

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

[www.epscims.co.nz/mfat](http://www.epscims.co.nz/mfat)

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*

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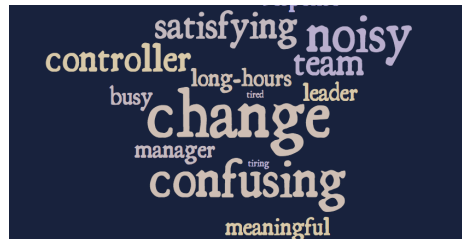
## High Performance Teams

- 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**



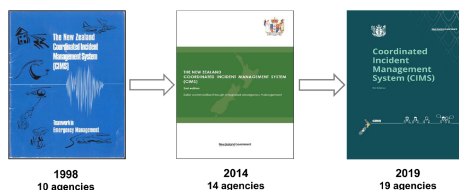
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## Response is....



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## History of CIMS



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



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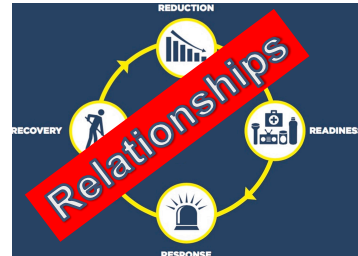
# EMERGENCY PREPAREDNESS SERVICES

Or to save the people when it goes wrong!



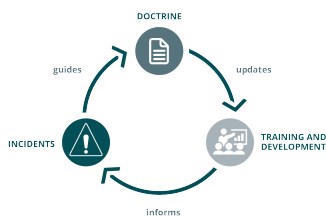
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The 'R's



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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

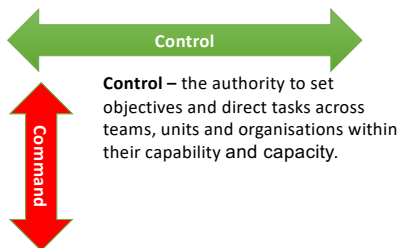
1. Common structures, roles & responsibilities
2. Common Terminology

## 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

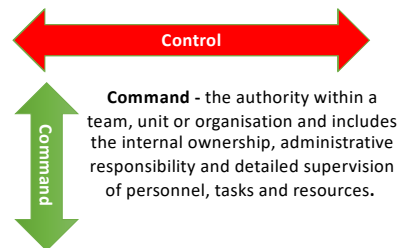
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Control and Command



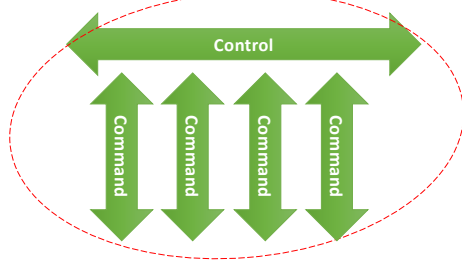
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Control and Command



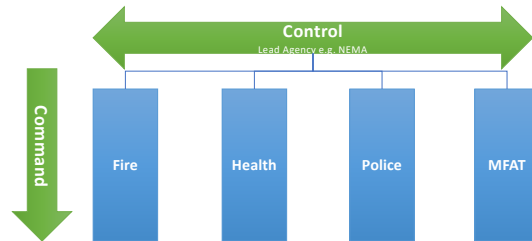
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## Coordination



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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)

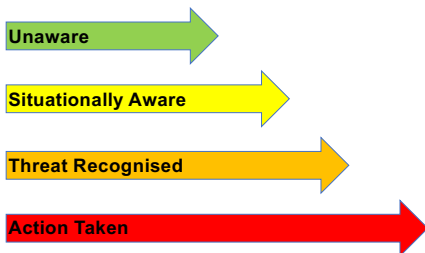
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## Situational Awareness

“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."
- PIR** "I'll let people know and hear their feedback"
- WELFARE** "I'll look after the affected people"

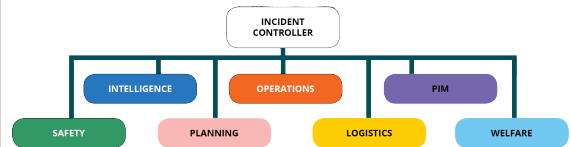
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## Incident Level Response

