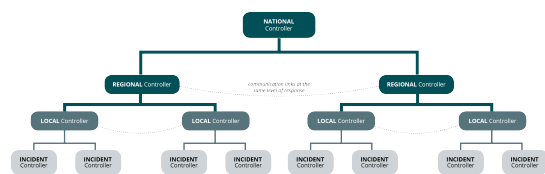
- ICP(s)
- EOC, ECC as required
- National Security System, Bunker (NCCM), Ministry NCC's activated

- Canterbury Earthquakes
- Canterbury Shootings
- COVID-19
- Fuel line disruption



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## Relationship Across a Response



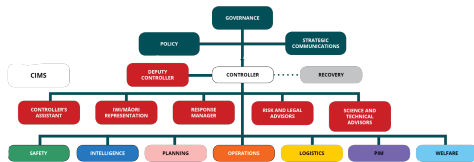
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## Additional CIMS Function in Coordination Centres

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# EMERGENCY PREPAREDNESS SERVICES

## 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
INFORMATION 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

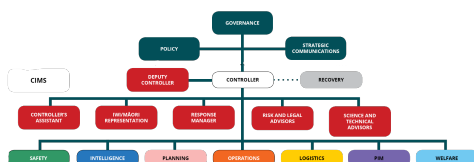
## Logistics

### External LOGISTICS

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

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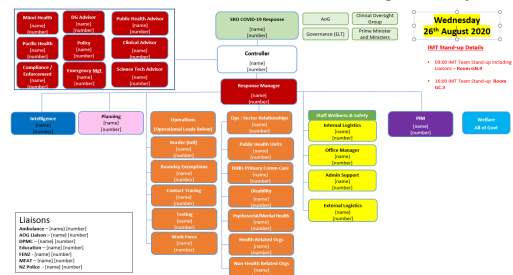
## Full CIMS Structure



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

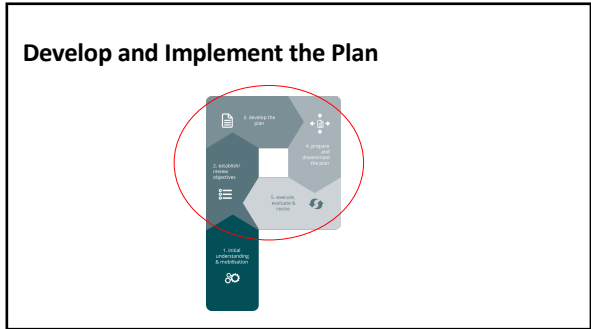
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# Develop and Implement the Plan

The diagram illustrates the Plan-Do-Check-Act (PDCA) cycle, a continuous improvement process. It consists of four main steps arranged in a circle, each represented by a hexagonal tile with an icon and text:

- 1. develop the plan**: Represented by a document icon.
- 2. implement and execute the plan**: Represented by a gear icon.
- 3. measure and evaluate the results**: Represented by a bar chart icon.
- 4. improve and standardize the process**: Represented by a circular arrow icon.

A red circle highlights the first two steps, "1. develop the plan" and "2. implement and execute the plan", which correspond to the "Develop and Implement the Plan" phase mentioned in the text. Below the main cycle, there is a separate dark blue tile with a gear icon and the text "5. Limit continuous improvement to small areas".

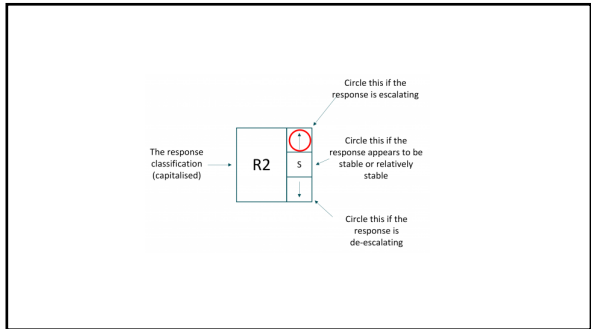


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DETECTIVE MEASUREMENTS: Total Daily Outcomes				
Time	Key Documents and Information Flows			
0800	Reports received from PHE using for activities by EMS			
0830	Ministry of Health (M) Stand Up	Text alert from Location	Daily Lab Reports distributed	
0900	PHE National Zoom	Text / Email	Ministry of Health (M) Using distributed by PHE	
0930	Ministry of Health (M) Stand Up	Text / Email	Continued meeting (M)	
1000	Director General (Health) and Health Policy Director	Ministry of Health (M) Texts and to Function Level		
1030	Phone (M) (M) Report (M)			
1100				
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1230				
1300	Daily Media Stand Up	Open call with Emergency Management Coordinator	Daily media stand up	
1330	Director General, Power Director	Daily media stand up		
1400				
1430				
1500	Weekly PHE Report			
1530	Supply chain update to (M)			
1600	Call with (M) and other PHE with active case	(M) (M) (M)		
1630	Ministry of Health (M) Stand Up			
1700	Ministry of Health (M) Stand Up (of Day email)			
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1800	Ministry of Health (M) Response Tracking Worksheet updated			
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KEY	Text	Email	Doc / PHE / Materials	Other reports

