12 March 2020

Reference: OIA-2019/20-0376

Dear

**Official Information Act request relating to CIMS Steering Committee meeting minutes
from 1 July 2019 to 19 February 2020**

Thank you for your Official Information Act 1982 (the Act) request received on 19 February
2020. You requested:

> "copies of the minutes of the CIMS Steering Committee meeting held in the period 1 July
> 2019 to 19 Feb 2020."

Information being released

Please find attached the minutes of CIMS Steering Group meetings held in the period of your
request, as listed below. I note that while these documents are marked as draft, they reflect
the final version of the minutes.

Item	Date	Document Description/Subject
1.	16 July 2019	DRAFT CIMS Steering Group meeting minutes
2.	10 September 2019	DRAFT CIMS Steering Group meeting minutes
3.	28 November 2019	DRAFT CIMS Steering Group meeting minutes

You have the right to ask the Ombudsman to investigate and review my decision under section
28(3) of the Act.

Finally, for your information, this response will be published on the Department of the Prime
Minister and Cabinet's website during our regular publication cycle. Typically, information is
released monthly, or as otherwise determined. Your personal information including name and
contact details will be removed for publication.

Yours sincerely

Sarah Stuart-Black
Deputy Chief Executive, National Emergency Management Agency

DRAFT CIMS Steering Group meeting minutes

Date   16 July 2019

Time   1-3.45pm

Venue   National Crisis Management Centre (NCMC), Parliament Buildings

Attendance

David Coetzee - Chair	Jo Guard - MCDEM
Sarah Holland - DPMC	Shane Briggs – Oranga Tamariki/MSD
Carla Drayton - DPMC	Murray Mills - MOH
James Thompson - CDEM Groups	Bella Sutherland - FENZ
Dave Hunt - DOC	Tane Woodley - Customs
Anna Bishop - MBIE	Richard Swears – St John
Craig Hamilton – Corrections	Jason Jones - MFAT
Zsenai Logan - MCDEM	Andrew Brooks - MOH
Sara Mitchell – MCDEM	Chris Wilson – Maritime NZ
Steph Gates – MCDEM	Stu Rooney – FENZ

Apologies

John Pine – Police	Nigel Clifford - Maritime NZ
Ty Cochran - NZDF	Clare Robertson – MCDEM
Paul Turner - FENZ	Richard Wilson – Police
Mike Hill – Maritime NZ	Matt Shaw - MBIE
Glenn Worthington – Wellington Free Ambulance	

Minutes

	Agenda item	Notes
1	Welcome – introductions/apologies	The Chair welcomed all and went through the items on the agenda for this meeting.
2	Minutes of previous meeting	The minutes of the meeting of 4 June 2019 were tabled and agreed. **Updates on Action Items** • #51: Wording checked. Closed. • #50: Cover completed. Closed. • #63: Capitalisation checked. Closed. • #64: References provided. Closed. • #65: Formatting checked. Closed. • #65: Abbreviations amended. Closed. • #67: Diagram added. Closed. • #51: still open. Diagrams to be discussed in this meeting. • #69: still open. Diagram to be discussed in this meeting. • #70: Paragraph redrafted. Closed. • #71: Diagrams amended. Closed. • #72: Sentence provided. Closed. • #73: References added. Closed. • #74: Sentence added. Closed. • #75: Amendments made. Closed. • #76: Communications Plan drafted. Closed.
3	Discussion of draft manual (version 1.4)	Draft Version 2.1 was circulated prior to the meeting. The Chair outlined that this draft represented the adjustments made following consideration of the submissions received during the targeted consultation. 35 submissions were received, mostly from central agencies, CDEM Groups and iwi organisations. A smaller group (David, James and Tane) went through most of the submissions and this work was completed by David. Submissions proposing significant changes to content that had been agreed by the Steering Group were not accommodated. Suggestions for enhancements and clarifications were carefully considered and accommodated where appropriate. None of the submissions suggested a fundamental shift away from the basic concepts represented in the document. There were some suggestions that will be better accommodated in supporting material and training. All the feedback will be kept on file for future reference and consideration. The meeting proceeded with a section-by-section final review of the draft:

Agenda item	Notes
	Section 2 – CIMS foundations **Section 2.2.2** – 'consolidated action planning' was discussed. **Section 2.5** – it was agreed to amend Figure 1 from a triangle to a circle. **Section 2.9.3** – Figure 3: It was suggested to use arrows to show direction of movement, and to make the inner and outer cordon lines look different. Put a box around 'Staging Area'. **Section 3 – Supporting Protocols and Systems** **Section 3.1:** It was agreed to capitalise the response levels listed in Figure 4. **Section 3.1.6:** It was agreed that all references to the NSS should be in full (National Security System). **Section 3.1.7:** Figure 5 to be amended to make the support agency role clearer, and to capitalise the response levels. Also agreed that a sentence should be added underneath to clarify that "Some agencies may support a response using their BAU structures". **Section 3.2:** The EMSR Board suggested an additional bullet reading: "to assist with determining if the incident is an emergency under the CDEM Act'. This was discussed and it was agreed not to include this wording as it may imply a requirement to use this process when considering a declaration. **Section 3.2.1** (Incident Classifications): It was agreed to reverse the order in Table 5 to start with National and move down to Incident. The colours used in Table 6 are to be changed, and the examples column to be moved to be alongside the category column. In *Classification determination*, references to this determination being delegated are to be removed and replaced by support to be provided by the IMT. **Section 3.2.1** – Figure 6: The figure refers to Escalation and de-escalation while the text uses trending. Action: consistency of terminology needs to be checked. **Section 4 – The CIMS functions** Minor edits were pointed out. **Section 4.3.** – It was agreed that a dotted line between Regional Controllers needs to be added for consistency. **Section 4.5** – It was agreed that Geospatial Support and Coordination is not a sub-function of Intelligence; this paragraph should be standing by itself i.e. as 4.5.3.

Agenda item	Notes
	Section 4.7.1 – A wording change was suggested to better clarify the role of Operations in supporting the Welfare function. Section 4.10.2 –Figure 15: The wording under 'Needs Assessed' should be moved to sit alongside the process flow arrow. **Section 5 Application of CIMS** **Section 5.1.2 Example: Incident level response involving a single agency (vehicle accident):** Modification of last sentence agreed to reflect that although there are welfare considerations, it is determined that there is no need for the Welfare function to be activated in this scenario. **Section 5.1 Example: Incident level response involving a single agency (business disruption):** Figure 17 (and other similar diagrams in this section) need amending to move the Response Manager role to the side, and allow the functions to report directly to the Controller. **Section 5.2. and 5.3 Examples: Local/Regional level response and National level response:** Figures 19 and 20 to be amended to fit in portrait view (if possible). **Section 6 Appendices** **Appendix A:** Figure 21 to be adjusted to portrait view (if possible). The functions are to be linked directly to the Controller, with the Response Manager to the side. Modification of the location of Policy and Strategic Communications to be made so it is clear they don't just have access to Governance. **Appendix C:** Modify Figure 23 to better reflect a "P". **Appendix F:** Add to the last bullet that Welfare also remains available for the Recovery office. **Appendix G:** Response document types table: The content in the 'Document purpose' column has dropped out - add again. **Appendix H:** "Action Planning Development Team" – change to "Planning team". Cluster – discussion about removing reference to CDEM - not accommodated as the definition is taken from the National CDEM Plan and should remain consistent. **Action: Make all the agreed adjustments as above.**
4	Communications Plan
	The draft Communications Plan was tabled for discussion. The Chair explained that this document is intended to go to HRB along with the CIMS manual.

