

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

www.epscims.co.nz/mfat

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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*

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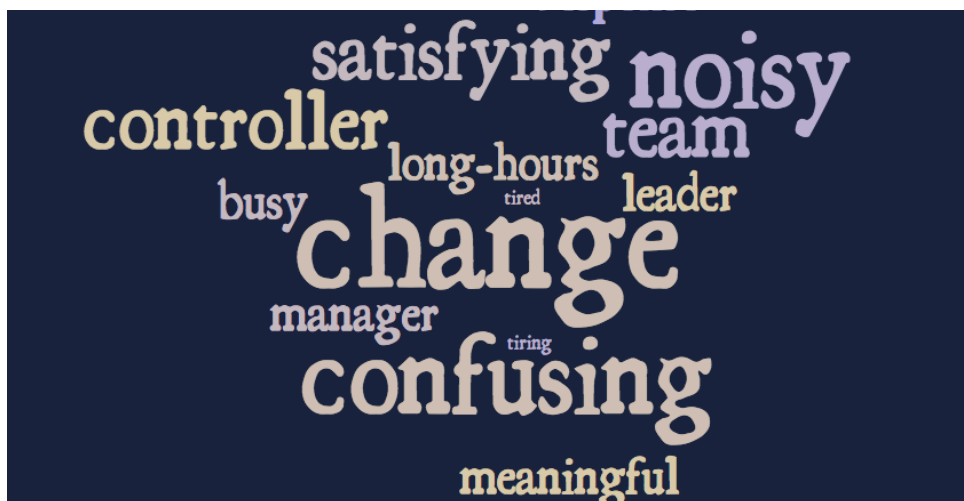
High Performance Teams

- 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**



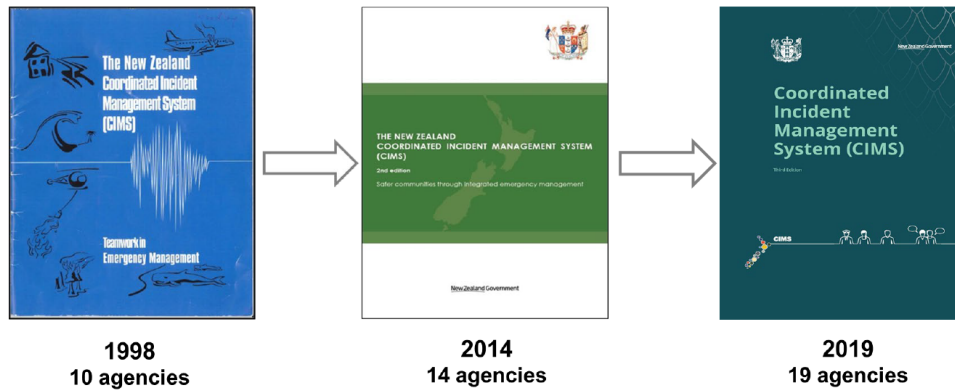
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Response is....



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History of CIMS



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



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Or to save the people when it goes wrong!



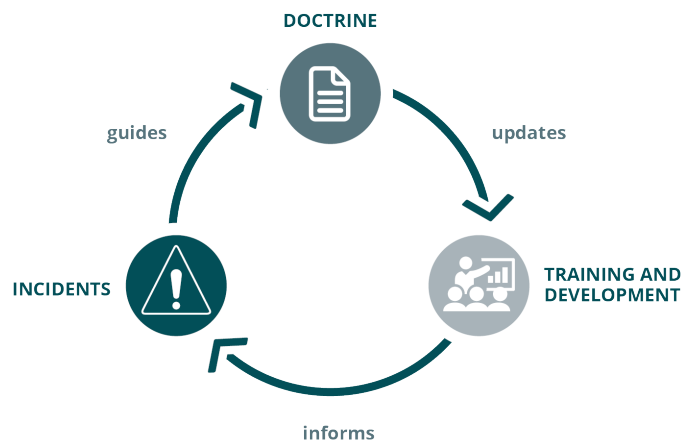
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The 'R's



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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

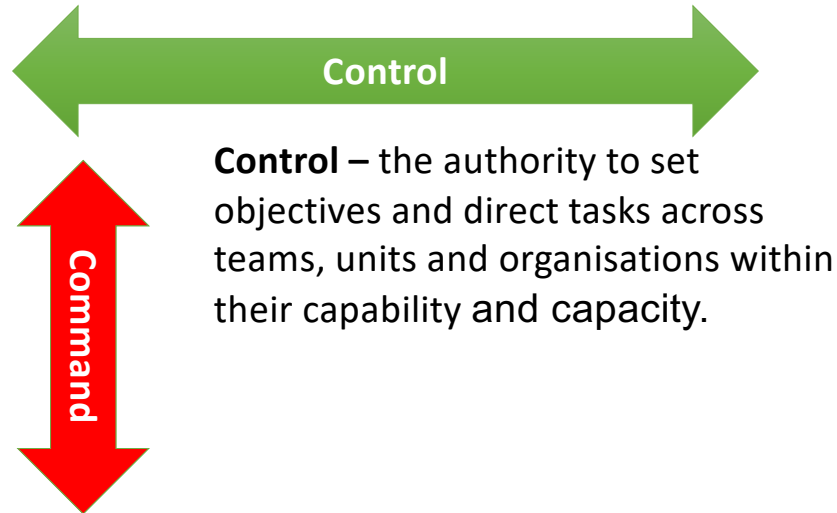
1. Common structures, roles & responsibilities
2. Common Terminology

Characteristics...

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

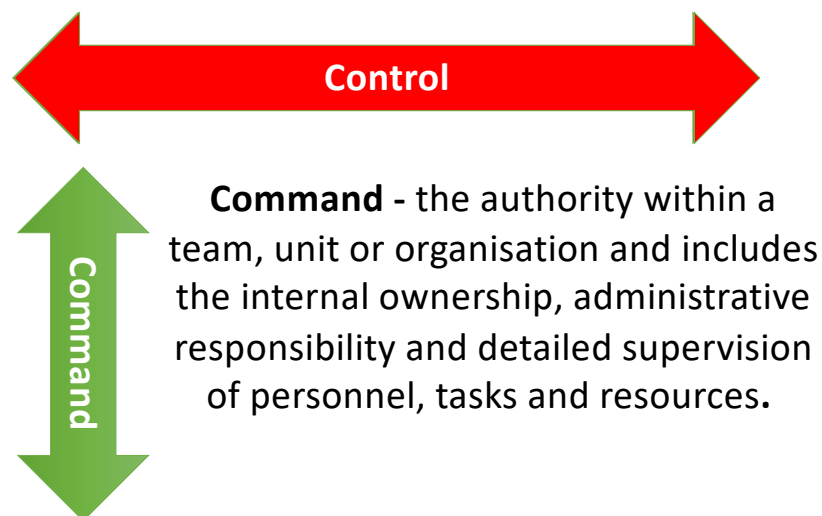
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Control and Command



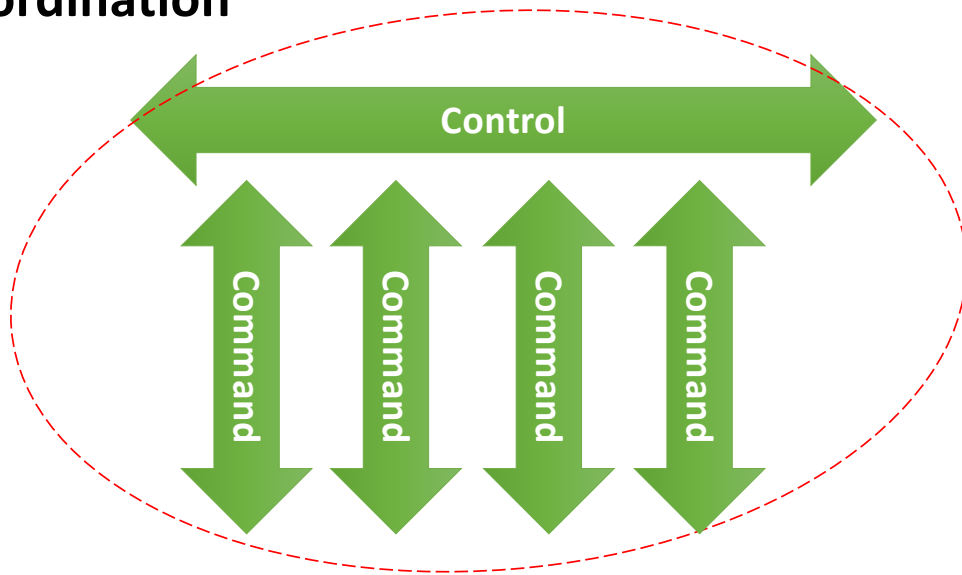
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Control and Command



