

Getting to KNOW the New Zealand Coordinated Incident Management System (CIMS) 3rd Edition



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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*

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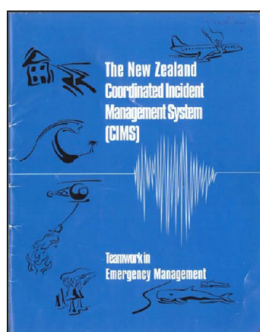


- Different but complimentary **Technical Skills**
- We all worked for different organisations but **functioned as one team**
- Brought it together with Crew Resource Management Training (**Essential/Core skills**)
- **SOPS** but couldn't train for everything
- **Training / Exercising**

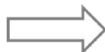


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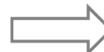
History of CIMS



1998
10 agencies



2014
14 agencies



2019
19 agencies

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You can use CIMS to plan a cruise....



5

Or to save the people when it goes wrong!



6

Four R's of Emergency Management

7



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Bonus 5th 'R'



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Principles

The principles of CIMS are the fundamental tenets on which incident management is based.

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

Principles

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

Characteristics

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

Characteristics...

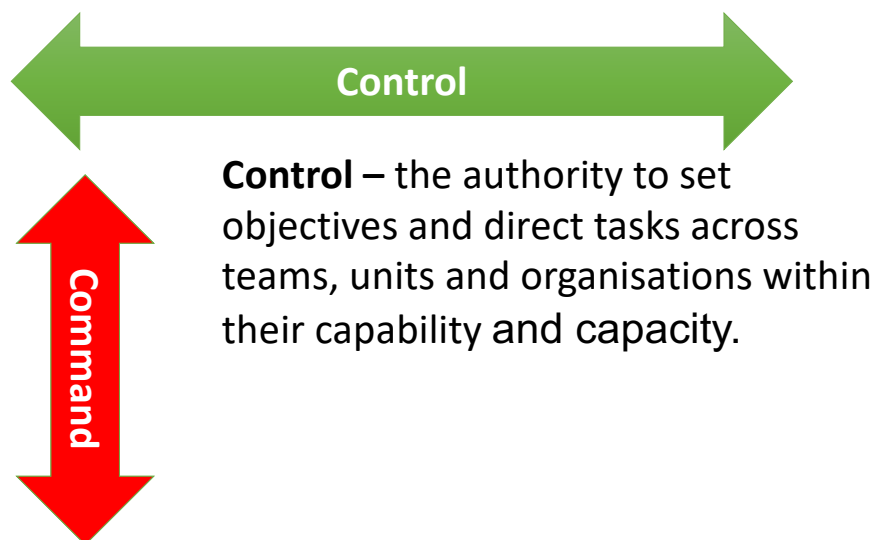
3. Interoperability
4. Management by objective
5. Consolidated Planning
6. Integrated Comms and Info Mgt
7. Coordination of Resources
8. Designated Response Facilities and Locations
9. Manageable span of control

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Control, Command and Coordination

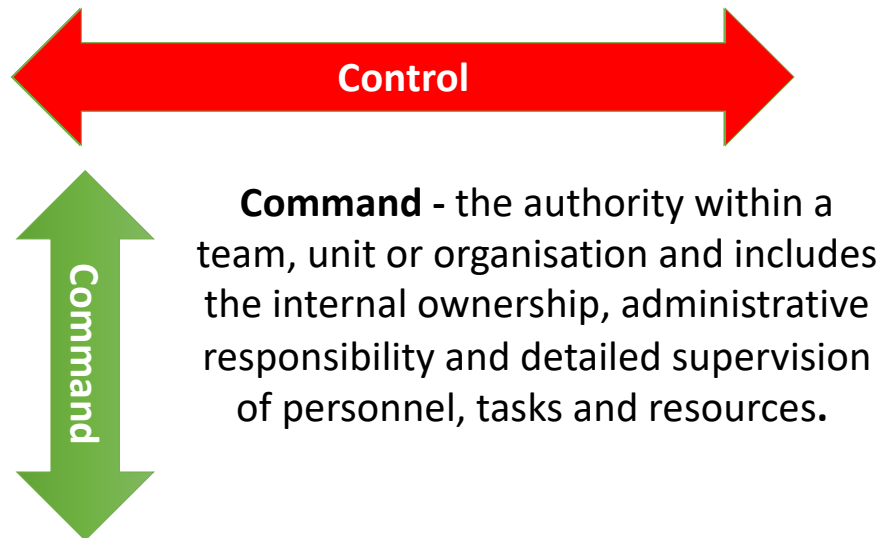
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Control and Command



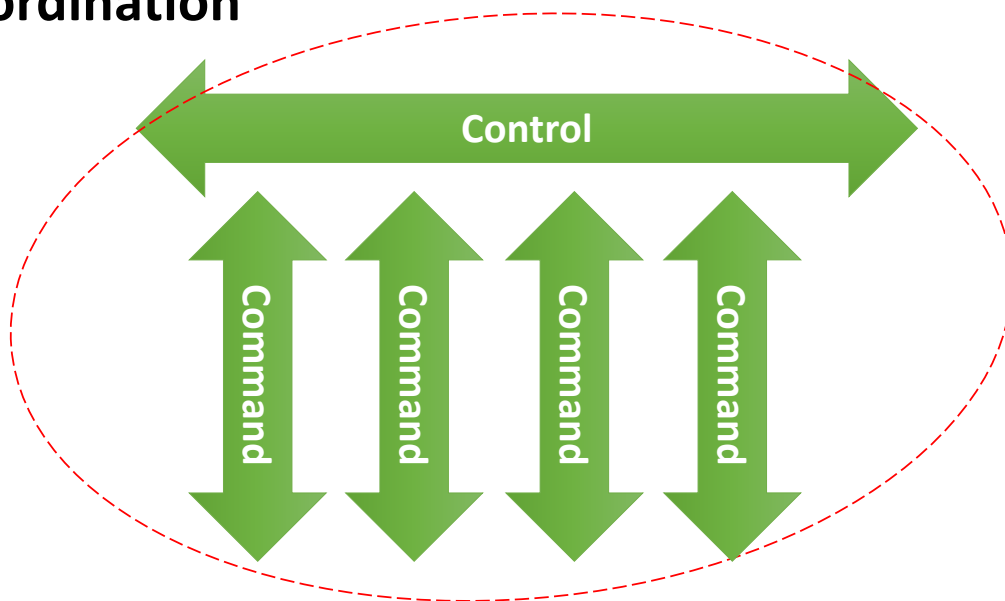
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Control and Command



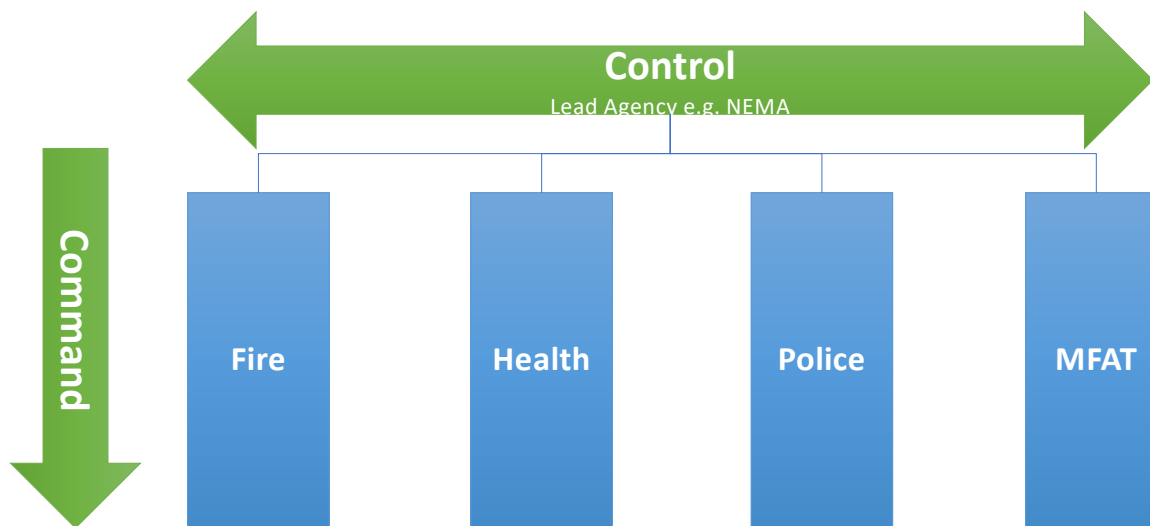
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Coordination



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Example: Control and Command



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Lead and Support Agencies

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Lead Agency / Support Agency

- **The Lead Agency**
 - Dictated by legislation, protocol or agreement
 - Has the mandate to manage the response
 - Appoints the Controller
- **A support agency**
 - Provides support to the lead agency in a response. The lead agency tasks and coordinates support agencies' resources and actions.