Agenda item	Notes
	Amendments to the objectives were proposed alongside some other minor changes. The Steering Group was generally happy with the Communications Plan and viewed it as a good tool and a step up from the approach after the publication of the 2nd edition.
	It was agreed to develop an information session for senior managers to outline the new CIMS, including what has changed, what is important, what follows next and what they need to do. **Action:** Carla and David to discuss options re communication with senior managers.
	Steering Group Given it is mentioned in the Communications Plan, there was discussion on the future of the Steering Group, and the need for a group to have ongoing oversight of training and supporting material development. It was agreed to keep the Steering Group going through Phase 1 of implementation (i.e. for about the next 6 months) – meeting every two months. The need to continue through Phase 2 will be discussed after this period, and will depend on the establishment of other oversight mechanisms.
5	Next steps	The Chair will discuss the revised draft of the CIMS 3rd edition (that will incorporate today's discussions) with the Emergency Management Systems Reforms Board on 18 July. On 19 July it will be provided to the HRB secretariat for circulation to HRB representatives, for consideration by the HRB on 1 August. A copy will be sent to the Steering Group.
6	Training update – embedding next version of CIMS	**Carla Drayton** provided the following update: • Scoping of the CIMS guidelines has been completed and a report provided on how long will be needed to develop them. It is estimated 2 FTEs will be needed for a year. • The CIMS 2 online assessment has completed moderation and is now out for user testing. • The CIMS 5 unit standards are with SMEs for review against CIMs 3rd edition. • Draft copies of the role profile wok have been completed for Controller, Response Manager, and Function managers. These are now out for review. • Starting to look at CIMS level 2 and 4 unit standard and what revision might be needed.
7	Next meeting	A meeting invite will be sent for two months from now (mid-September). **Action:** Send meeting invite for September Thanks was given to David and the support team for turning around the feedback received from the large number of submissions received in a short period of time.

Agenda item		Notes
8	Close	The chair thanked the Steering Group for its support to get CIMS 3rd edition to this stage. He will inform the members of the outcomes of the HRB meeting on 1 August. **Action:** Update Steering Group on the outcome of the HRB meeting of 1 August The meeting closed at 1545.

#	Open Actions	Owner
68	It was agreed to merge the three diagrams in the Incident Classifications section (3.2). There is some wording missing to accompany the figures.	Carla / MCDEM
69	Amend the IMT diagram in 4.1.	Shane Briggs / James Thompson / Jane Watson Baker / MCDEM
70	Make final amendments as agreed by the Steering Group on 16 July	MCDEM
71	Carla and David to discuss options re communication with senior managers.	David & Carla
72	Send meeting invite for September	MCDEM
73	Update Steering Group on the outcome of the HRB meeting of 1 August	MCDEM

#	Closed Actions	Owner
1	Separate Ambulance NZ, St John & Wellington Free in the ToR	MCDEM
2	Add a paragraph about consultation in the ToR	MCDEM
3	Add an In scope and Out of Scope section in the ToR.	MCDEM
4	Replace Objective 1 in the ToR to read: *"Review the current CIMS principles, doctrine and functions to ensure they are fit for purpose for all users"*. This replaces a, b and c.	MCDEM
5	Adjust the timeframe to end mid-2019	MCDEM
6	Extend the next meeting and discuss fundamentals on 10 July 2018	All