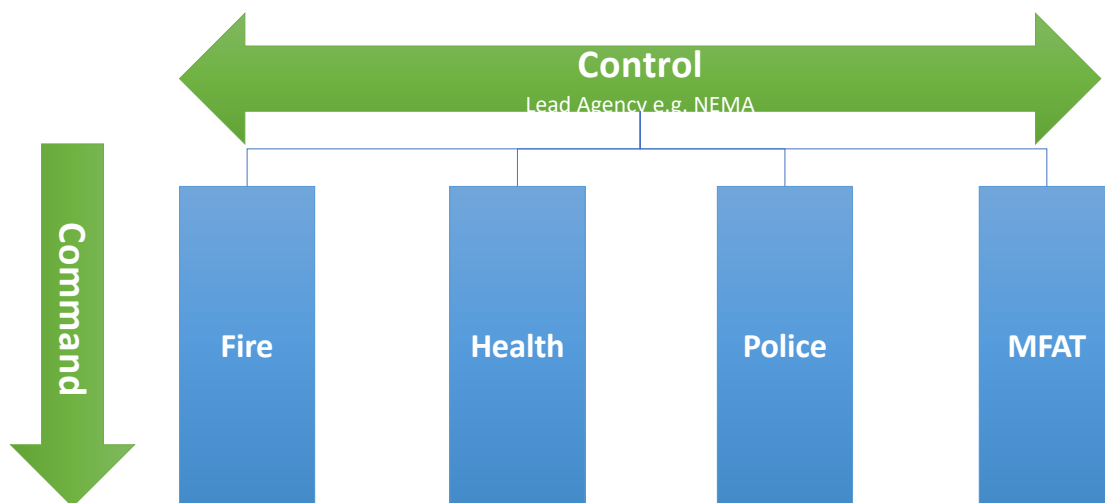
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Coordination



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Example: Control and Command



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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 MFAT Might Be Lead Agency....

- Never, in a NZ based incident
- Humanitarian team leads NZ response to events in the Pacific
- Wuhan evacuation

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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)

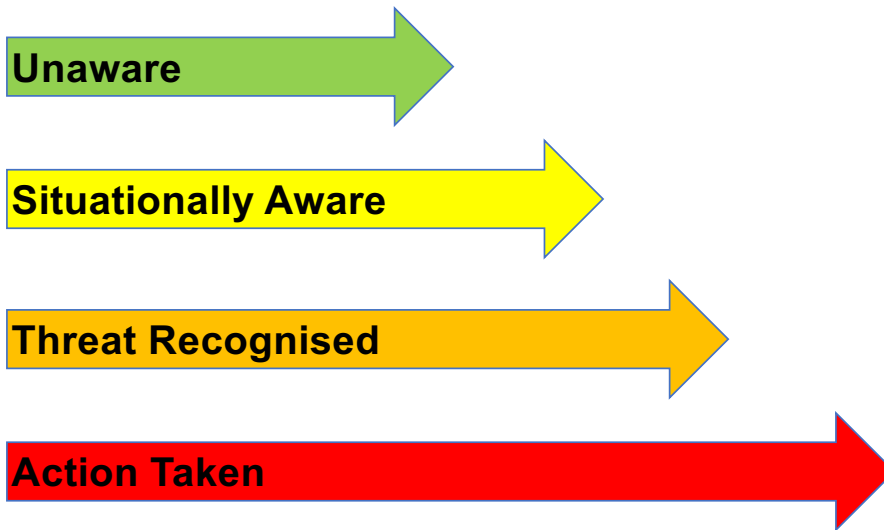
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Situational Awareness

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

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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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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 level



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“JFDI” vs “IMT”



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Incident Level IMT



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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"

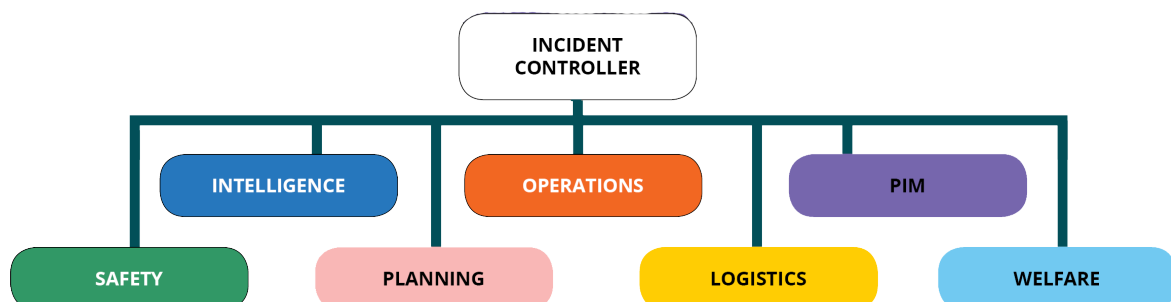
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Incident Level Response

Flexibility

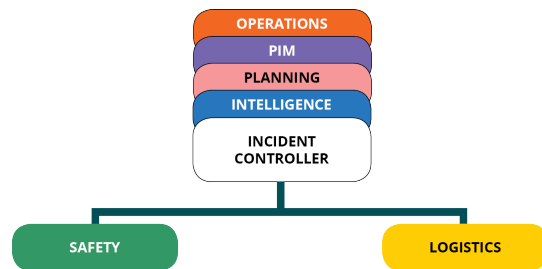
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Incident Management team (ICP)



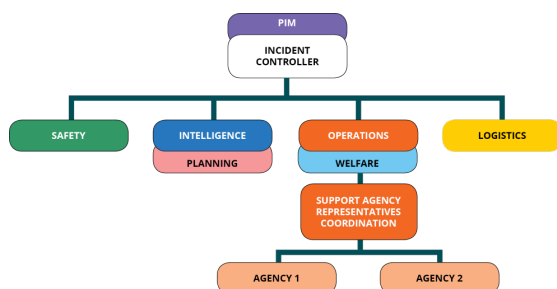
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Car Fire



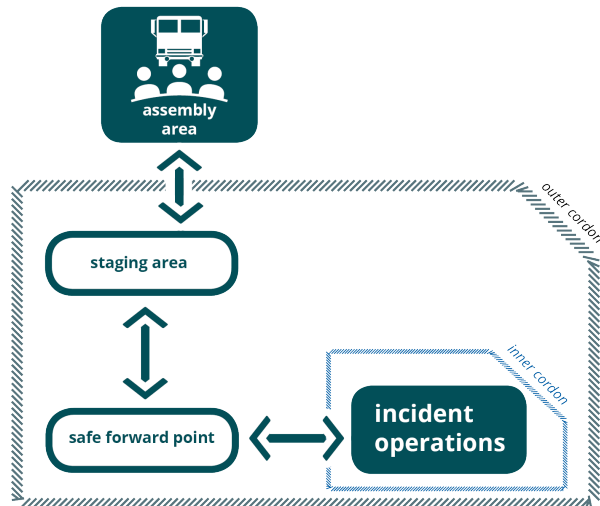
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Large Road Crash