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Unified Control

- Allows for two or more Controllers from different agencies to be integrated into one Control function
- 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 MBIE Might Be Lead Agency....

- Irregular Migration
- Espionage and Foreign Interference (joint lead with NZSIS)
- Major cyber incident – via CERT NZ (along with DPMC)
- Transnational Organised Crime (along with NZ Police, Customs)
- Infrastructure failure (power, gas, telco)
- Space

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Who Will Lead?

- Natural Disaster (in NZ e.g. tsunami, volcano)
National Emergency Management Agency (NEMA) / CDEM
- Pandemic influenza
- Ministry of Health / DHB
- Chemical Spill
Fire Emergency NZ
- Whale Stranding
Department of Conservation

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Situational Awareness

**“the perception of the elements
in the environment within a
volume of time and space, the
comprehension of their meaning
and the projection of their status
in the near future”**

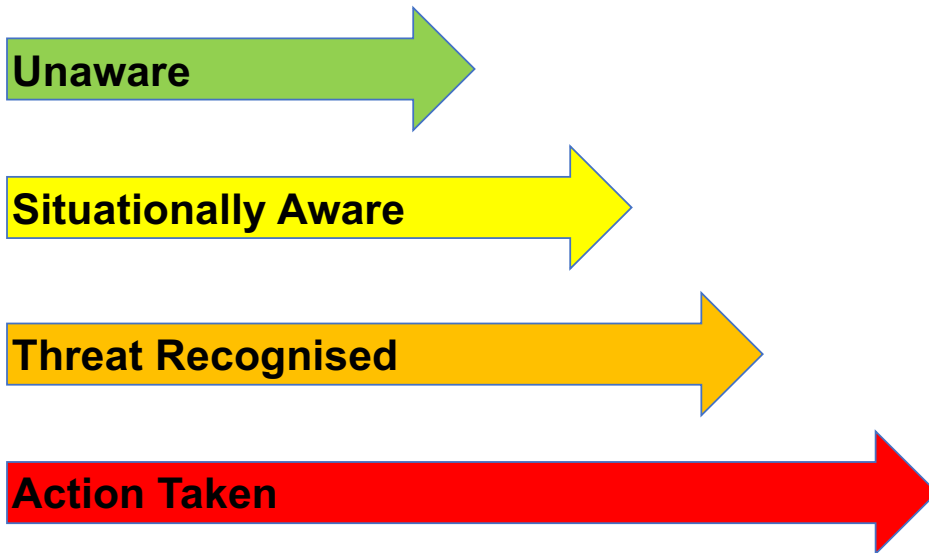
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Situational Awareness

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

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Levels of Situational Awareness



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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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Incident level



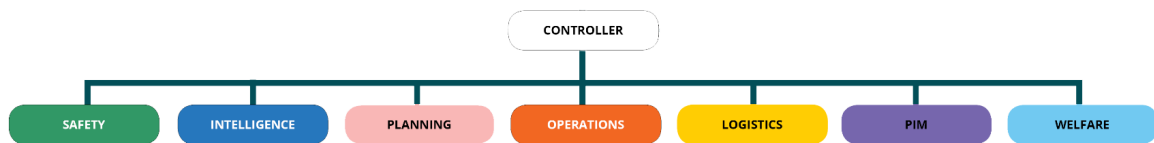
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CIMS Functions

Incident Level

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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

Facilities and Flexibility

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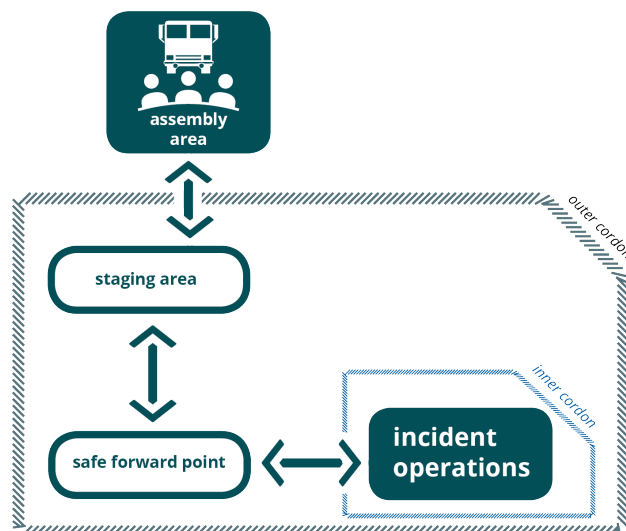
Incident Management Team (Incident Level/ICP)



At the incident level, the IMT are often 'doing' their function as opposed to managing it

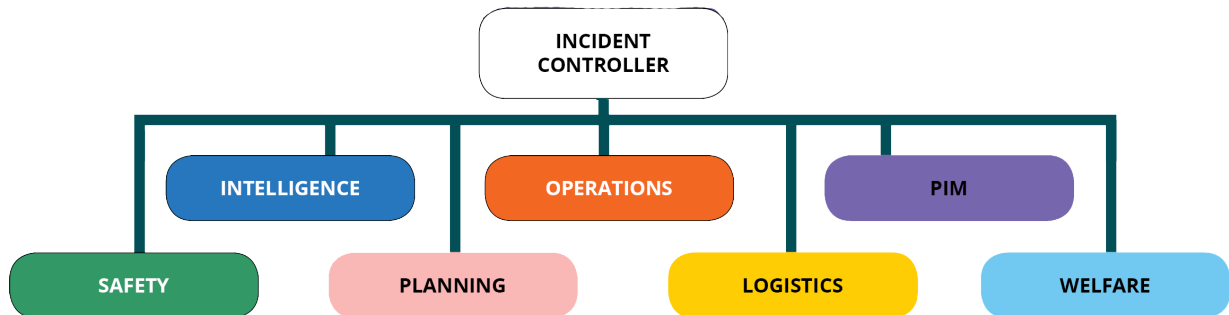
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Incident Level Response Facilities and Locations



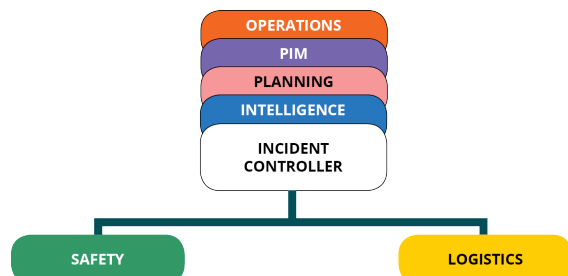
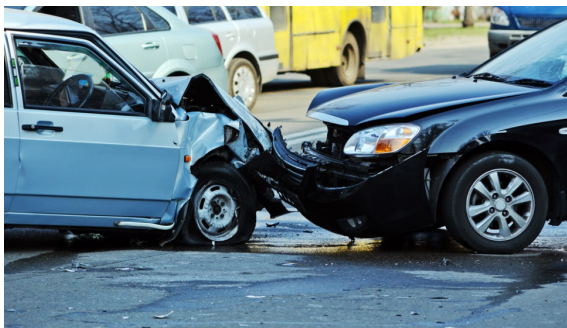
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Incident Management team (ICP)



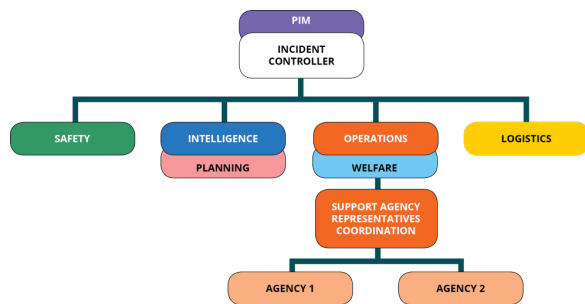
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- Minor Accident – one agency



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- Major accident – multiple agencies



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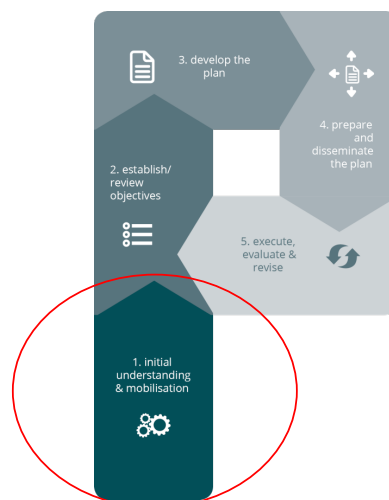
**“INCIDENT”
OCCURS**