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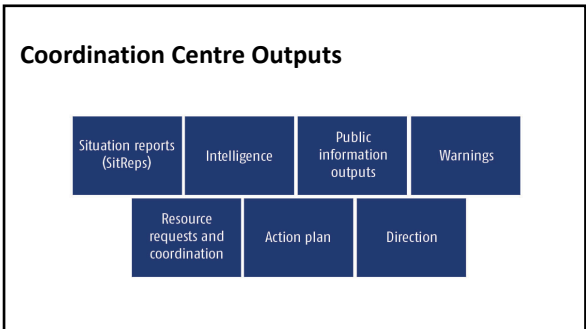


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## Coordination Centre Outputs

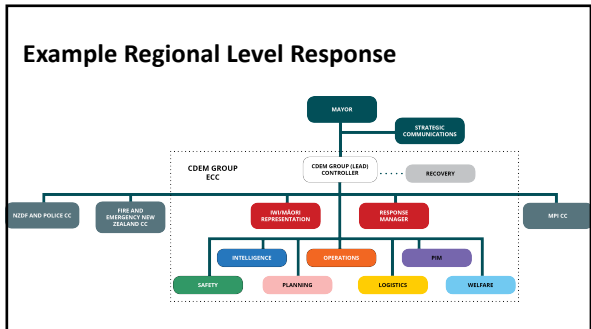
```
graph LR; A[Situation reports<br/>(Sitsteps)] --> B[Public<br/>information<br/>outputs]; A --> C[Warnings]; A --> D[Resource<br/>requests and<br/>coordination]; A --> E[Action plan]; A --> F[Direction];
```

The diagram illustrates the outputs of the Coordination Centre. It features a top row of four blue boxes: 'Situation reports (Sitsteps)', 'Intelligence', 'Public information outputs', and 'Warnings'. Below the first box, 'Situation reports (Sitsteps)', is a second row of three blue boxes: 'Resource requests and coordination', 'Action plan', and 'Direction'. Arrows indicate a flow from 'Situation reports (Sitsteps)' to each of the boxes in the second row, and from 'Situation reports (Sitsteps)' to 'Public information outputs' and 'Warnings'.



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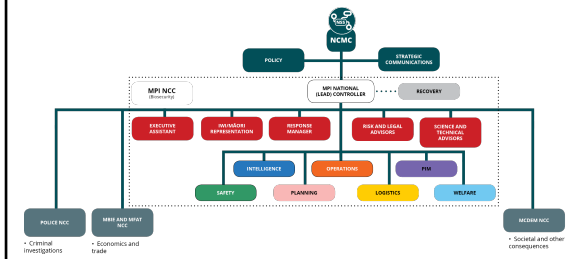
## Example Regional Level Response



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# EMERGENCY PREPAREDNESS SERVICES

## National Level Response Example



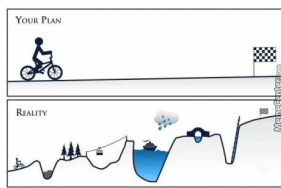
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## Ambiguity and Change

Present in Every Response

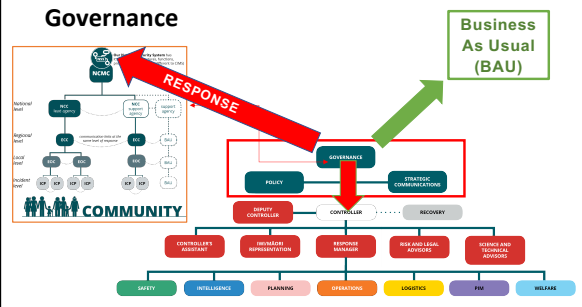
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## Change



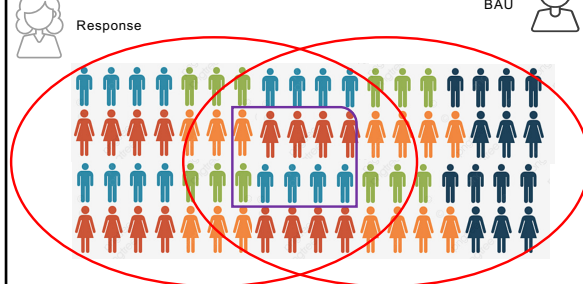
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## Governance