7	Terms of Reference: Change National Security Systems Workforce Directorate (NSSWD) to National Security Workforce (NSW).	MCDEM
8	Each agency to confirm their named representative(s) to the smaller Working Groups to the MCDEM secretariat by **Friday 20 July 2018** (email to sara.mitchell@dpmc.govt.nz and jo.guard@dpmc.govt.nz).	ALL
9	Working Group members to be circulated to the Steering Group members (so leads know who is part of each Working Group)	MCDEM
10	Working Group leads to coordinate workshops/meetings to review each function/subject area to assess whether it is fit for purpose and provide a report to the next meeting of the Steering Group on 20 September 2018.	ALL
11	The Chair to notify the Chair of the IMRG about the composition of Working Groups and possible support by IMRG.	Chair
12	The updated list of Working Group leads and members will be circulated with these minutes.	MCDEM
13	The Strategic Communications and Policy Working Group are light on members and meeting participants were asked for more support. Maritime and NZDF to investigate possible options for supporting the Strategic Communications Working Group.	Maritime NZ and NZDF
14	Richard to send Carla the Ambulance incident classification levels as an example.	St John
15	All to read the information paper from the Governance Working Group and provide any feedback to David H.	All
16	Add a Planning update to the next Steering Group agenda.	MCDEM
18	Chair to extend exiting meeting invites to 3 hours.	MCDEM
17	Discussion on including Recovery in CIMS to be added to the next Steering Group meeting agenda	MCDEM
18	Refine the text of the Characteristics as per the minutes and include scenarios to illustrate the content. Provide this and draft text for Coordination, Command & Control to the next meeting	Command, Control & Coordination working group
19	Planning working group to provide an update to the next Steering Group meeting	Planning working group
20	The Liaison role descriptions prepared for IMRG to be shared with the Working Group.	Customs and NZDF
22	Draft text to expand chapter 3.2 of the current Manual to illustrate how a response structure is established and to describe the role of the IMT.	Tane Woodley

23	Provide draft Intelligence section text for consideration by the next Steering group meeting	Intelligence working group
24	Dana to provide feedback to the Operations working group on the liaison discussion to determine their next steps.	Operations working group
25	Clare Robertson to provide draft text on Recovery in Response	Clare Robertson
26	FENZ, Maritime, and DOC to develop and present an alternative Incident Classifications model for discussion at the December meeting.	FENZ, Maritime, DOC
27	Feedback on the draft Health and Safety section to be provided to Mike Hill.	All
28	Dave Hutchison/MPI to present an updated version of the Governance section to the December meeting, taking on board the feedback form the Steering Group.	Dave Hutchison
29	Dave Hunt to circulate a copy of the draft Appendix A (Planning) and present a draft Intelligence section to the December meeting.	Dave Hunt
30	Feedback on the draft Intelligence section to Tane Woodley.	All
31	Feedback on the draft IMT section to Tane Woodley.	All
32	Dana to provide feedback to the Operations working group on the liaison discussion to determine their next steps.	Operations working group
33	The Chair to test the definition of 'Community' with the developers of the new National CDEM Strategy	Chair
34	MCDEM to check alignment with proposed COP definition with the definition the MCDEM COP project are using.	MCDEM
35	Andrew to check with Police on the first vignette and how it could change if it moved into a counter-terrorism scenario.	Andrew Brooks
36	The Incident Classifications Working Group to review the FNZ proposed model to check for gaps against the original proposal.	Carla Drayton
37	MCDEM to review the IMT draft and discuss further with Tane.	MCDEM
38	Mike to refine the Health and Safety content with the Manual format in mind.	Mike Hill
39	Bryan to provide meeting feedback on the Planning content to Dave.	Bryan Jensen
40	The Chair to circulate Dave's planning draft to the Group as not all have received it.	Chair

41	The Chair to discuss progress of the Operations working group with Mark Bateman.	Chair
42	The Chair to look for additional strategic comms resource for the PIM working group.	Chair
43	All working group leads to update and complete drafts and return these to MCDEM ASAP.	All working group leads
44	The Chair to send out meeting invitations for 2019 meetings.	Chair
45	The Chair to look for additional strategic comms resource for the PIM working group.	Chair
46	MCDEM to review the layout of the NIMS and AIIMS documents for their applicability to the CIMS manual.	MCDEM
47	Blake Dearsley to provide an updated version of the Governance chapter.	Blake Dearsley
48	James Thompson will circulate draft content for the PIM section to the Steering Group members.	James Thompson
49	The Welfare Working Group to refine their proposal based on further consultation and provide the draft CIMS text to the Steering Group by the 4th of June 2019.	Shane Briggs
50	Mike Hill to provide clarity over terminology used in the Health and Safety section	Mike Hill
51	MCDEM to check with DPMC Legal over wording of the safety section	MCDEM
52	Tane Woodley to provide text for the Intelligence section	Tane Woodley
53	Planning Working Group to convene to agree which planning process to use	Dave Hunt
54	Minor changes to sections 1-4 to be submitted by email from Shane Briggs.	Shane Briggs
55	Sarah Holland to provide the ODESC template.	Sarah Holland
56	Shane, Tane and Matt to provide a single agency internal business disruption example for Section 5.	Shane Briggs, Tane Woodley and Matt Shaw
57	FENZ to provide an initial response to a vehicle accident example for Section 5.	FENZ
58	Tania Woodcock to share a visual illustration of escalating emergency management system developed by FENZ.	Tania Woodcock
59	Dave Hunt to provide some examples of handover models that could be used. Handovers to be added to the glossary	Dave Hunt