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Build an Initial Understanding

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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?**

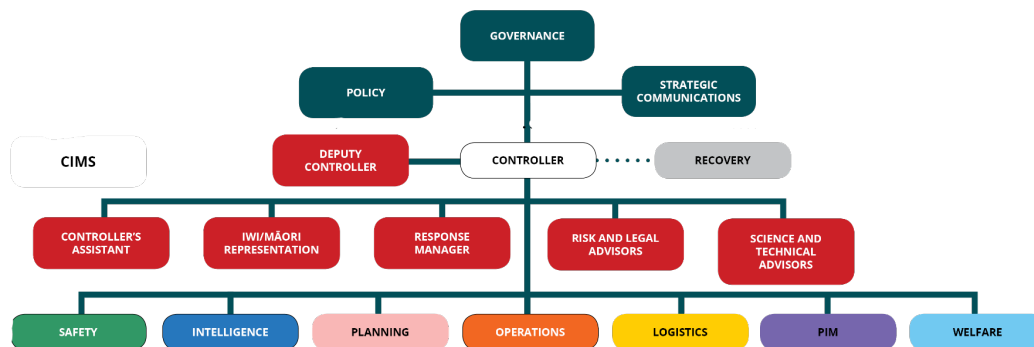
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CIMS Functions

Operating / Coordination Centre Level

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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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DEPUTY CONTROLLER

Deputy Controller

- Act's on behalf of the Controller

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CONTROLLER'S ASSISTANT

Controller's Assistant

- Executive assistant
- Keeps log of meetings, phone calls, decisions, etc.

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IWI/MĀORI REPRESENTATION

Iwi/Maori Representation

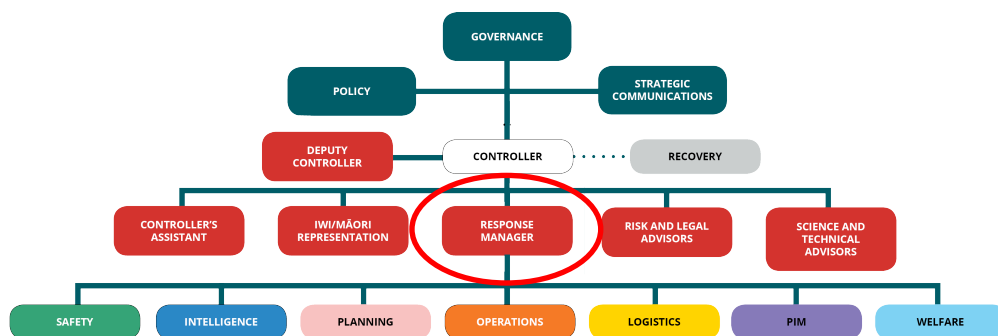
- Incident management benefits by engaging iwi/Māori in response and recovery through:
 - strong networks;
 - access to community focal points (i.e. marae);
 - ability to mobilise resources appropriately;
 - understanding of tikanga (marae protocol, burial practices);
 - able to identify and assess iwi needs;
 - understanding of the local landscape, including history and sacred sites;
 - an ability to link with other cultures.

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RESPONSE MANAGER

Response Manager

- Manages the Incident Management Team on behalf of the Controller / Deputy Controller



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RISK AND LEGAL ADVISORS

Risk/Legal Advisors

- Ensures that the actions being taken are legal
- Oversees risk management – physical, personnel, reputation

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SCIENCE AND TECHNICAL ADVISORS

Science & Technical Advisors

- Advice to the IMT and Governance

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LOGISTICS

Logistics

Internal LOGISTICS

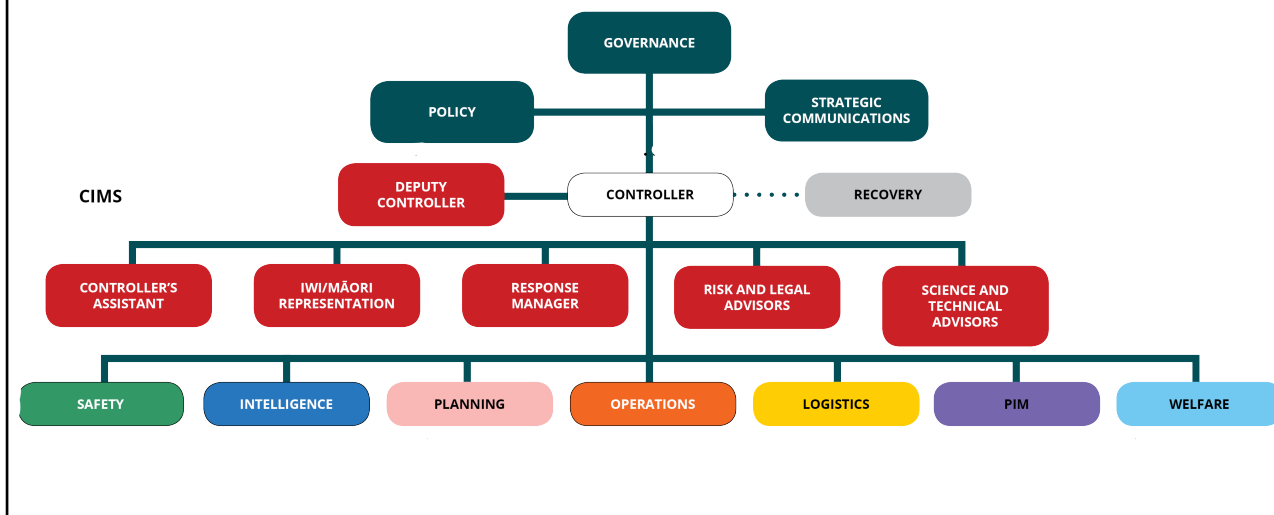
- Rosters
- Catering
- Staff Wellbeing
- Finance
- IT / Documents
- Building access
- Etc

External LOGISTICS

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

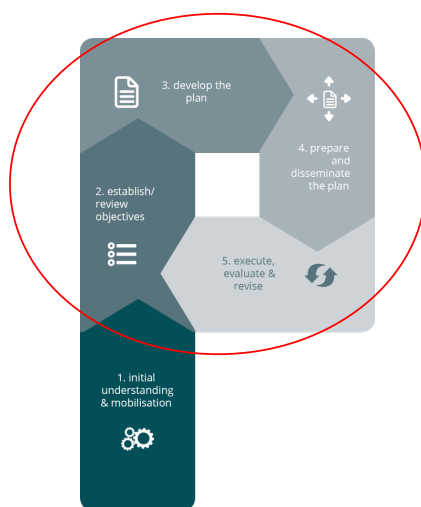
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Full CIMS structure



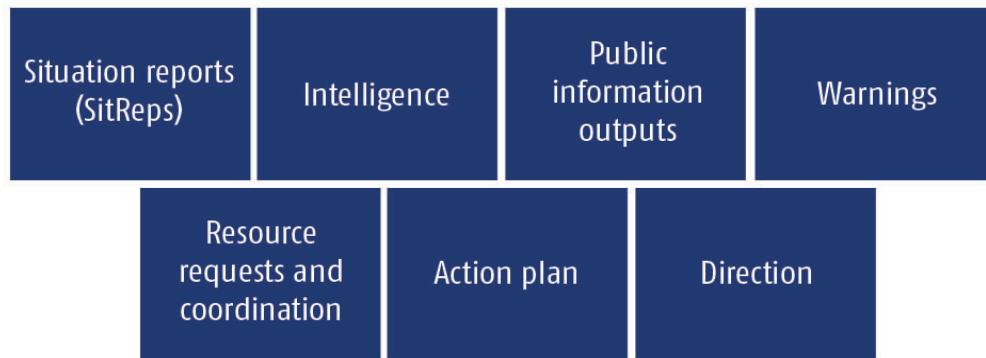
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Develop and Implement the Plan



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Coordination Centre Outputs



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Who's in Charge?