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## Governance



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## National Security System (NSS)

Governance and Response Modes

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# EMERGENCY PREPAREDNESS SERVICES

## Components of the National Security System (NSS)

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

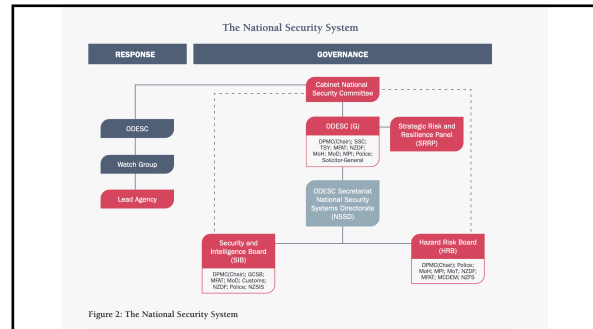
**Officials Committee for Domestic and External Security Coordination (ODESC)** : a committee of Chief Executives which manages national security in New Zealand in both its governance and its response mode

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

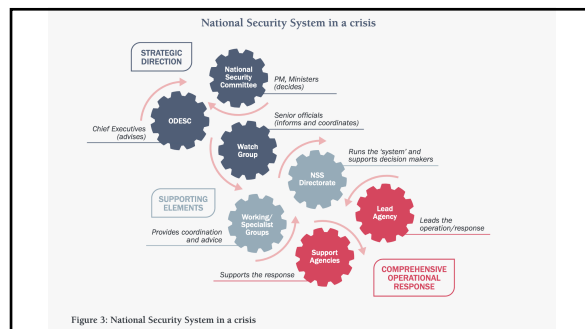
**Hazards Risk Board (HRB)** : build a high performing and resilient National Security System able to manage civil contingencies and hazard risks

**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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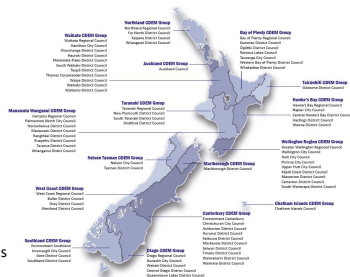
## NZ Civil Defence Emergency Mgt

### 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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# EMERGENCY PREPAREDNESS SERVICES

## 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

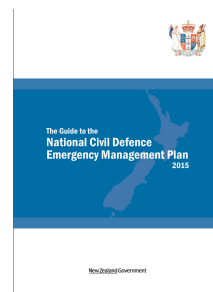


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## DOC Roles in a National Response

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

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# EMERGENCY PREPAREDNESS SERVICES

## 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.

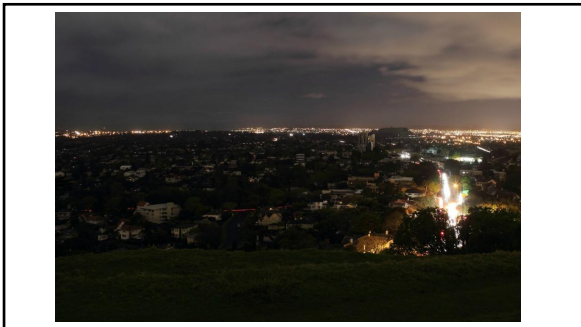
**See**

- Section 7, Clusters
- Section 14, Welfare services

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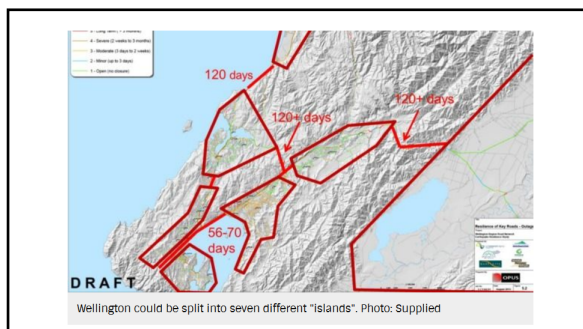
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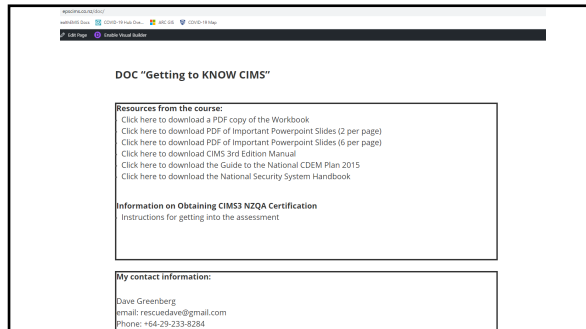


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## Personal Preparedness



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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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