60	MPI (Blake Dearsley) to look for an alternative national-level scenario to replace the current FMD scenario in section 5.3.	Blake Dearsley
61	Sarah to draft text on transitions/handovers.	Sarah Holland
62	Further refinement is required for the cover.	Sarah Holland
63	There needs to be capitalisation of Public Health throughout the document.	MCDEM
64	Agencies vs organisations. Shane will provide Zsenai with a marked up copy to illustrate where in the document these references are made.	Shane Briggs/MCDEM
65	Adjust the formatting of the hierarchy of the headings throughout the document so it is more clear.	MCDEM
66	Amend the abbreviated descriptions of the response levels.	MCDEM
67	Insert a diagram to illustrate the use of cordons (2.8.3). This could be uplifted from figure 12, page 24 of CIMS 2nd edition.	MCDEM
70	Redraft the paragraph for a networked hierarchy (4.2).	Tane Woodley
71	Safety as a function must be reflected in diagrams	MCDEM
72	Sentence required on Operations and its role in collecting intelligence (4.7.2).	James Thompson
73	Include reference to 'in the field' in the IT sub-function in Logistics (e.g. radios) (4.8.3).	MCDEM
74	Community engagement sub-function in PIM – add a bullet on working with Welfare re people and animal needs (4.9.2).	Shane Briggs
75	Section 5: Examples of CIMS application- several amendments required	MCDEM
76	MCDEM to draft a Communications Plan	MCDEM

DRAFT CIMS Steering Group meeting minutes

Date	10 September 2019
Time	15:00-17:00
Venue	Level 4, Bowen House

Attendance	David Coetzee - Chair	Murray Mills - MOH
	Dave Hunt - DOC	Richard Swears – St John
	Tanya Woodcock- FENZ	Carla Drayton - DPMC
	Tane Woodley - Customs	Jo Guard - MCDEM
	Shane Briggs – Oranga Tamariki/MSD	Clare Robertson - MCDEM
	Nigel Clifford - MNZ	Zsenai Logan - MCDEM

Apologies	Andrew Brooks - MOH	James Thompson - CDEM Groups
	Kate Crawford- MoH	Mike Hill – Maritime NZ
	David Hutchinson (MPI)	Sarah Holland - DPMC
	Nick Brown - Police	Matt Shaw – MBIE
	Richard Wilson - Police	Jason Jones - MFAT
	John Pine – Police	Craig Hamilton – Corrections
	Ty Cochran - NZDF	Glenn Worthington – Wellington Free
	Paul Turner - FENZ	Sara Mitchell – MCDEM
	Stu Rooney – FENZ	