Lead Controller

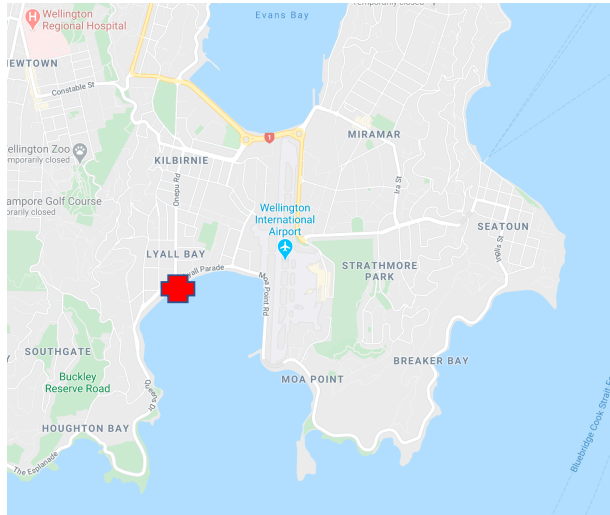
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Local Incident

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

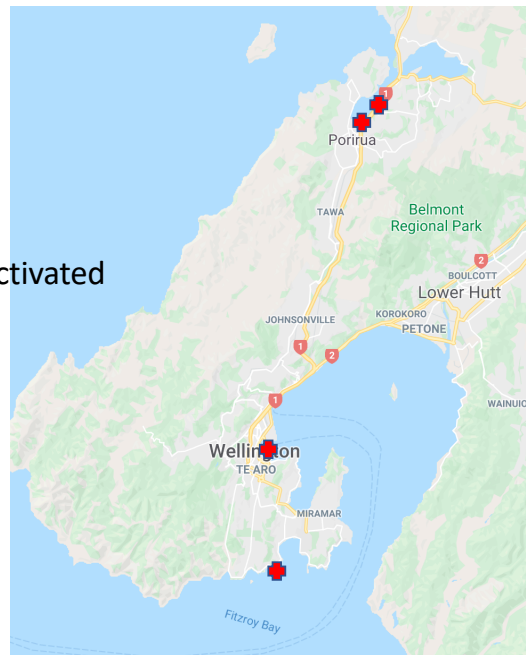
- Wellington City
- Multiple Incident Control Points
- Wellington City Emergency Operation Centre (EOC) activated



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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

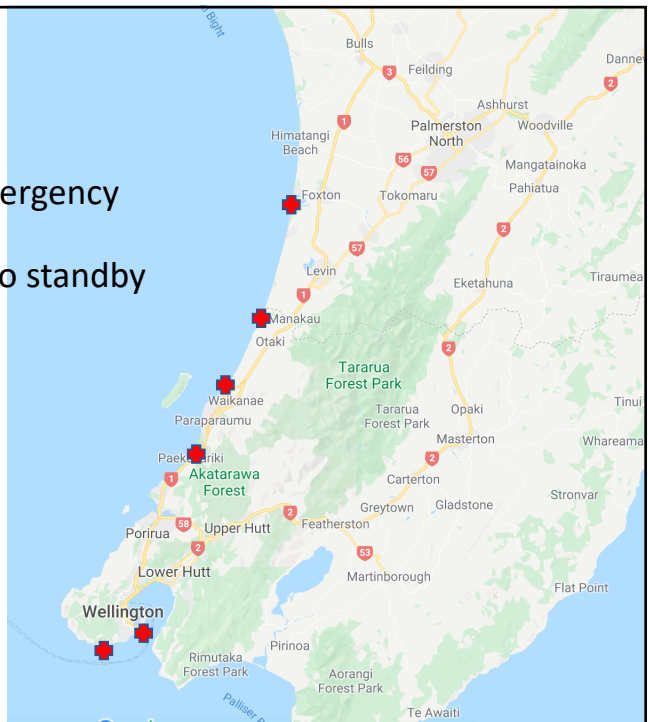


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Multiple Incidents

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

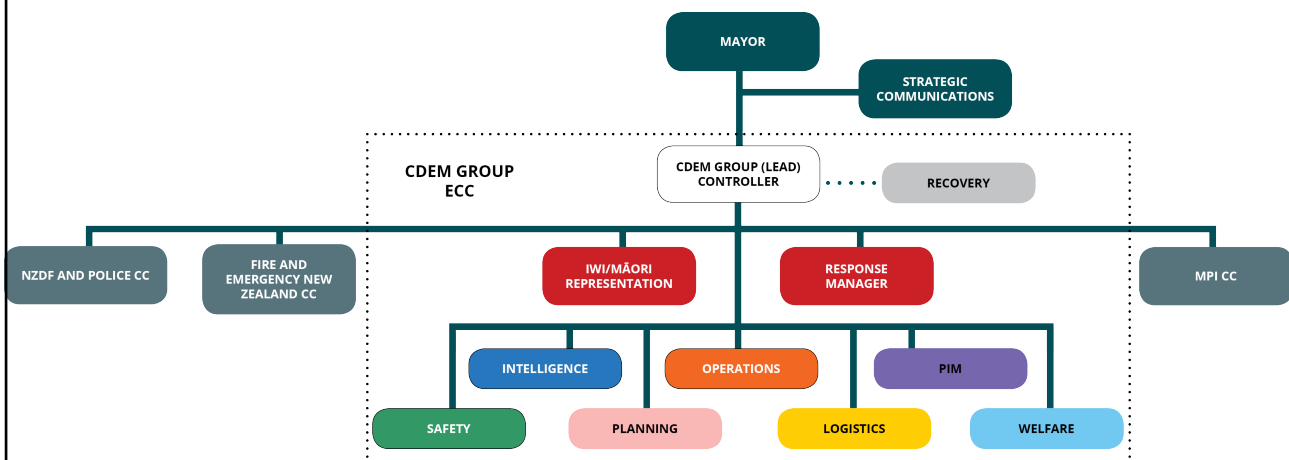
Canterbury Earthquakes

- Canterbury Shootings
- COVID-19
- Fuel line disruption



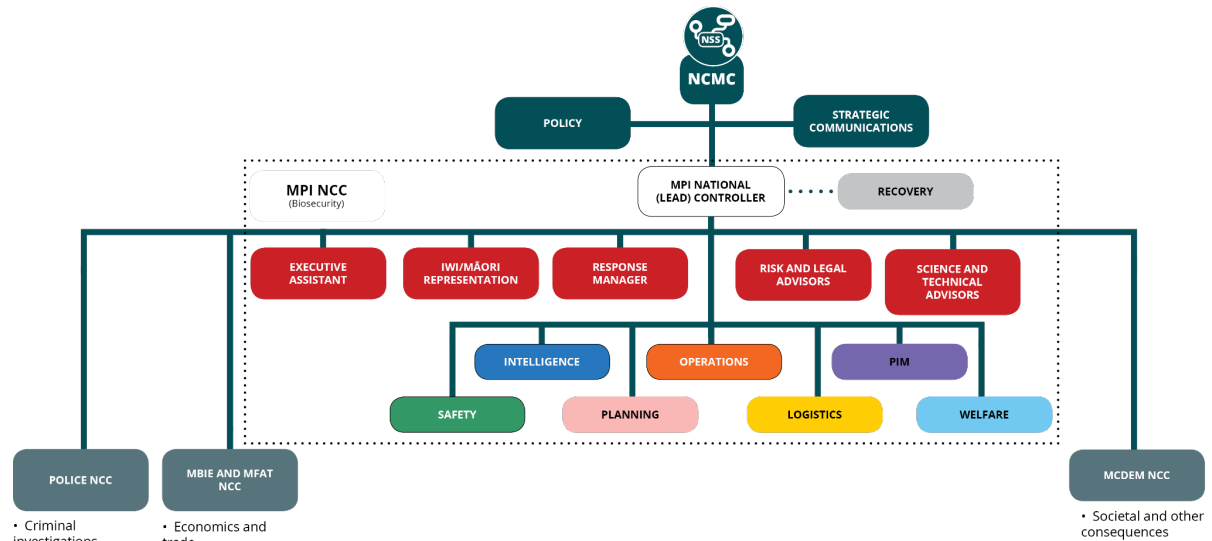
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Example Regional Level Response



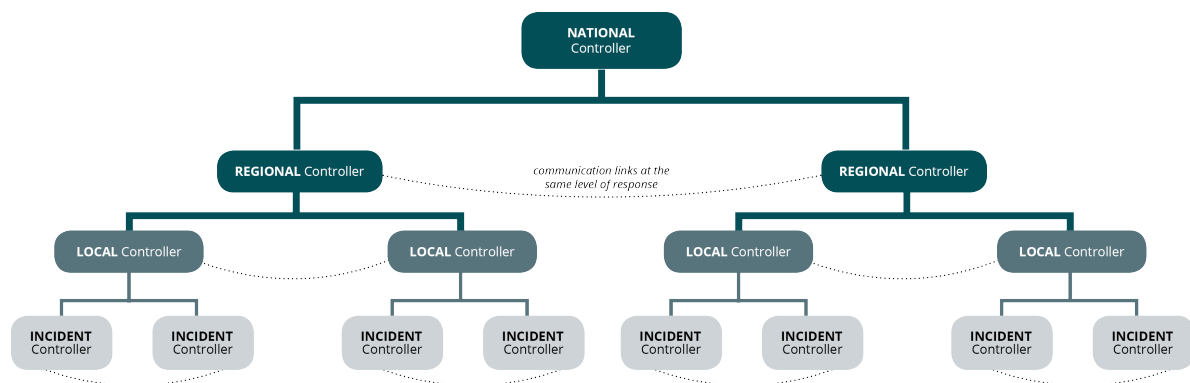
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National Level Response Example