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Incident Level Response Facilities and Locations



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Sky City Convention Fire



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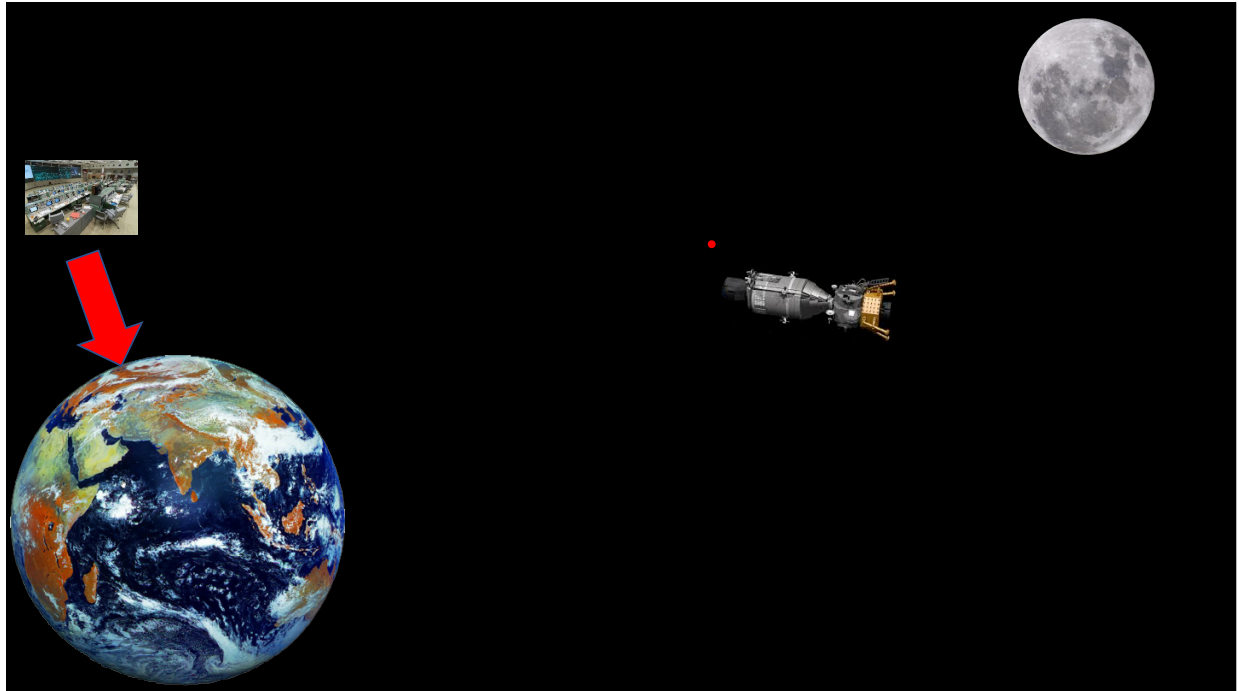
Build an Initial Understanding

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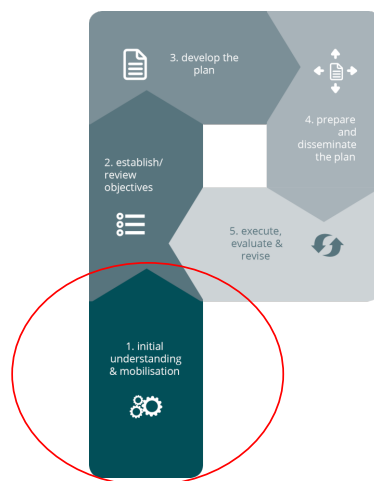
**"INCIDENT"
OCCURS**

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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 Response

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Levels of Coordination / Response Levels



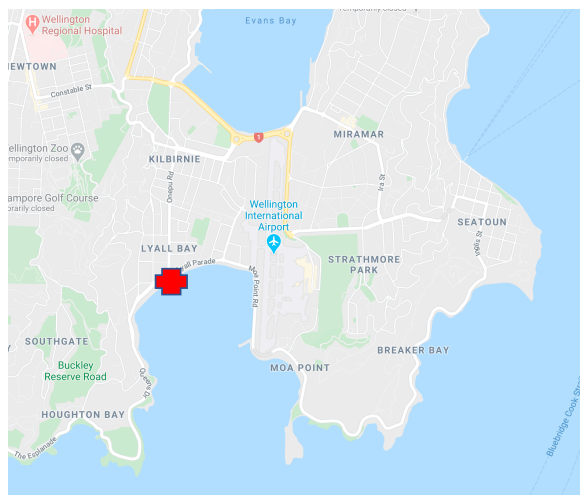
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Local Incident

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

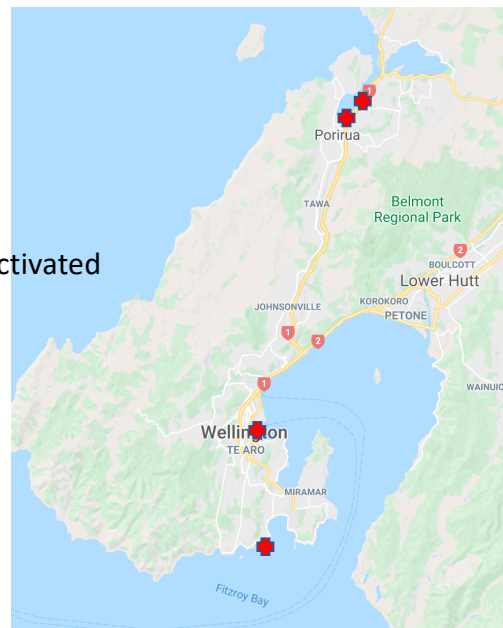
- Wellington City
- Multiple Incident Control Points
- Wellington City Emergency Operation Centre (EOC) activated



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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

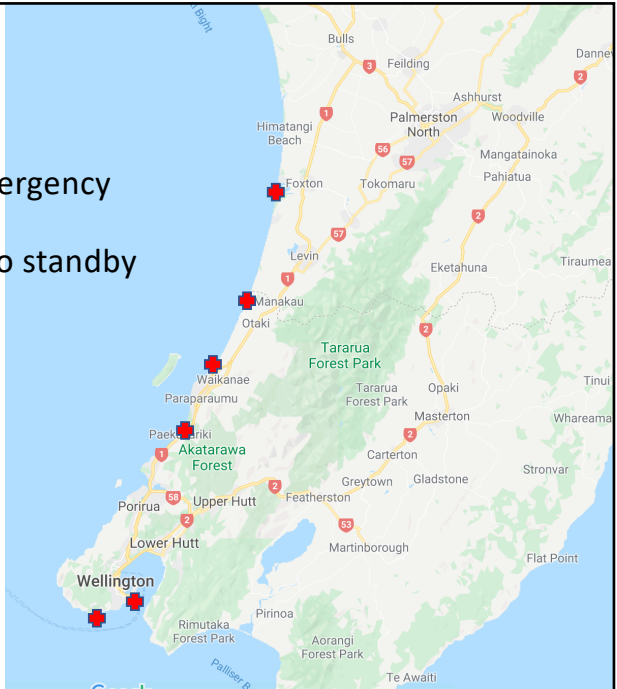


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Multiple Incidents

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

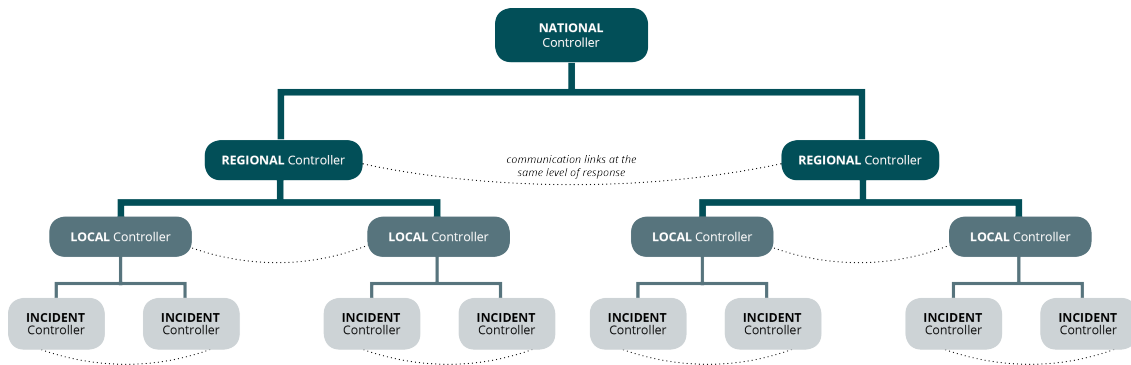
Canterbury Earthquakes

- Canterbury Shootings
- COVID-19
- Fuel line disruption



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Relationship Across a Response