Flexibility

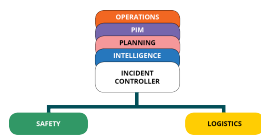
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## Incident Management team (ICP)



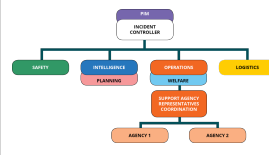
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## Car Fire



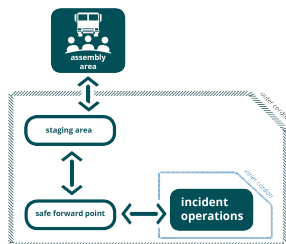
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## Large Road Crash



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## Incident Level Response Facilities and Locations



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## Sky City Convention Fire



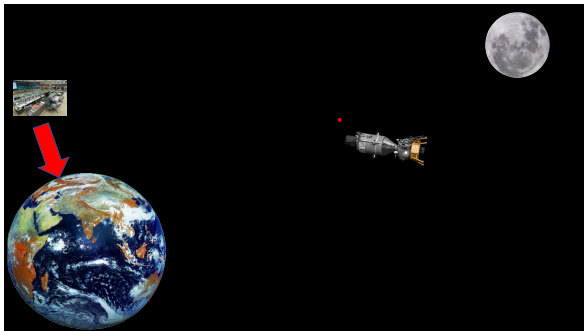
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## Build an Initial Understanding

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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?

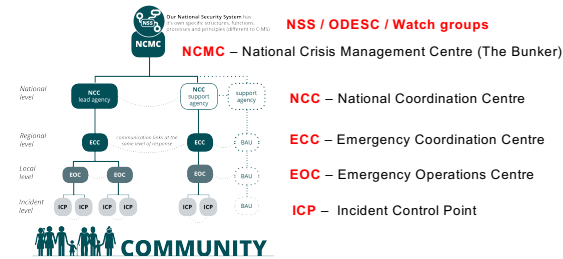
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## Levels of Response

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# EMERGENCY PREPAREDNESS SERVICES

## Levels of Coordination / Response Levels

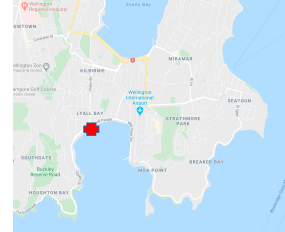


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## Local Incident

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

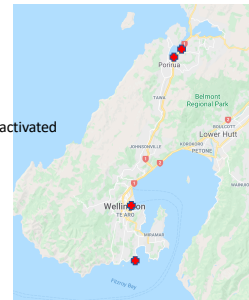
- Wellington City
- Multiple Incident Control Points
- Wellington City Emergency Operation Centre (EOC) activated



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## Multiple Incidents - Multiple Jurisdictions

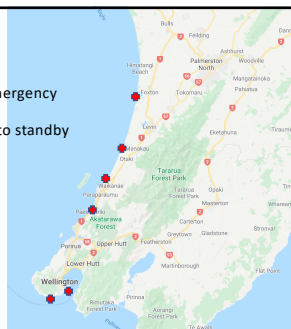
- Single Region (Wellington)
- Multiple Incident Control Points
- Wellington City and Porirua EOCs Activated
- WREMO Emergency Coordination Centre (ECC) activated



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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

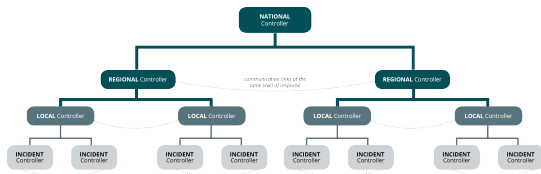
- ICP(s)
- EOC, ECC as required
- National Security System, Bunker (NCMC), Ministry NCC's activated

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



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## Relationship Across a Response

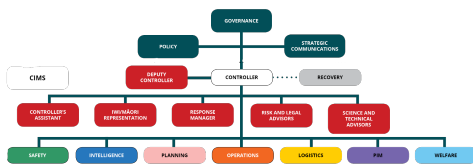


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## Additional CIMS Function in Coordination Centres