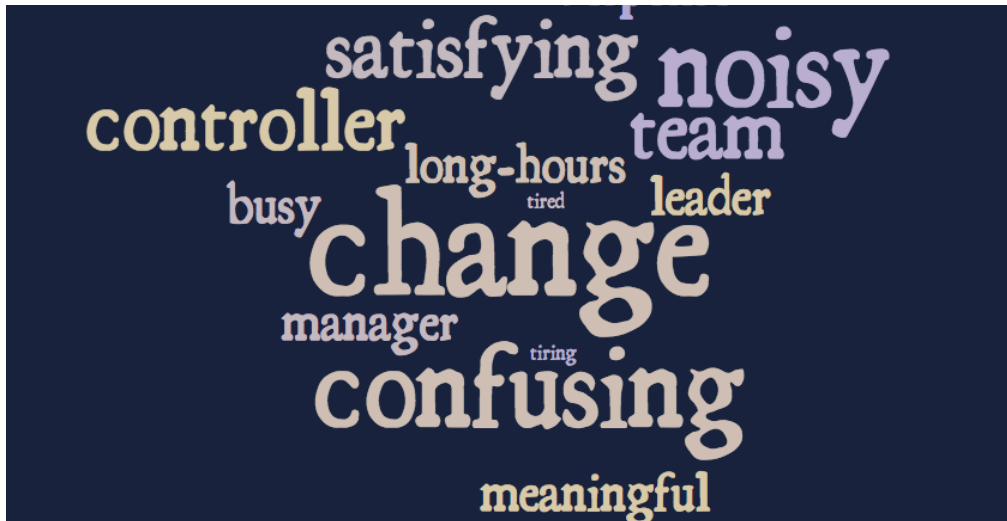
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Relationship Across a Response

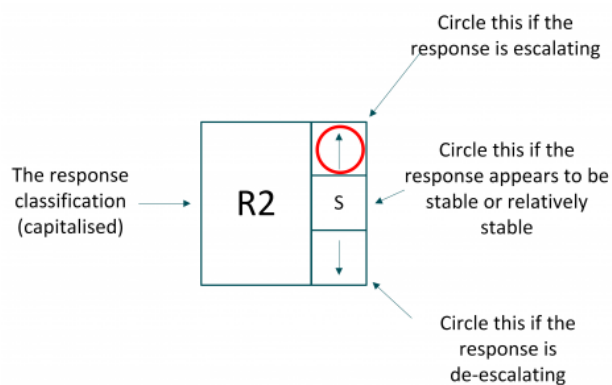


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Response is....



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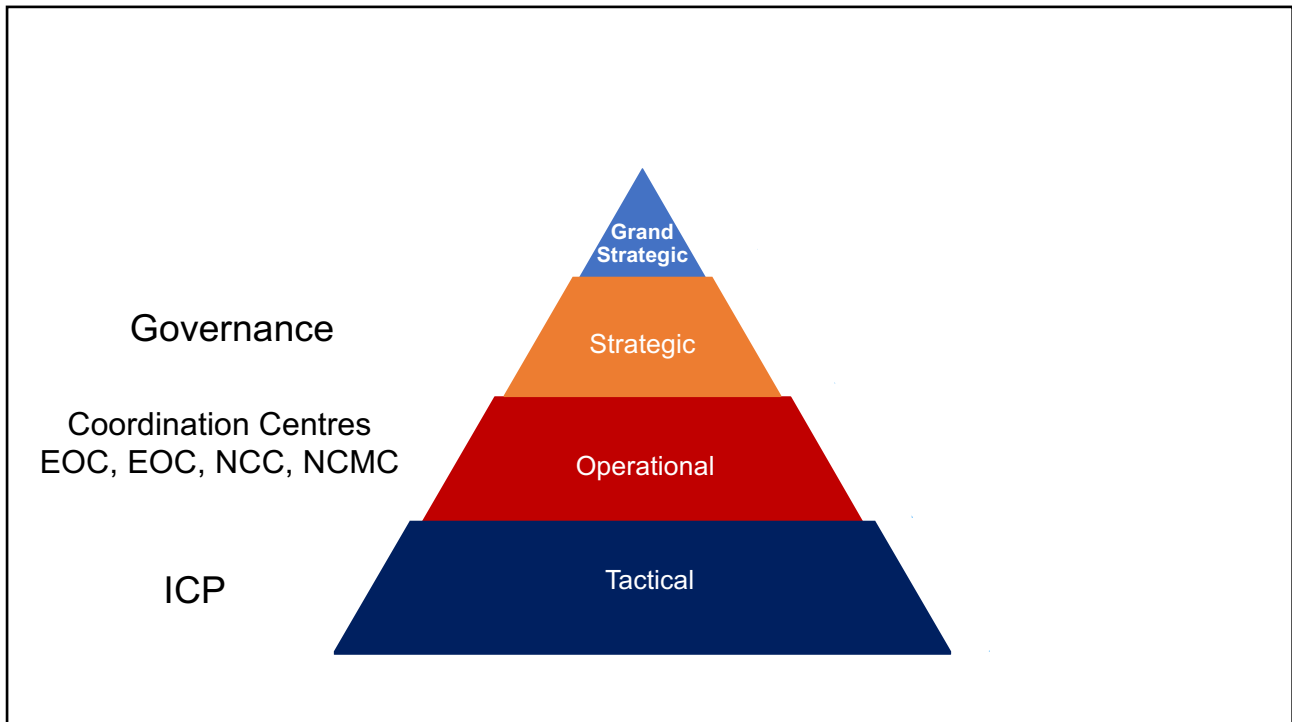
Incident Classification system

		Severity			
		1 Minor	2 Moderate	3 Major	4 Severe
Response level	National (N)	N1 A minor national level response	N2 A moderate national level response	N3 A major national level response	N4 A severe national level response
	Regional (R)	R1 A minor regional level response	R2 A moderate regional level response	R3 A major regional level response	R4 A severe regional level response
	Local (L)	L1 A minor local level response	L2 A moderate local level response	L3 A major local level response	L4 A severe local level response
	Incident (In)	In1 A minor incident level response	In2 A moderate incident level response	In3 A major incident level response	In4 A severe incident level response