Minutes

Agenda item		Notes
1	Welcome – introductions/apologies	The Chair welcomed all and went through the items on the agenda for this meeting. He reminded the Steering Group that it was decided at the July meeting to have meetings every second month going forward.
2	Minutes	The minutes of the meeting of 16 July 2019 were tabled and agreed. **Updates on Action Items** • #68: Merge the 3 Incident Classification diagrams. Closed (done) • #69: Amend the IMT diagram in 4.1. Closed (done) • #70: Make final amendments as agreed by the Steering Group on 16 July. Closed (done) • #71: Carla and David to discuss options re communication with senior managers. Closed (will be discussed in Item 3) • #72: Send meeting invite for September. Closed (done) • #73: Update Steering Group on the outcome of the HRB meeting of 1 August. Closed (email was sent)
3	CIMS 3rd edition: Implementation update	The Chair gave an overview of implementation actions: • HRB endorsed the 3rd edition on 1 August 2019 • The Chair of ODESC subsequently wrote to all agencies to confirm endorsement, re-iterating that that CIMS represents New Zealand's official framework for achieving effective co-ordinated incident management across agencies, and requested they apply the CIMS (3) framework where appropriate. • HRB also agreed that the Director of MCDEM will write to agencies requesting financial or in-kind support to enable consistent application of CIMS (3). • A presentation was given to CDEM Controllers on 5 September to explain the changes introduced by CIMS (3) • Two seminars will be held on 12 and 13 September for national agencies to introduce CIMS 3rd edition, implementation, and training considerations. • A separate, similar seminar will be held for MBIE on 16 September. Agencies asked if David can make his presentation available. **Action:** MCDEM to publish the presentation on CIMS changes on the CIMS (3) page on the MCDEM website and inform the Steering Group when that has been done. The chair mentioned that there was also a request for a better quality version of CIMS (3) for printing. He explained that because the document was developed in MS Word, only a pdf copy is possible. He noted that the printed versions that have

Agenda item		Notes
		already been made using the current pdf version on the website were of an acceptable quality. However, MCDEM is looking into publishing a better quality pdf. Zsenai mentioned that at best, it will only be a slightly better version. **Action:** MCDEM to endeavour to publish a higher quality pdf version.
4	Next steps: CIMS Support Material/Guidelines	The meeting agreed to form a small working group to develop the content for relationship diagrams for each CIMS function. This content will be used to develop diagrams that are similar to the Welfare relationships diagram that was presented by the Welfare working group during the development of CIMS (3). A workshop will be organised in October. Nominations were: • Tane Woodley (Customs) • Shane Briggs (Oranga Tamariki) • Paul Turner or Stu Rooney (FENZ) • Murray Mills (MOH) • Clare Robertson (MCDEM) **Action:** Arrange and hold a workshop to determine content for relationship diagrams for each CIMS Function. The meeting agreed the development of Role Cards will be us useful addition to the supporting material. Carla indicated that Role Profiles have been developed through the help of SMEs for each function; the next step would be to develop templates for Role Cards using the Role Profiles. She believes this can be done by December; the Role Cards and the Role Profiles can then be published together. **Action:** Work to continue on the development of Role Cards. The Steering Group discussed the possibility of creating a simple animation video to introduce CIMS. Shane Briggs will send an earlier version that was developed for CIMS around; Nigel Clifford will attempt to provide an MNZ example that was developed in-house for the use of their WebEOC system as examples. The meeting agreed this is a good idea that may not involve significant costs and should be explored further. **Action:** Explore options with regards to the development of a simple introductory video.
5	Training update	CIMS level 2 and 4 unit standard revision will take place on October 22nd. CIMS 2 online assessment is progressing well and is being user tested. The CIMS level 5 unit standards are being 'tidied up' before they go out for sector wide consultation.

Agenda item		Notes
		The Response and Recovery Leadership Capability Development Framework is being progressed.
		We are continuing to monitor the Reform of Vocational Education (RoVE) and considering how this reform impacts on the CIMS unit standard work.
6	Next meeting	The next meeting will be around the same time in November; the Chair will notify the date.
7	Celebration	The Steering Group enjoyed a short function to celebrate the finalisation of CIMS 3rd edition.

