

# Coordinated Incident Management System (CIMS) 3<sup>rd</sup> edition: Communications Plan

---

## About this document

---

This plan outlines the communications activities to support the roll-out of the Coordinated Incident Management System (CIMS) 3<sup>rd</sup> edition.

## Background

---

The New Zealand Coordinated Incident Management System (CIMS) was established in 1998 with the publication of the 1<sup>st</sup> edition (also known as the “Blue Book”). Building on the experience gained since 1998, especially several large scale and complex emergencies in the period 2010-2012 as well as taking into account the recommendations of subsequent formal reviews, the 2<sup>nd</sup> edition was published in 2014.

With the publication of the 2<sup>nd</sup> edition, it was decided that CIMS should be reviewed every five years going forward. In April 2018 the Chief Executive of the Department of the Prime Minister and Cabinet (DPMC) and Chair of the Officials’ Committee for Domestic and External Security Coordination (ODESC) requested the Ministry of Civil Defence & Emergency Management (MCDEM) to commence and lead the next review, and sent a letter to the CIMS subscriber agencies inviting them to nominate representatives to a re-convened CIMS Steering Group.

In August 2018 the Government announced its decisions on the review of Better Responses to Natural Disasters and Other Emergencies, among others that CIMS will be reviewed by August 2019 to give effect to the CIMS-related recommendations.

The Steering Group (consisting of eighteen CIMS user agencies) re-convened in May 2018 and has since met monthly to conduct the review. In June 2019 a draft of the CIMS 3<sup>rd</sup> edition was consulted with targeted agencies and organisations that are not represented in the Steering Group. The resulting feedback was subsequently considered by the Steering Group and where appropriate, incorporated into the new edition. The Steering Group confirmed the final version of CIMS 3<sup>rd</sup> edition on 16 July 2019.

## Situation analysis

---

The Steering Group recognises that whilst the scope of the review excluded any training related standards, content and delivery, the success of CIMS rests in its consistent application across agencies. To support consistent understanding and application, relevant documents, training standards and content must therefore be adjusted (and applied) as soon as possible to reflect the latest CIMS edition.

The CIMS 3<sup>rd</sup> edition builds on the previous editions and therefore does not introduce wholesale doctrinal change; however it does introduce a number of enhancements and new concepts that will require adjustment, notably:

- Revising the CIMS Foundations through reducing the previous ten CIMS principles to three core principles, and presenting the remaining (previous) principles as ‘CIMS Characteristics’.

- Emphasising the importance of inclusion of/engaging with iwi/Māori.
- Introducing a more holistic consideration of all the consequences in Response, and subsequently also better integration between Response and Recovery.
- Expanding on the CIMS supporting protocols and systems through the introduction of the concept of 'Incident Classifications'; an enhanced description of 'Governance', and introducing a 'Strategic Communications' role.
- Introducing a section on the application of CIMS, to demonstrate how CIMS can be applied across the range of response levels - from Incident through to National level.
- More fulsome descriptions of the CIMS Functions, and the addition of Recovery (in response).
- Some new appendices and templates.

As stated above and in section 2.5 of CIMS 3<sup>rd</sup> edition, embedding CIMS through training and development of staff is a critical component of success. Across the sector, the current state of capability development, in relation to CIMS, is characterised by duplication of effort, resources and investment which unintentionally fosters inconsistency in the application of CIMS. A lack of nationally consistent guidelines, training content and standards across the sector reinforces inconsistencies.

Work is currently being undertaken by the National Security Workforce, with support from MCDEM, to enable more consistent CIMS practice across the sector. This direction aligns with the Emergency Management System Reform work and contributes to the overarching goal of professionalising our response workforce.

There are multiple challenges associated with this work however, not least of all the fact that improving the consistency of CIMS practice across the sector and professionalising our response workforce requires a system-wide, cohesive and systematic approach. This requires leadership, investment, enabling structures, and buy-in from agencies and it will take time and effort. There is therefore an onus on all agencies to work cohesively (individually and collectively) towards a common approach to support the implementation of the changes introduced by the new edition. This communications plan intends to support such a cohesive approach.