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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
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

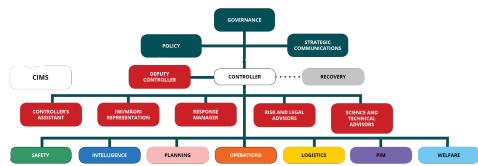
### External LOGISTICS

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

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SERVICES

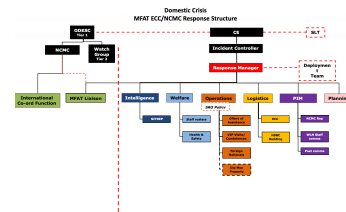
## Full CIMS Structure



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

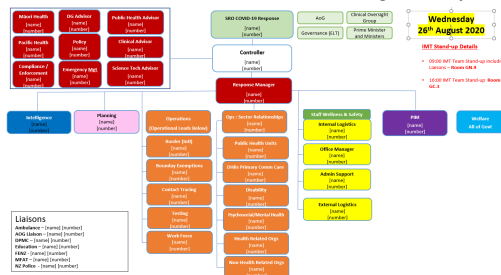
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## MFAT – CIMS Structure



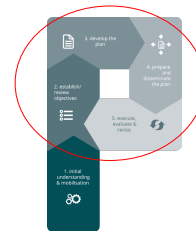
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### CIMS is Flexible - Functions in the Covid-19 Resurgence Response



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## Develop and Implement the Plan

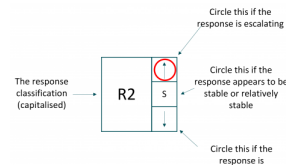


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### Establish a “Battle Rhythm”

ACCIDENT MANAGEMENT/TEAM EVIDENCE SYSTEM				
Year	Key activities and milestones		New resources and information flows	
1988	Ministry of Health sent Report Log	Team sent from Connecticut	Resources received from US Army Corps of Engineers in 1989	
1989			Daily Reports distributed	
1989	US Navy National Guard Allocated to the site	US Navy's 1st Coast Guard Squadron assigned		
1990	Fourth Federal Reserve and American Red Cross arrived			
1990			Ministry of Health sent 7000 sets to families	
1990			Over 2000 US\$ Program costs	
1990				
1990	Daily Medical Report to Disaster General, Prime Minister	Team sent with US Army Corps of Engineers, Canadian Forces, and Canadian Coast Guard (disaster relief)		
1990				
1990				
1990	Call with AMHS and other PMHS with active cases		Ministry HSE Report	
1990			Weekly report updates to OHS	
1990	Ministry of Health HSE Report		Ministry HSE distributed (ongoing)	
1990	Ministry of Health sent weekly OHS email			
1990				
1990			Ministry of Health HSE Response Tracking	
1990			Workshop conducted	
KEY	HSE	PMHS	US/PM/US	Other topics

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# EMERGENCY PREPAREDNESS SERVICES

## Incident Classification system

		Severity			
		1	2	3	4
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			
		1	2	3	4
Category	Consequences/Impacts	Health and life, infrastructure, culture, community. Treaty obligations, regulations, 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
	Resources	Capacity and capability to manage (e.g. availability of technical expertise and resources, responses) and Resource available	Manageable within available resource and capacity	Requires some allocation of resource	Resource limits and capacity are exceeded
	Public, political and media interest	Degree of expected public, political and media interest (e.g. 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
	Response and recovery characteristics	Containment, visibility, location, impact, 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 A new event, agencies working with unfamiliar partners etc., disruption, decisions required, timeframe / expected duration, cost	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 Known solutions to irregular and possibly unknown problems

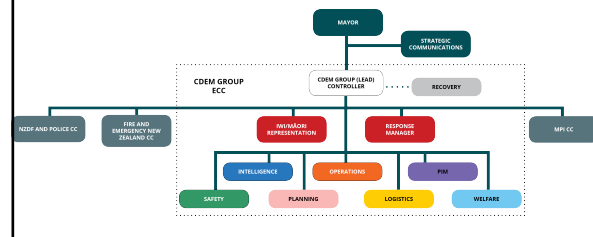
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## Coordination Centre Outputs