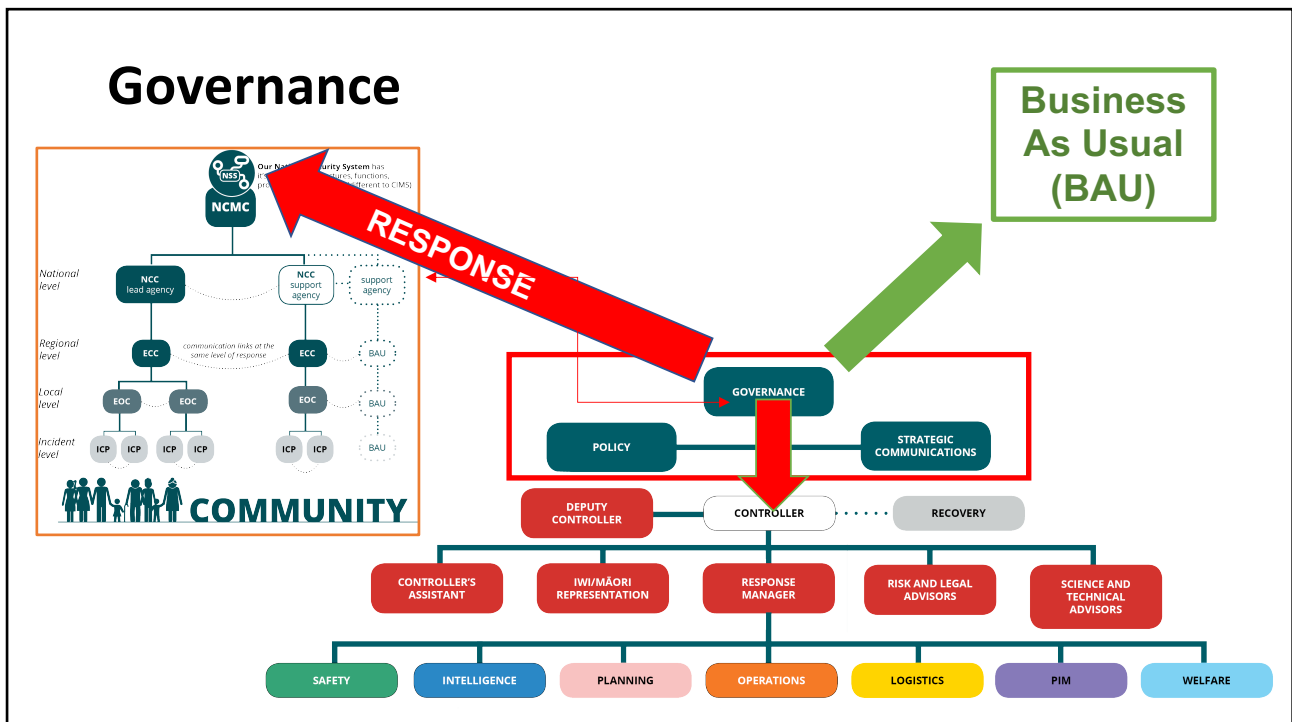
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		Severity				
		Examples of aspects to be considered	1 Minor	2 Moderate	3 Major	4 Severe
Category	Consequences/ impacts	Health and life, infrastructure, culture, community, Treaty obligations, reputation, trade, economy, environment, shelter and accommodation, recovery	A small number of the population in the area are / would be / could be impacted	Some of the population in the area are / would be / could be impacted	Many of the population in the area are / would be / could be impacted	A majority of the population in the area are / would be / could be impacted
	Resources	Capacity and capability to manage (e.g. availability of technical expertise and resources, responders) and finances available	Manageable within available resource and capacity	Requires some allocation of resource	Resource limits and capacity are full	Resource limits and capacity are exceeded
	Public, political and media interest	Degree of expected public, political and media interest (i.e. local interest only, through to global interest), and at what level it should be managed	Minimal to no interest Routinely managed	Some degree of interest Senior leadership and executives are engaged	Significant degree of interest Elected officials and ministers are engaged	Global interest Elected officials and ministers are engaged
	Response and recovery characteristics	Containment, stability, location, spread, number of entities involved, urgency, novelty (e.g. a new event, agencies working with unfamiliar partners etc.), disruption, decisions required, timeframe / expected duration, cost	Familiar/routine/ predictable Known solutions to familiar/routine/ predictable problems	Mostly familiar/routine/ predictable with some degree of irregularity Known solutions to known but irregular problems	Mostly irregular with some degree of familiarity and predictability Mostly known solutions to irregular and possibly unknown problems	Unfamiliar/ unprecedented/ unpredictable Unknown solutions to unknown problems

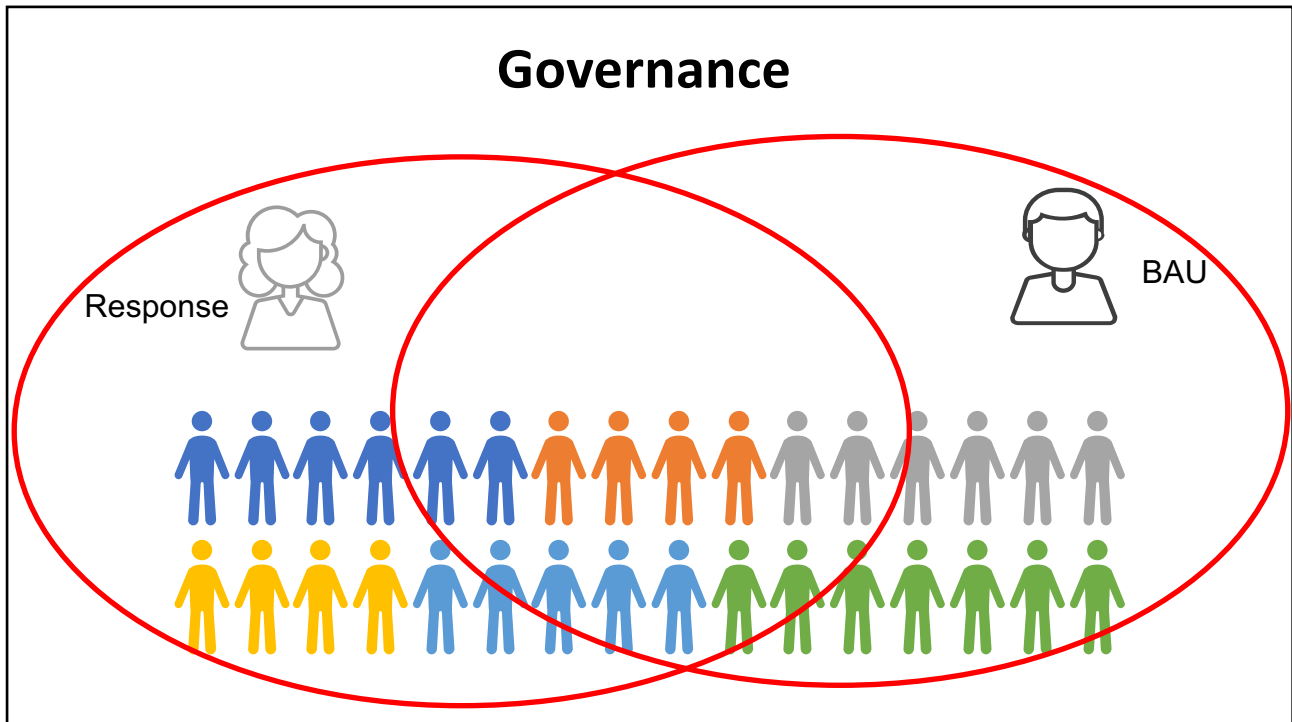
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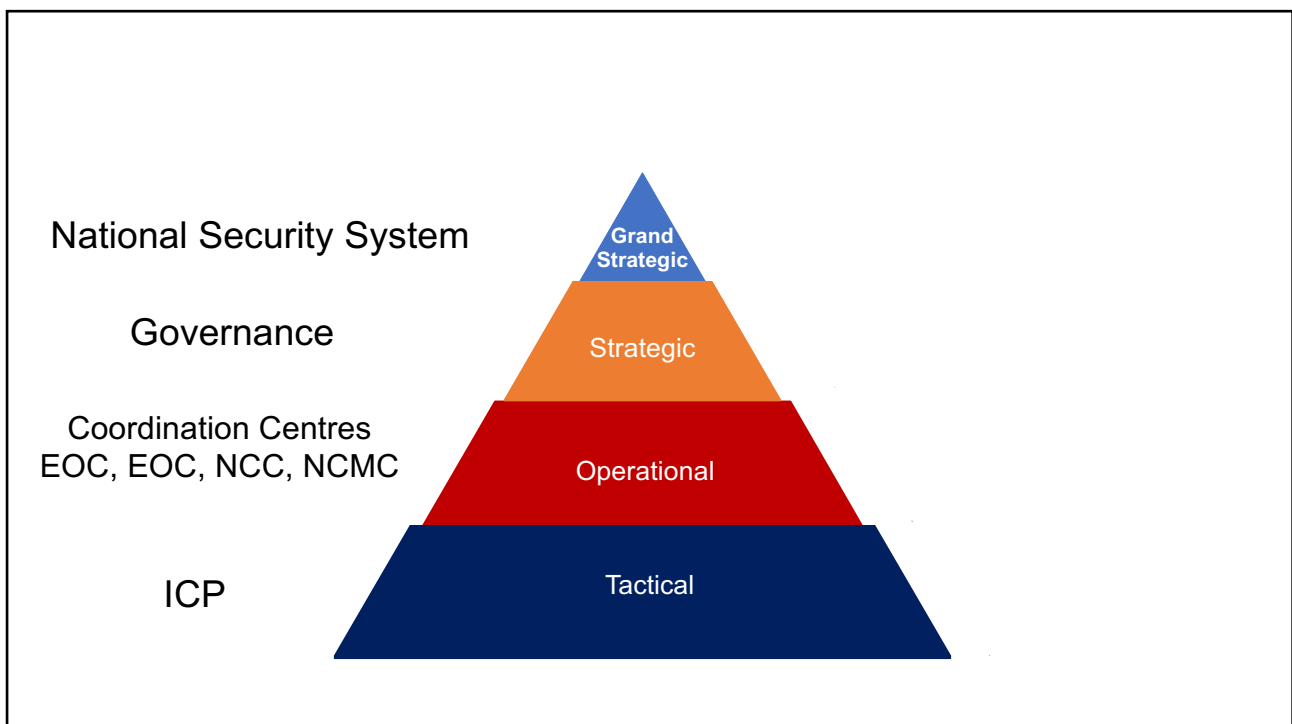
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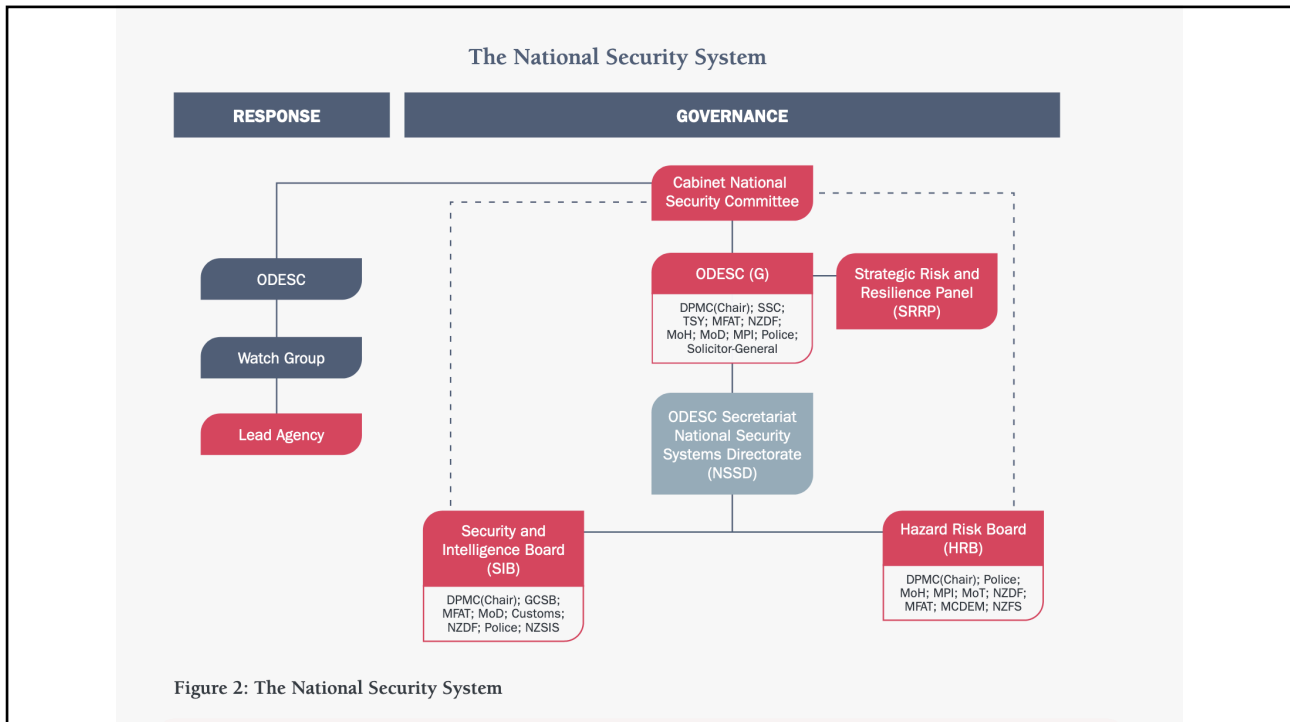
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Officials Committee for Domestic and External Security Coordination (ODESC)