## Communications objectives

---

- The New Zealand emergency management sector understand the changes in the CIMS 3<sup>rd</sup> edition, what it means for them and how to obtain more information
- Other stakeholders understand the changes and benefits from the CIMS 3<sup>rd</sup> edition
- The change process is understood

## Communications approach

---

A phased approach will be applied to communications and change about CIMS 3<sup>rd</sup> edition:

### **Phase 1: Transition period; 1 August to 31 December 2019**

This phase commences with the endorsement of the CIMS 3<sup>rd</sup> edition by the HRB, which makes the 3<sup>rd</sup> edition the official doctrine. It therefore also represents the change period where current documents and training content are adjusted. In practice this means that responses will be reflective of CIMS 2<sup>nd</sup> edition (although as far as possible taking on board CIMS 3<sup>rd</sup>

edition guidance); and training delivery will use existing (CIMS 2<sup>nd</sup> edition) content while training providers start to update material in the background.

The CIMS 3<sup>rd</sup> edition and supporting collateral will be published on the MCDEM website in printable (pdf) file format. CIMS 2<sup>nd</sup> edition will remain on the website until June 2020 to support learners on courses using this edition during the transition period.

CIMS Steering Group agencies will promulgate the new edition via internal and external communication channels (see 'Key messages' below).

Private training providers will be notified of the publication of CIMS 3<sup>rd</sup> edition and the phased approach described here. In addition, the National Security Workforce Team will be working with the sector to revise the existing CIMS unit standards so they reflect CIMS 3<sup>rd</sup> edition, aiming at having revisions completed by early 2020 so that providers can update their training and assessment packages accordingly.

The CIMS Steering Group will meet two-monthly to consider progress with change, the effectiveness of communications, and the development of supporting content.

In addition, the National Security System Training and Development Group will act as champions of CIMS 3<sup>rd</sup> edition. They will be provided with collateral outlining the changes to support conversations and embedding within their agencies. Potential other promotion and supporting avenues include:

- Committees, meetings, and conference opportunities to promote CIMS 3<sup>rd</sup> edition
- Development of Guidelines to support CIMS 3<sup>rd</sup> edition
- Information sessions for senior leaders within central government agencies who use CIMS

Alongside the above, individual agencies will consider changes to their internal documentation and Standard Operating Procedures to align with CIMS 3<sup>rd</sup> edition.

## **Phase 2: Implementation period; 1 January to 30 June 2020**

This phase represents implementation. We will start to recognise the application of CIMS 3<sup>rd</sup> edition across agencies in response and exercises, while relaying the expectation that those who are delivering CIMS training will actively transition to delivering to CIMS 3<sup>rd</sup> edition by 30 June 2020.

The CIMS 3<sup>rd</sup> edition and supporting collateral will be available from the MCDEM (and future National Emergency Management Agency (NEMA) website).

The CIMS Steering Group will meet as required.

Current holders of unit standards will be advised to familiarise themselves with the specific changes introduced in CIMS 3<sup>rd</sup> edition through reading the manual and engaging with champions within their organisation as and when required.

## **Target audiences**

---

Phase 1 audiences will be targeted as follows:

Stakeholder	Relationship to CIMS 3 <sup>rd</sup> edition	Engagement Approach
CIMS Steering Group, NSSTDG, IMRG, National Exercise Planning & Coordination Team	Champions within agencies	Inform the phased communications and change approach Collateral available to help disseminate / support conversations across their agencies
Chief executives, senior officials	Champions within agencies (top-down)	Inform change approach Collateral available to help disseminate / support conversations across their agencies
Co-ordinating Executive Groups (CDEM Group CEGs)	Champions within CDEM Groups (top-down); approve training spend	Inform change approach Collateral available to help disseminate / support conversations with their CDEM Groups CEG Chairs letter updates
CDEM Group Managers	Responsible for response and recovery; training	Inform change approach Collateral available to help disseminate / support conversations with their CDEM Groups
Steering Group agencies' staff	Responsible for response and recovery; training	Internal agency communications
Private training providers	Adjustment and delivery of training	Inform change approach
Tertiary education organisations	Applicable to those who deliver Emergency Management courses and qualifications	Inform change approach
NZ EMAT Manager	Expert application of CIMS	Communicate changes with team members (on-line and training/workshops)
Emergency Management System Reform (EMSR) Steering Committee	Oversight of the implementation of Government decisions re TAG review	Normal reporting regime
Emergency Management sector (i.e. all of the above)	As above	MCDEM e-bulletin articles
New Zealand public	Ultimately benefit from a higher calibre of capability	Information on the MCDEM/NEMA website