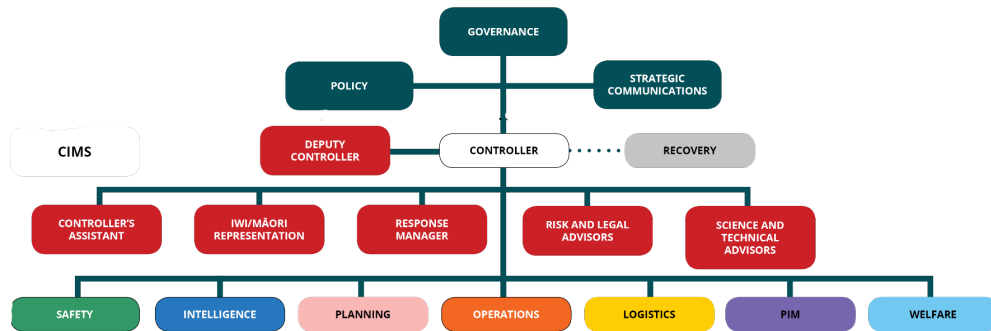


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Additional CIMS Function in Coordination Centres

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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

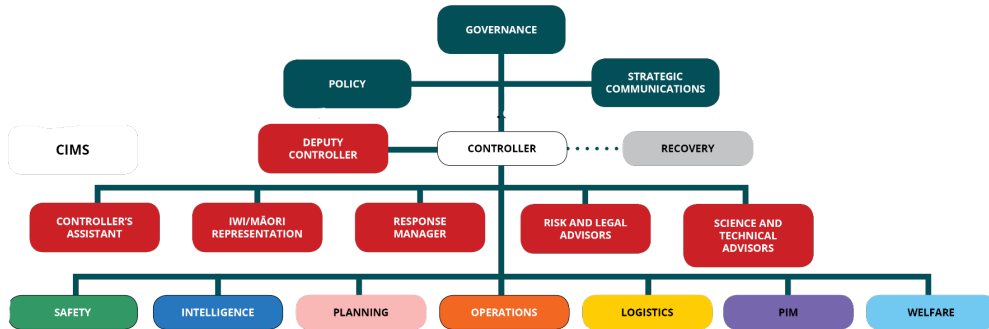
Logistics

External LOGISTICS

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

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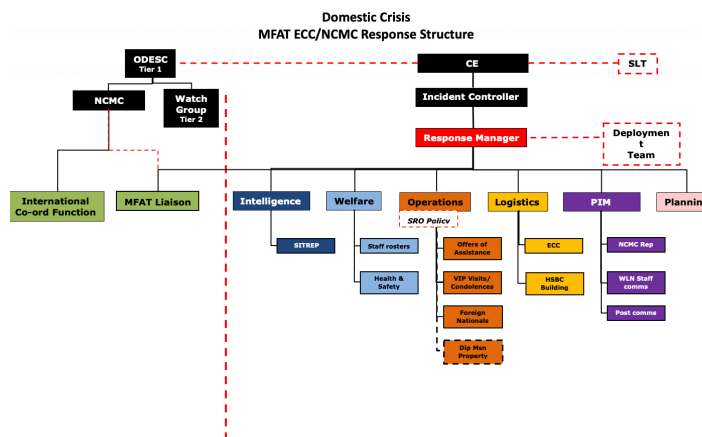
Full CIMS Structure



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

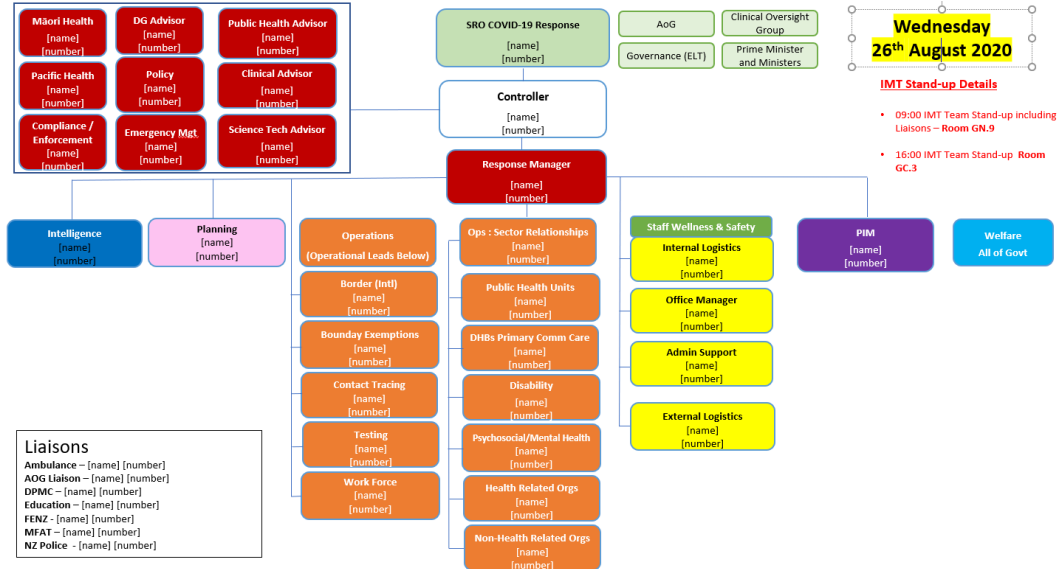
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MFAT – CIMS Structure



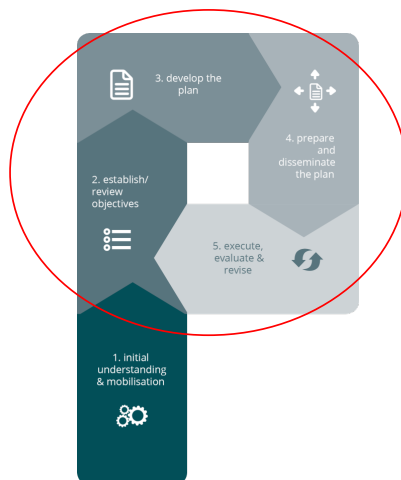
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CIMS is Flexible - Functions in the Covid-19 Resurgence Response



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Develop and Implement the Plan

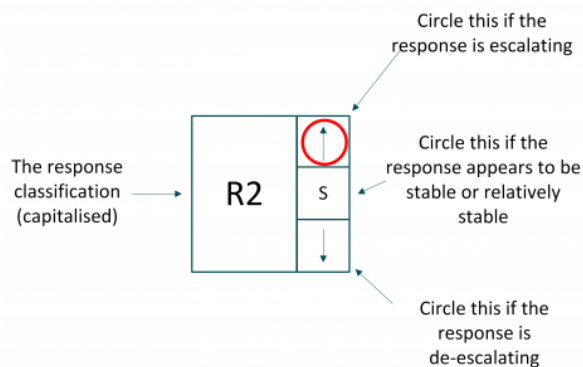


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Establish a “Battle Rhythm”

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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Incident Classification system