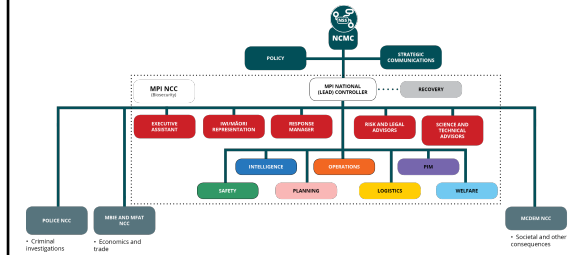
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## Example Regional Level Response



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## National Level Response Example



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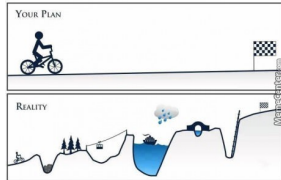
## Ambiguity and Change

Present in Every Response

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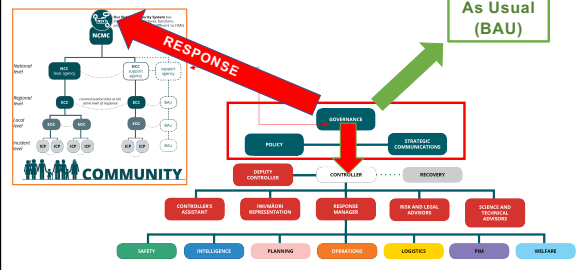
# EMERGENCY PREPAREDNESS SERVICES

## Change



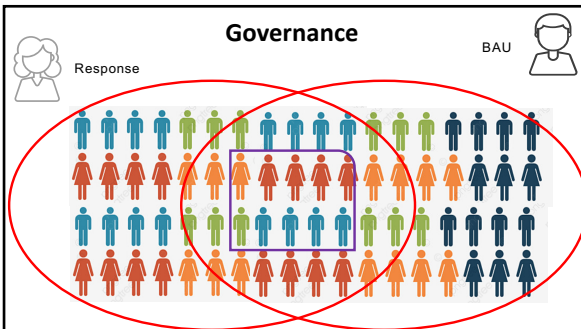
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## Governance



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## Governance



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## National Security System (NSS)

Governance and Response Modes

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## 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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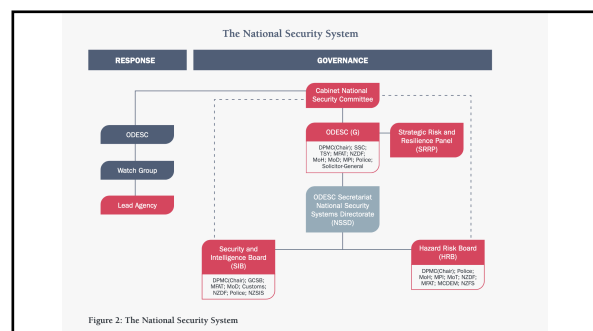
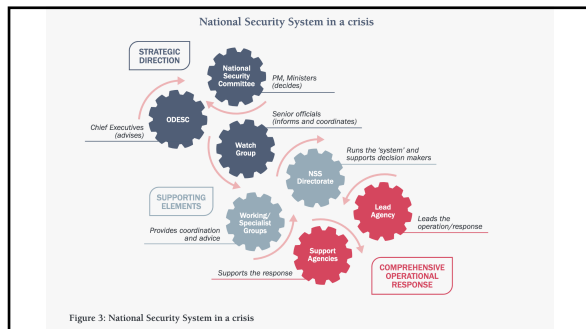


Figure 2: The National Security System

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# EMERGENCY PREPAREDNESS SERVICES



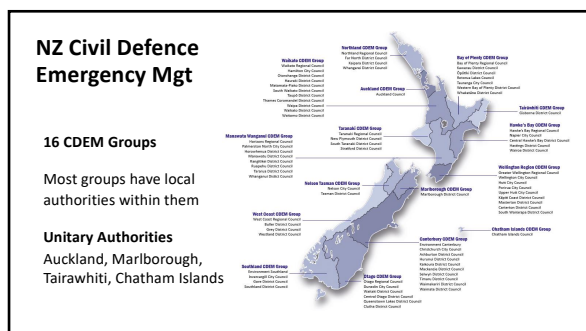
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## Domestic Emergency Management