is a committee of Chief Executives which manages national security in New Zealand in both its governance and its response mode

During an emerging or actual security event ODESC:

- Provides all-of-government coordination at the Chief Executive level of the issues being dealt with through the response;
- Provides strategic advice on priorities and mitigation of risks beyond the [lead agency's](#) control;
- Ensures that the [lead agency and those in support](#) have the resources and capabilities required to bring the response to an effective resolution;
- Provides the linkages to the political level, including supporting Ministers to make decisions about strategic policy, authorisation of resources or any other decisions which sit within Ministers' area of control;
- Exercises policy oversight and advises the Prime Minister, Cabinet, and, when activated, the [Cabinet National Security Committee](#), accordingly.

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Security and Intelligence Board

It focuses on external threats and intelligence issues.

- Department of the Prime Minister and Cabinet
- Government Communications Security Bureau
- New Zealand Security Intelligence Service
- Ministry of Foreign Affairs and Trade
- Ministry of Defence
- New Zealand Customs
- New Zealand Defence Force
- New Zealand Police

Other Chief Executives or officials may be invited by the Chair to attend SIB meetings if required.

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Hazards Risk Board

The HRB is chaired by the Deputy Chief Executive Security and Intelligence of the Department of the Prime Minister and Cabinet. HRB membership includes Chief Executives (or their alternates) of the:

- Department of the Prime Minister and Cabinet
- New Zealand Police
- Ministry of Health
- Ministry for Primary Industries
- Ministry of Transport
- New Zealand Defence Force
- Ministry of Foreign Affairs and Trade
- New Zealand Fire Service
- National Emergency Management Agency

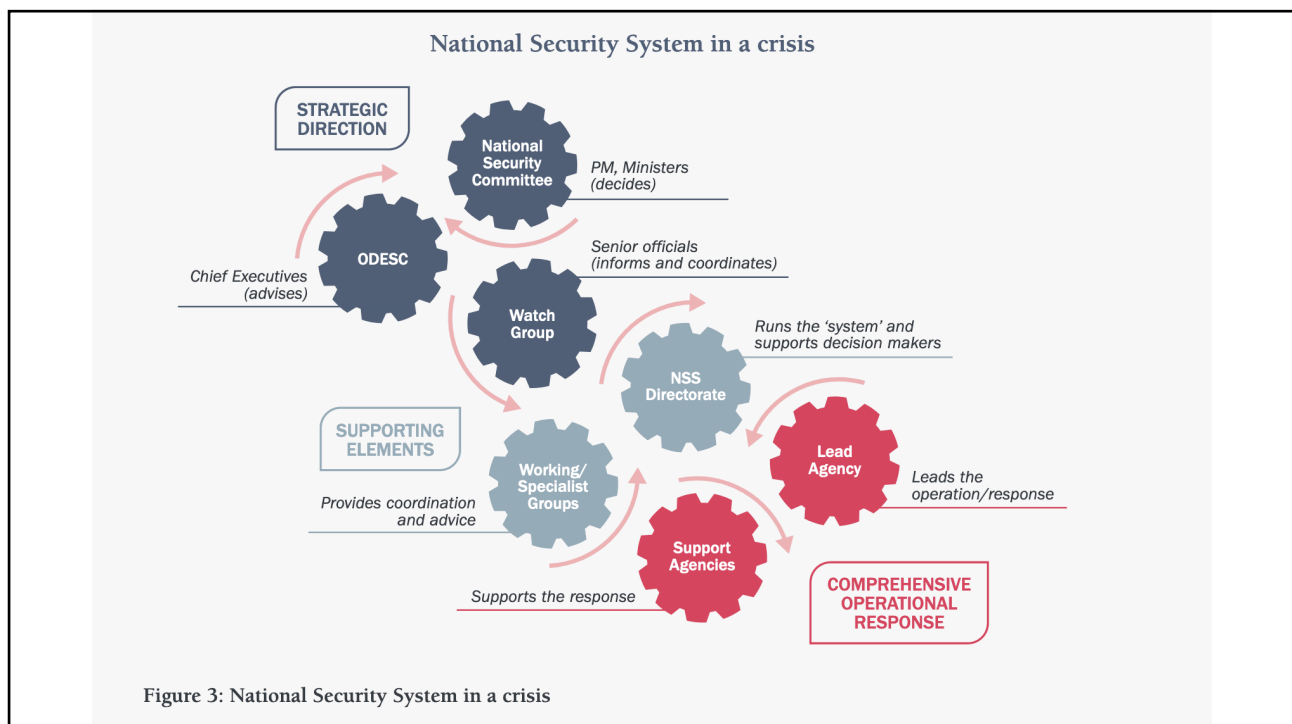
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Watch / Working Groups

Watch Groups are formed in response to a potential, emerging or actual event.

- They are a tool to obtain situational clarity in what is often a chaotic environment and are responsible for ensuring that systems are in place to ensure effective management of complex issues.
- Watch Groups are ordinarily made up of senior officials able to commit resources and agree actions on behalf of their organisation.
- The exact composition of Watch Groups depends on the nature of the event and includes agencies with a role to play in responding to the issue at hand.