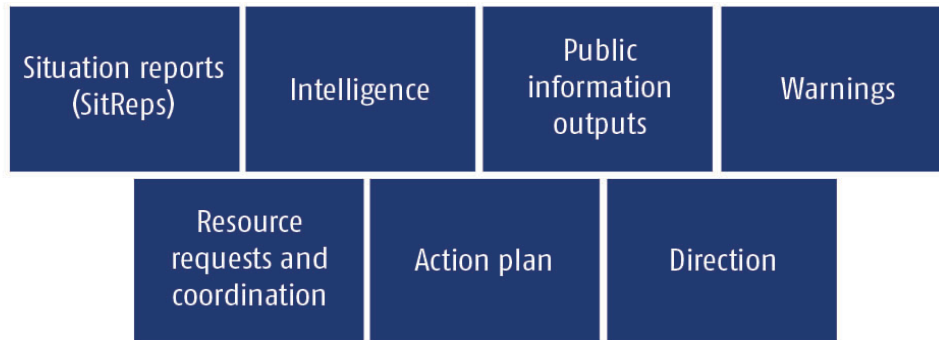
		Severity			
		1 Minor	2 Moderate	3 Major	4 Severe
Response level	National (N)	N1 A minor national level response	N2 A moderate national level response	N3 A major national level response	N4 A severe national level response
	Regional (R)	R1 A minor regional level response	R2 A moderate regional level response	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

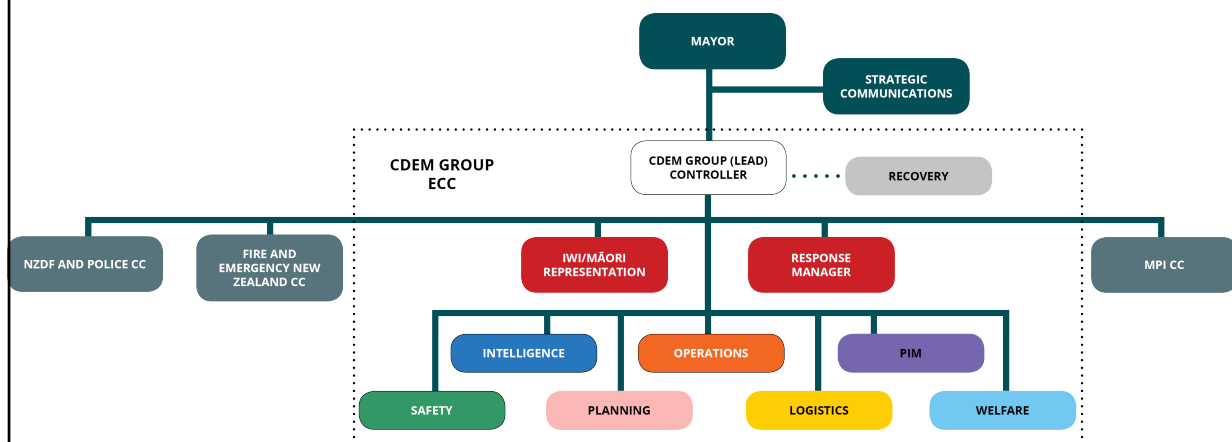
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Coordination Centre Outputs



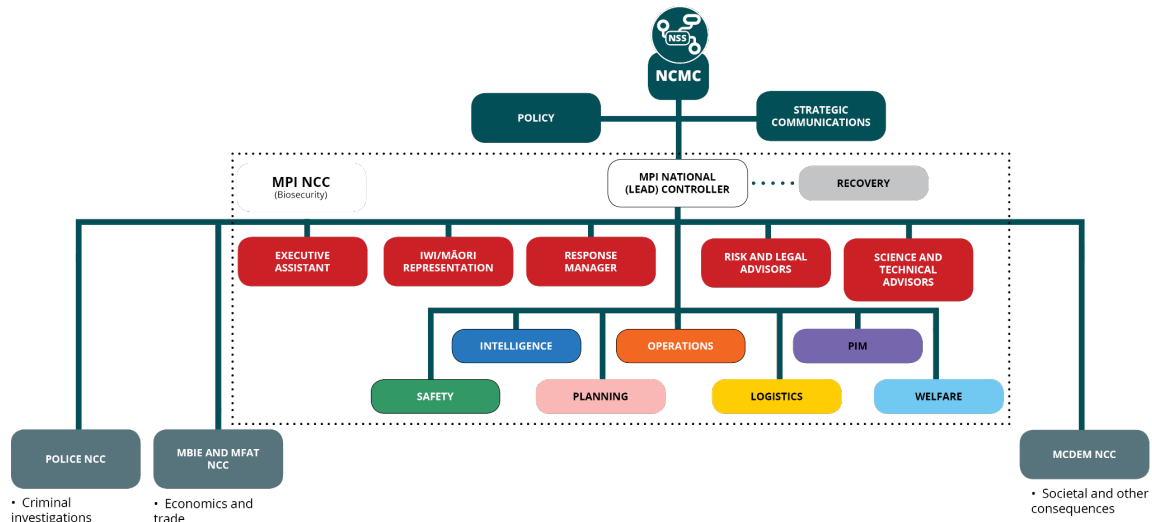
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Example Regional Level Response



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National Level Response Example



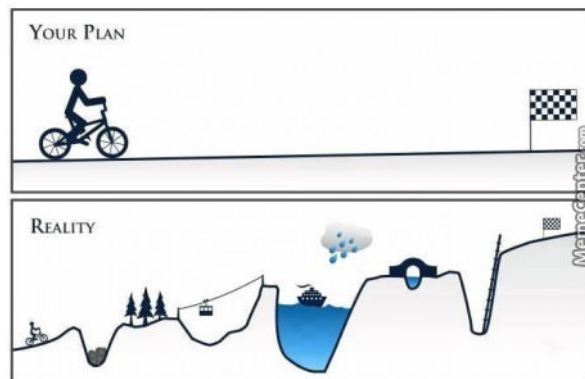
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Ambiguity and Change

Present in Every Response

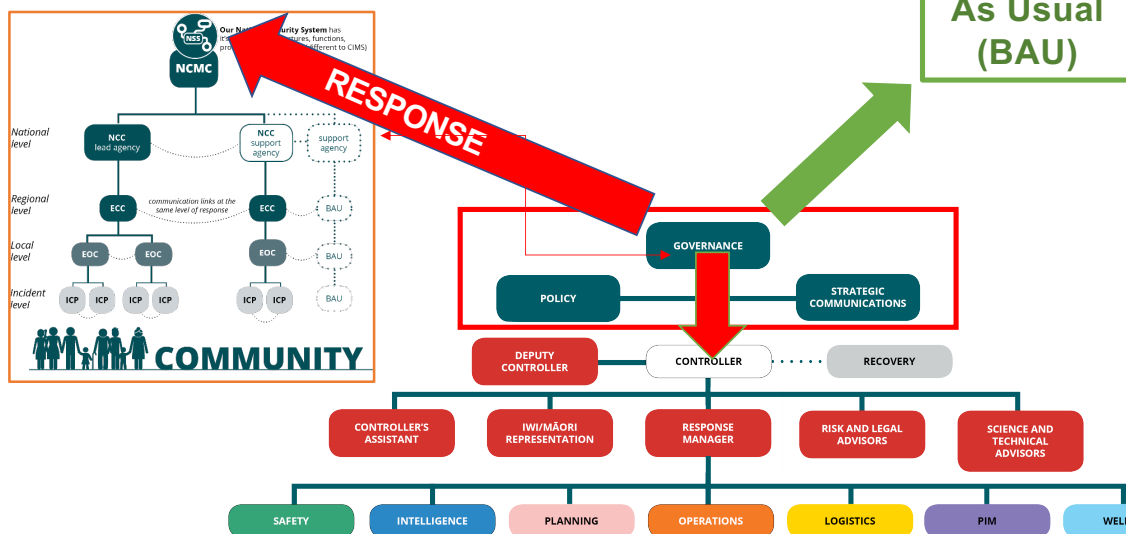
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Change