#	Open Actions	Owner
74	MCDEM to publish the presentation on CIMS changes on the CIMS (3) page on the MCDEM website and inform the Steering Group when that has been done.	MCDEM
75	MCDEM to endeavour to publish a higher quality pdf version of CIMS (3).	MCDEM
76	Arrange and hold a workshop to determine content for relationship diagrams for each CIMS Function	MCDEM
77	Work to continue on the development of Role Cards.	DPMC (NSW)
78	Explore options with regards to the development of a simple introductory video.	MCDEM/NSW

#	Closed Actions	Owner
1	Separate Ambulance NZ, St John & Wellington Free in the ToR	MCDEM
2	Add a paragraph about consultation in the ToR	MCDEM
3	Add an In scope and Out of Scope section in the ToR.	MCDEM
4	Replace Objective 1 in the ToR to read: *"Review the current CIMS principles, doctrine and functions to ensure they are fit for purpose for all users"*. This replaces a, b and c.	MCDEM
5	Adjust the timeframe to end mid-2019	MCDEM
6	Extend the next meeting and discuss fundamentals on 10 July 2018	All
7	Terms of Reference: Change National Security Systems Workforce Directorate (NSSWD) to National Security Workforce (NSW).	MCDEM
8	Each agency to confirm their named representative(s) to the smaller Working Groups to the MCDEM secretariat by **Friday 20 July 2018** (email to sara.mitchell@dpmc.govt.nz and jo.guard@dpmc.govt.nz).	ALL

9	Working Group members to be circulated to the Steering Group members (so leads know who is part of each Working Group)	MCDEM
10	Working Group leads to coordinate workshops/meetings to review each function/subject area to assess whether it is fit for purpose and provide a report to the next meeting of the Steering Group on 20 September 2018.	ALL
11	The Chair to notify the Chair of the IMRG about the composition of Working Groups and possible support by IMRG.	Chair
12	The updated list of Working Group leads and members will be circulated with these minutes.	MCDEM
13	The Strategic Communications and Policy Working Group are light on members and meeting participants were asked for more support. Maritime and NZDF to investigate possible options for supporting the Strategic Communications Working Group.	Maritime NZ and NZDF
14	Richard to send Carla the Ambulance incident classification levels as an example.	St John
15	All to read the information paper from the Governance Working Group and provide any feedback to David H.	All
16	Add a Planning update to the next Steering Group agenda.	MCDEM
18	Chair to extend exiting meeting invites to 3 hours.	MCDEM
17	Discussion on including Recovery in CIMS to be added to the next Steering Group meeting agenda	MCDEM
18	Refine the text of the Characteristics as per the minutes and include scenarios to illustrate the content. Provide this and draft text for Coordination, Command & Control to the next meeting	Command, Control & Coordination working group
19	Planning working group to provide an update to the next Steering Group meeting	Planning working group
20	The Liaison role descriptions prepared for IMRG to be shared with the Working Group.	Customs and NZDF
22	Draft text to expand chapter 3.2 of the current Manual to illustrate how a response structure is established and to describe the role of the IMT.	Tane Woodley
23	Provide draft Intelligence section text for consideration by the next Steering group meeting	Intelligence working group
24	Dana to provide feedback to the Operations working group on the liaison discussion to determine their next steps.	Operations working group

25	Clare Robertson to provide draft text on Recovery in Response	Clare Robertson
26	FENZ, Maritime, and DOC to develop and present an alternative Incident Classifications model for discussion at the December meeting.	FENZ, Maritime, DOC
27	Feedback on the draft Health and Safety section to be provided to Mike Hill.	All
28	Dave Hutchison/MPI to present an updated version of the Governance section to the December meeting, taking on board the feedback form the Steering Group.	Dave Hutchison
29	Dave Hunt to circulate a copy of the draft Appendix A (Planning) and present a draft Intelligence section to the December meeting.	Dave Hunt
30	Feedback on the draft Intelligence section to Tane Woodley.	All
31	Feedback on the draft IMT section to Tane Woodley.	All
32	Dana to provide feedback to the Operations working group on the liaison discussion to determine their next steps.	Operations working group
33	The Chair to test the definition of 'Community' with the developers of the new National CDEM Strategy	Chair
34	MCDEM to check alignment with proposed COP definition with the definition the MCDEM COP project are using.	MCDEM
35	Andrew to check with Police on the first vignette and how it could change if it moved into a counter-terrorism scenario.	Andrew Brooks
36	The Incident Classifications Working Group to review the FNZ proposed model to check for gaps against the original proposal.	Carla Drayton
37	MCDEM to review the IMT draft and discuss further with Tane.	MCDEM
38	Mike to refine the Health and Safety content with the Manual format in mind.	Mike Hill
39	Bryan to provide meeting feedback on the Planning content to Dave.	Bryan Jensen
40	The Chair to circulate Dave's planning draft to the Group as not all have received it.	Chair
41	The Chair to discuss progress of the Operations working group with Mark Bateman.	Chair
42	The Chair to look for additional strategic comms resource for the PIM working group.	Chair