Phase 2 audiences will be the same as above, and will include updated messaging and supporting material.

## Key messages

---

### About CIMS

- CIMS is New Zealand's Incident Management System.
- CIMS describes how New Zealand agencies coordinate, command, and control incident response of any scale and at any level, how the response can be structured, and the relationships between the respective CIMS functions and between the levels of response.
- CIMS 3<sup>rd</sup> edition is the primary reference for response in New Zealand. It is endorsed by ODESC.
- The CIMS 3<sup>rd</sup> edition replaces all previous versions of CIMS.
- The CIMS 3<sup>rd</sup> edition gives effect to the CIMS-related recommendations of the TAG review and the subsequent decisions by the Government.
- The expectation of the Government is that government agencies and emergency services use the latest version of CIMS in multi-agency responses as a common operating model.
- The new edition of CIMS will enable responses of any scale and complexity to be managed in a coordinated, consistent manner, by ensuring all agencies are working from the same blueprint.
- CIMS applies to incidents at all response levels – including incident, local, regional and national levels.
- CIMS is reviewed every five years (or sooner if required). The 3<sup>rd</sup> edition was due in 2019.
- CIMS covers the transition to Recovery, but does not attempt to be a comprehensive Recovery manual. Refer to the MCDEM website for the latter.
- The CIMS 3<sup>rd</sup> edition can be downloaded from the MCDEM website: <https://www.civildefence.govt.nz/resources/publications>

### About change

- Eighteen agencies are represented on the CIMS Steering Group that have overseen the development of the new (3<sup>rd</sup>) edition. A draft of the 3<sup>rd</sup> edition was also consulted with a wide range of other agencies and organisations, including training providers.
- The Hazard Risk Board (HRB) of ODESC endorsed the 3<sup>rd</sup> edition on 1 August 2019.
- The expectation is that agencies and CIMS training providers familiarise themselves and work on aligning towards CIMS 3<sup>rd</sup> Edition between August and December 2019. Between January and June 2020, agencies and training providers should actively transition relevant document content towards CIMS 3<sup>rd</sup> edition.
- From 1 July 2020 all training and multi-agency responses must reflect CIMS 3<sup>rd</sup> edition.
- The CIMS Steering Group will continue to meet, in order to consider implementation matters (including the development of central guidelines).

## Communications action plan

Date/Timing (by)	Action	Target audiences	Message
19 July 2019	Finalise Comms Plan	Steering Group	
1 August 2019	Present CIMS 3 <sup>rd</sup> edition and Comms Plan to HRB	HRB	Approve/endorse
5 August 2019	Publish CIMS 3 <sup>rd</sup> edition on MCDEM website	Agencies; training providers	
9 August 2019	Letter to agencies; CDEM Groups, training providers	Agencies, training providers	CIMS 3 <sup>rd</sup> edition endorsed and published; implementation phases
31 October 2019	Letter to agencies; CDEM Groups, training providers	Agencies, training providers	Reminder CIMS implementation phases
31 October 2019	Story in MCDEM e-bulletin	Emergency management sector	CIMS 3 <sup>rd</sup> edition endorsed & published; CIMS implementation phases
31 January 2020	Letter to agencies; CDEM Groups, training providers	Agencies, training providers	Reminder to transition documents & training content to CIMS 3 <sup>rd</sup> edition
5 June 2020	Letter to agencies; CDEM Groups, training providers	Agencies, training providers	Reminder to transition to CIMS 3 <sup>rd</sup> edition; must be applied in training, exercises and real incidents by 1 July 2020.