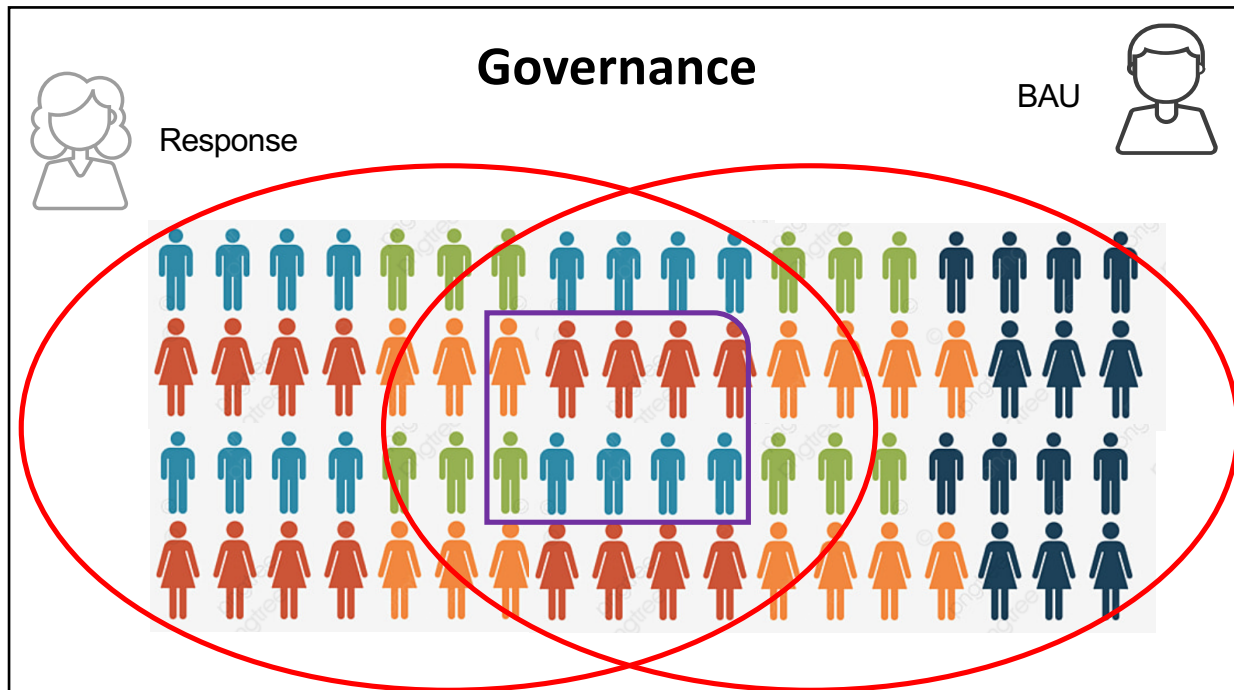


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Governance



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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

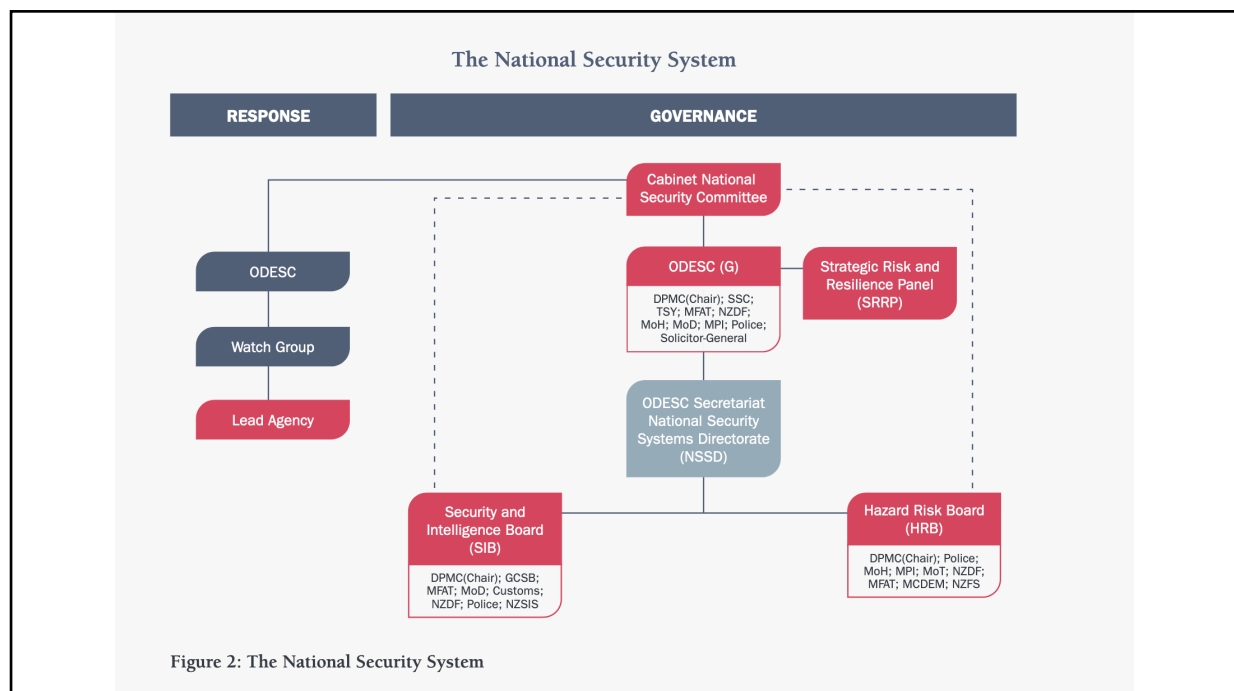
Officials Committee for Domestic and External Security Coordination (ODESC) : a committee of Chief Executives which manages national security in New Zealand in both its governance and its response mode

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

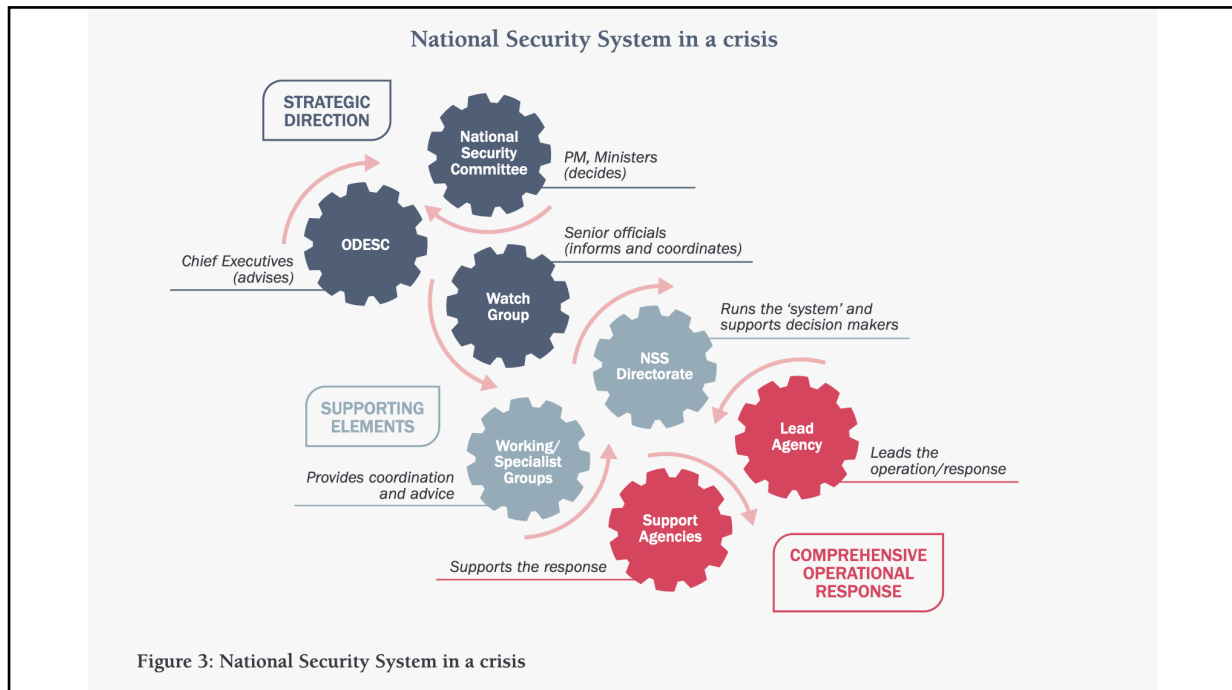
Hazards Risk Board (HRB) : build a high performing and resilient National Security System able to manage civil contingencies and hazard risks