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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## MFAT Roles in a Local Response

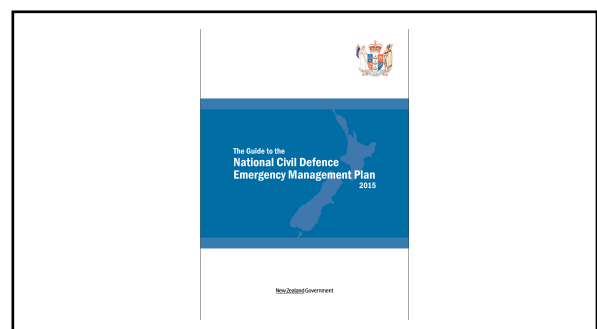
- Safety and well being of staff and families
- Support the lead agency as required

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## MFAT Roles in a National Response

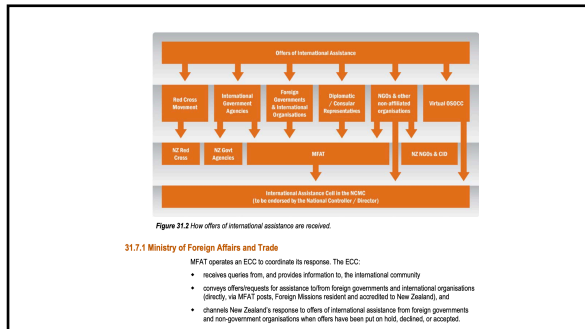
- Safety and well being of staff and families
- Supporting an AOG response
- Specific responsibilities per...

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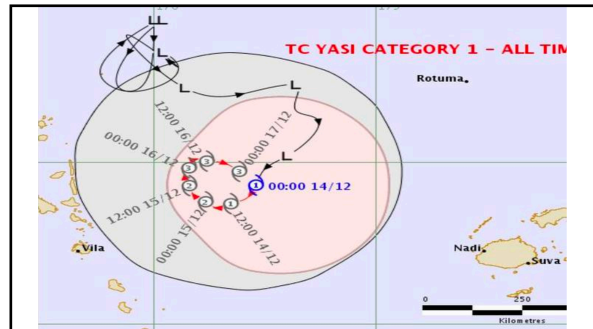


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# EMERGENCY PREPAREDNESS SERVICES



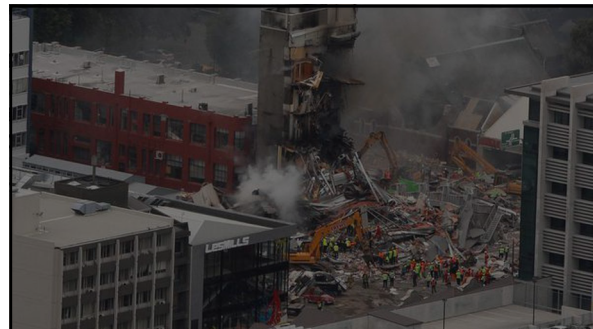
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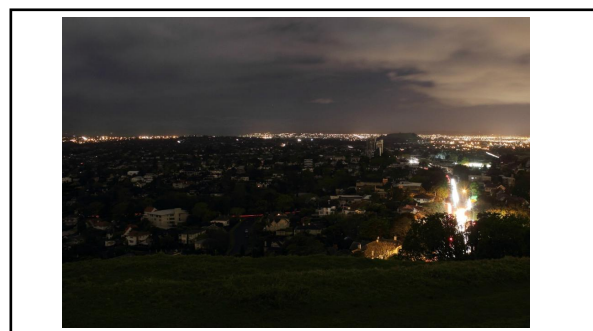
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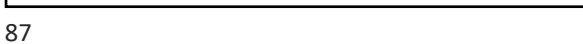


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- Assistance to the Pacific (cyclones, pandemics)
- NZ Medical Assistance Team (in conjunction with Ministry of Health)
- Coordinating assistance to other nations after disasters (USAR, money, etc)

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[illegible]