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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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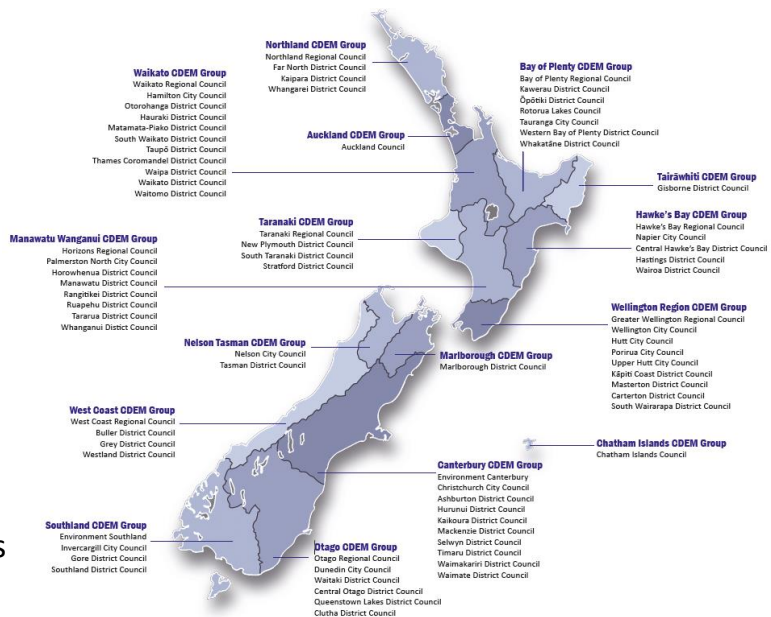
NZ Civil Defence Emergency Mgt

16 CDEM Groups

Most groups have local authorities within them

Unitary Authorities

Auckland, Marlborough, Tairāwhiti, Chatham Islands



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MBIE Roles in a Local Response

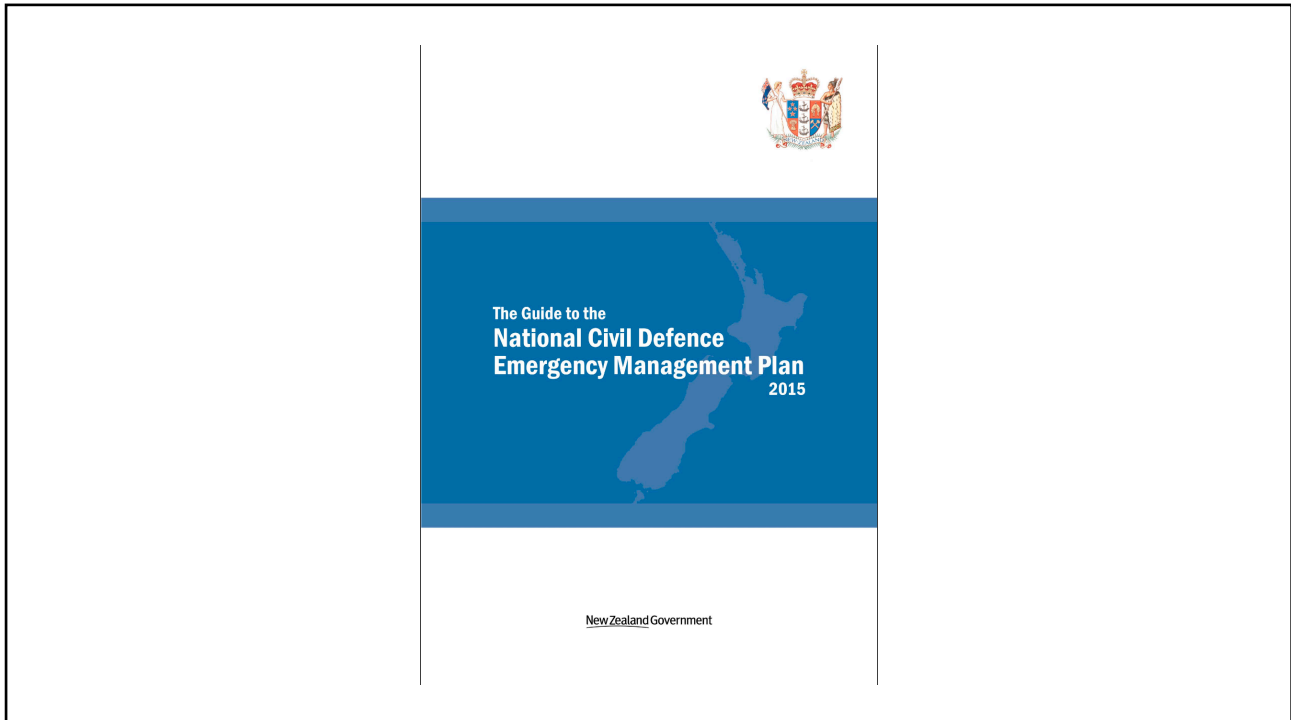
- Safety and well being of staff and families
- Lead response until relieved by another agency with lead responsibilities
- Support the lead agency as required

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MBIE Roles in a National Response

1. Safety and well being of staff and families
2. Supporting an AOG response
3. Specific responsibilities per...

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Ministry for Business, Innovation, and Employment

Function The Ministry of Business, Innovation and Employment (MBIE) develops and delivers policy, services, advice and regulation to support business growth and the prosperity and wellbeing of New Zealanders.

MBIE integrates the functions of four former agencies – the Department of Building and Housing, the Ministry of Economic Development, the Department of Labour and the Ministry of Science and Innovation.

See

- ♦ Section 3, Management of emergencies
- ♦ Section 14, Welfare services
- ♦ Section 15, Building management
- ♦ Section 16, Science and research organisations
- ♦ Section 26, National Crisis Management Centre
- ♦ Section 28, Public information management
- ♦ Section 29, Logistics

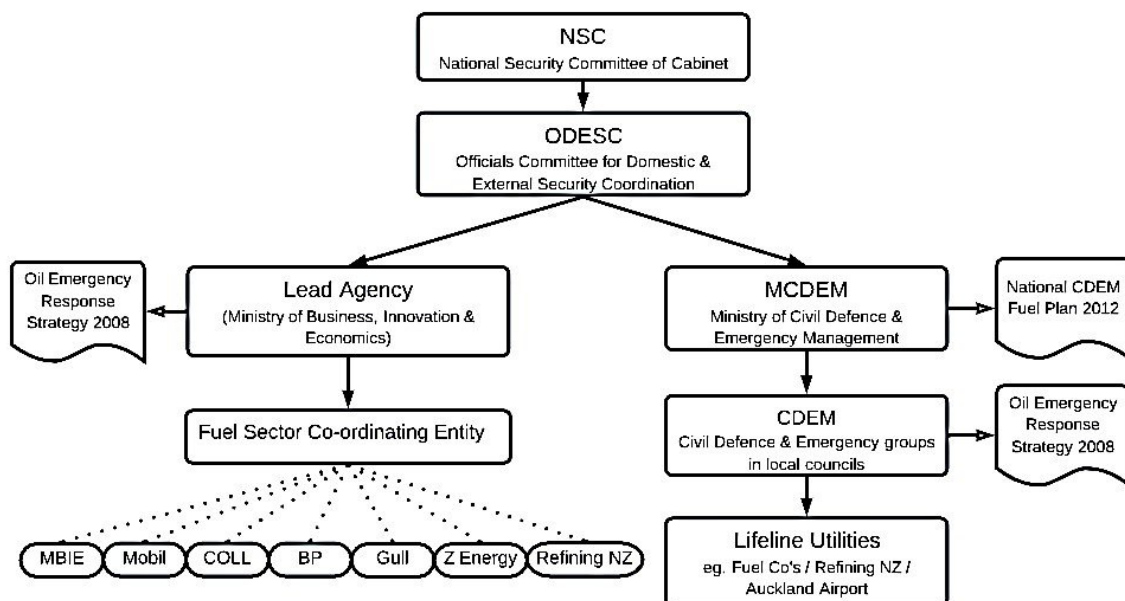
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Auckland Fuel Line Disruption – August 2017



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New Zealand's Civil Defence and Emergency System

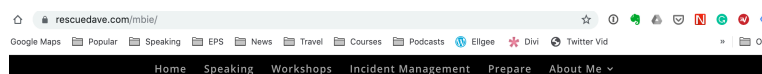


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Scenario Time

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www.epscims.co.nz/mbie



MBIE "Getting to KNOW CIMS"

Resources from the course:

- Click here to download a PDF copy of the PowerPoint
- 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 Auckland Fuel Supply Disruption (2017) Inquiry Report

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