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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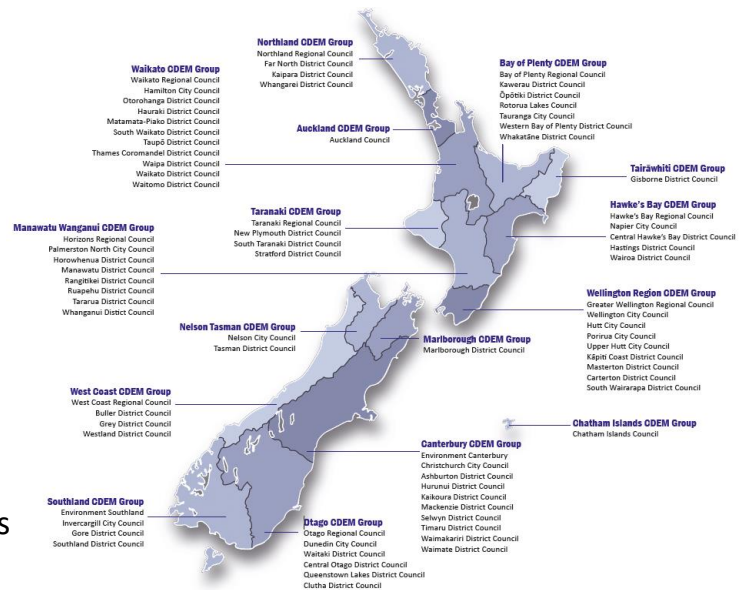
NZ Civil Defence Emergency Mgt

16 CDEM Groups

Most groups have local
authorities within them

Unitary Authorities

Auckland, Marlborough,
Tairāwhiti, Chatham Islands



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MFAT Roles in a Local Response

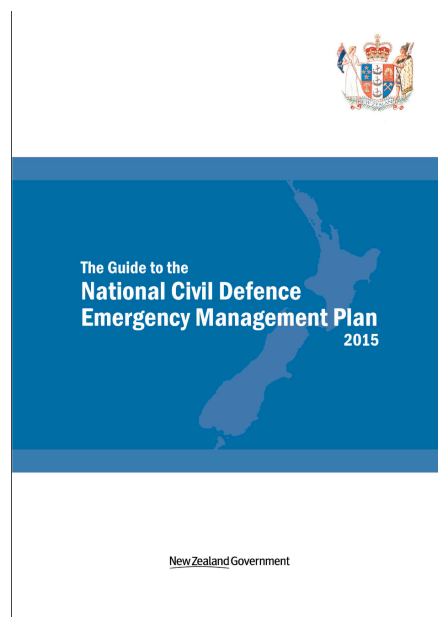
- Safety and well being of staff and families
- Support the lead agency as required

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MFAT 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

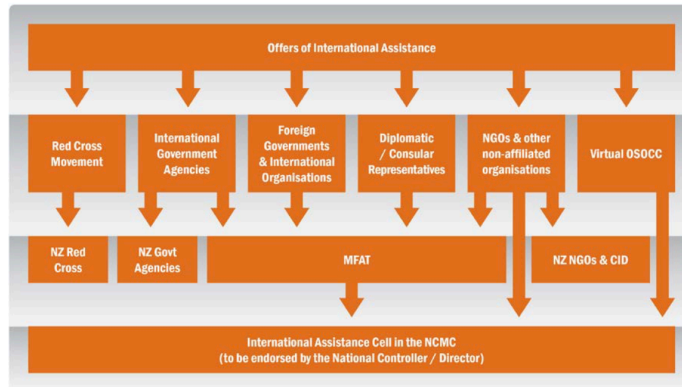


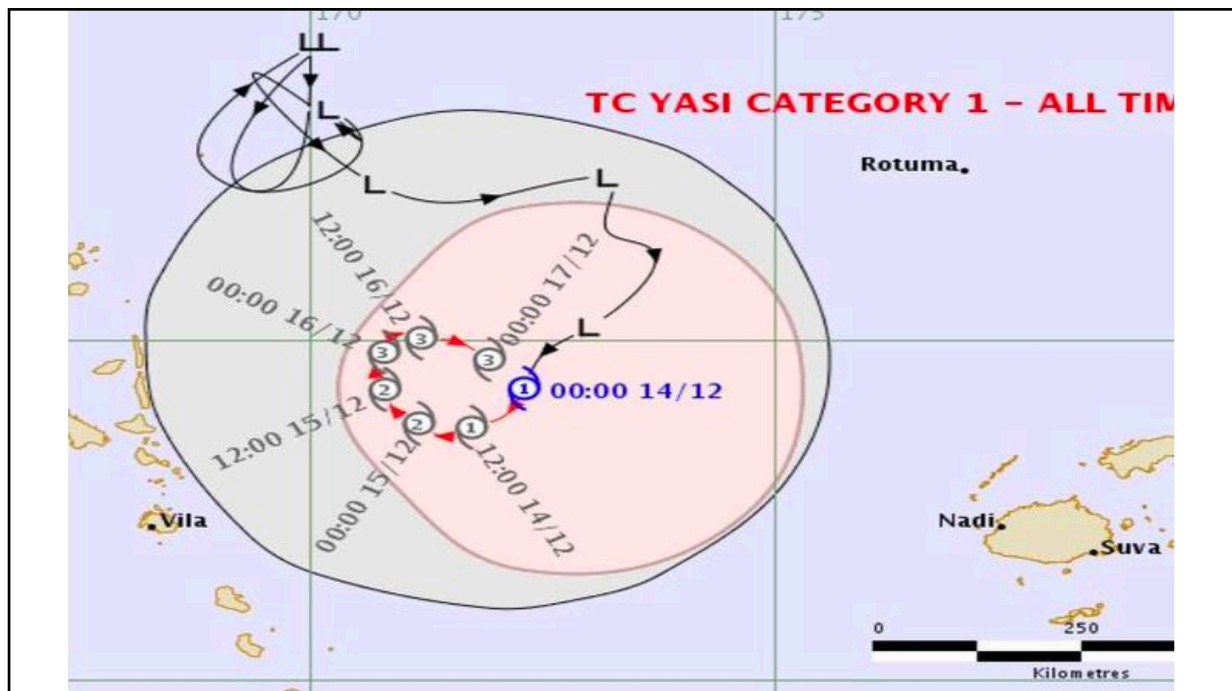
Figure 31.2 How offers of international assistance are received.

31.7.1 Ministry of Foreign Affairs and Trade

MFAT operates an ECC to coordinate its response. The ECC:

- receives queries from, and provides information to, the international community
- conveys offers/requests for assistance to/from foreign governments and international organisations (directly, via MFAT posts, Foreign Missions resident and accredited to New Zealand), and
- channels New Zealand's response to offers of international assistance from foreign governments and non-government organisations when offers have been put on hold, declined, or accepted.

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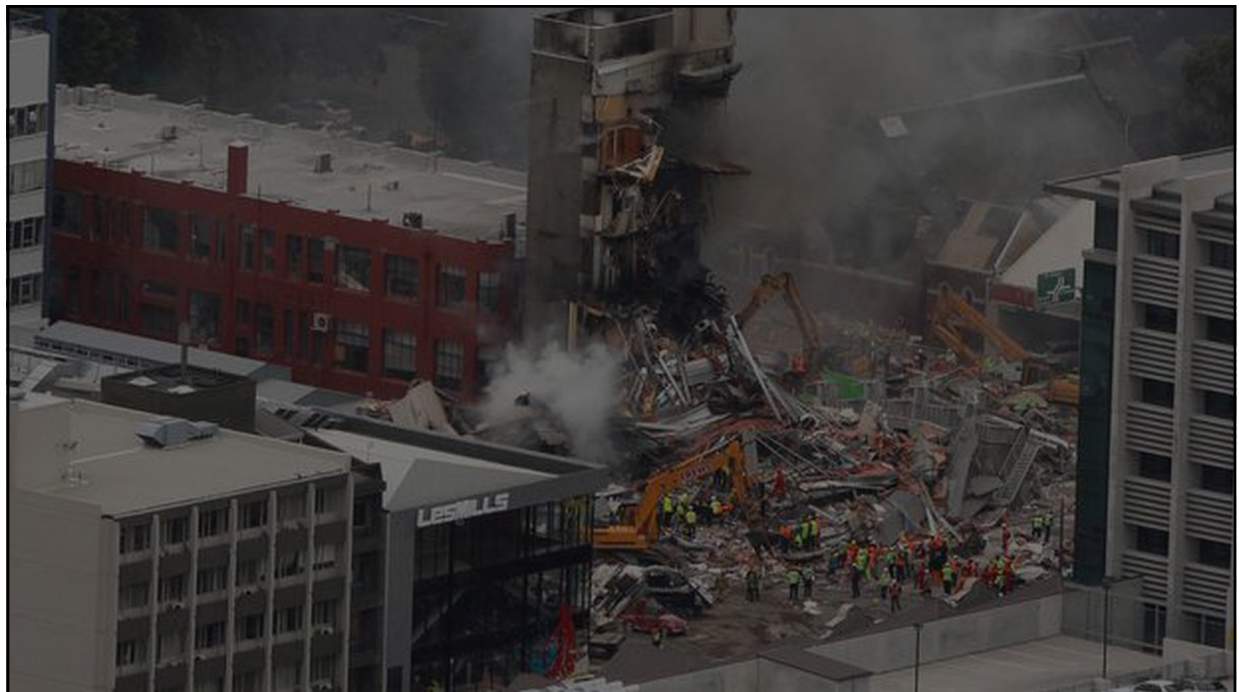


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EMERGENCY PREPAREDNESS SERVICES



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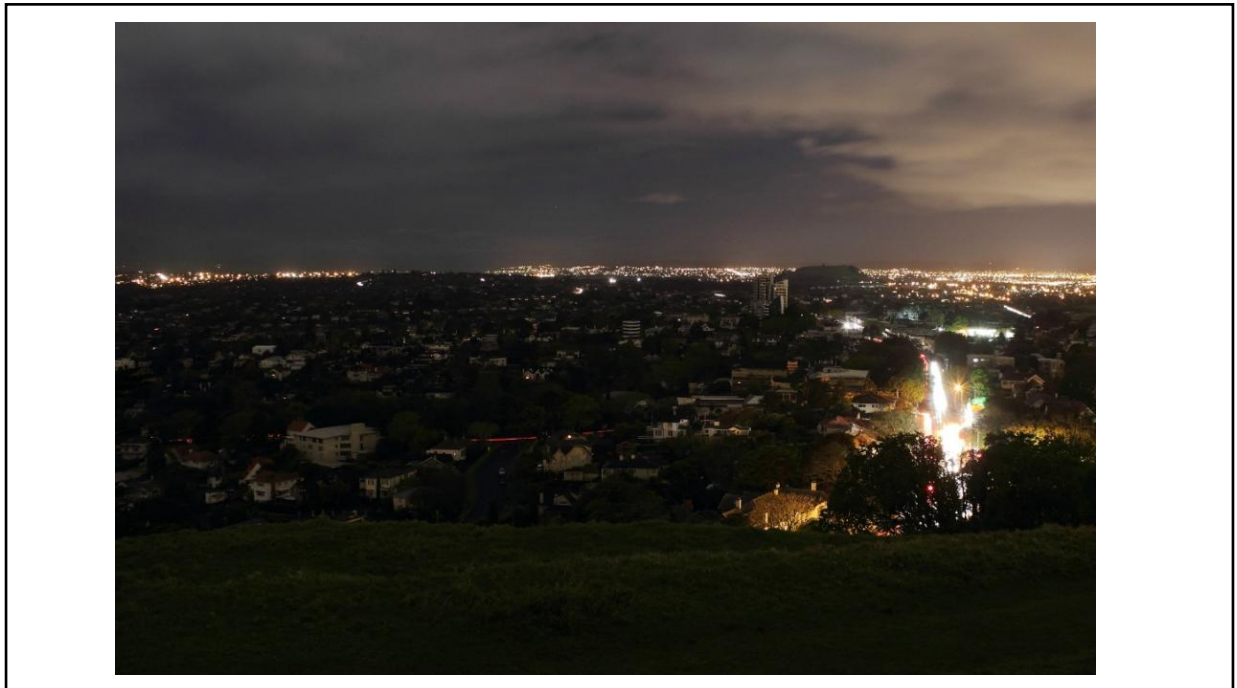


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EMERGENCY PREPAREDNESS SERVICES



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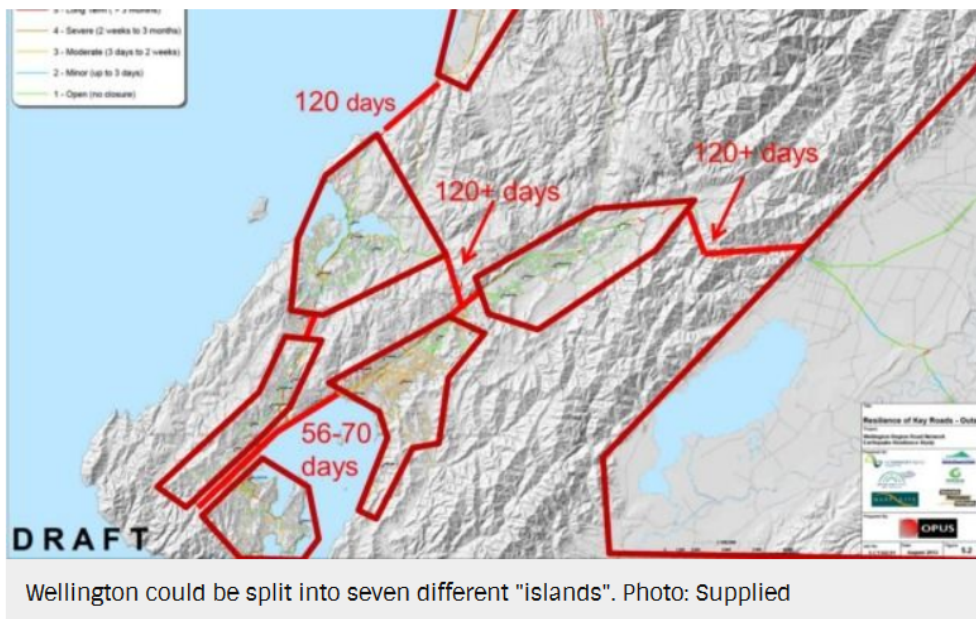
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MFAT Roles in International Response

- Assistance to the Pacific (cyclones, pandemics)
- NZ Medical Assistance Team (in conjunction with Ministry of Health)
- Coordinating assistance to other nations after disasters (USAR, money, etc)

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EMERGENCY PREPAREDNESS
SERVICES



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Personal Preparedness



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