43	All working group leads to update and complete drafts and return these to MCDEM ASAP.	All working group leads
44	The Chair to send out meeting invitations for 2019 meetings.	Chair
45	The Chair to look for additional strategic comms resource for the PIM working group.	Chair
46	MCDEM to review the layout of the NIMS and AIIMS documents for their applicability to the CIMS manual.	MCDEM
47	Blake Dearsley to provide an updated version of the Governance chapter.	Blake Dearsley
48	James Thompson will circulate draft content for the PIM section to the Steering Group members.	James Thompson
49	The Welfare Working Group to refine their proposal based on further consultation and provide the draft CIMS text to the Steering Group by the 4th of June 2019.	Shane Briggs
50	Mike Hill to provide clarity over terminology used in the Health and Safety section	Mike Hill
51	MCDEM to check with DPMC Legal over wording of the safety section	MCDEM
52	Tane Woodley to provide text for the Intelligence section	Tane Woodley
53	Planning Working Group to convene to agree which planning process to use	Dave Hunt
54	Minor changes to sections 1-4 to be submitted by email from Shane Briggs.	Shane Briggs
55	Sarah Holland to provide the ODESC template.	Sarah Holland
56	Shane, Tane and Matt to provide a single agency internal business disruption example for Section 5.	Shane Briggs, Tane Woodley and Matt Shaw
57	FENZ to provide an initial response to a vehicle accident example for Section 5.	FENZ
58	Tania Woodcock to share a visual illustration of escalating emergency management system developed by FENZ.	Tania Woodcock
59	Dave Hunt to provide some examples of handover models that could be used. Handovers to be added to the glossary	Dave Hunt
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76	MCDEM to draft a Communications Plan	MCDEM
68	It was agreed to merge the three diagrams in the Incident Classifications section (3.2). There is some wording missing to accompany the figures.	Carla / MCDEM
69	Amend the IMT diagram in 4.1.	Shane Briggs / James Thompson / Jane Watson Baker / MCDEM
70	Make final amendments as agreed by the Steering Group on 16 July	MCDEM
71	Carla and David to discuss options re communication with senior managers.	David & Carla
72	Send meeting invite for September	MCDEM
73	Update Steering Group on the outcome of the HRB meeting of 1 August	MCDEM

DRAFT CIMS Steering Group meeting minutes

Date	28 November 2019
Time	15:00-16.30
Venue	Level 4, Bowen House

Attendance		
	David Coetzee - Chair	Murray Mills - MOH
	Dave Hunt - DOC	Matt Shaw - MBIE
	Carla Drayton - NSG	Shane Briggs – Oranga Tamariki
	Dave Hunt - DOC	Tane Woodley – Customs
	John Pine - Police	Tania Woodcock - FENZ
	Richard Steers – St John	Stu Rooney - FENZ
	Mike Hill – Maritime NZ	Clare Robertson – MCDEM
	James Thompson – CDEM Groups	

Apologies		
	Craig Hamilton - Corrections	Nigel Clifford – Maritime NZ
	Kate Crawford - MOH	Paul Turner - FENZ
	David Hutchinson - MPI	Nick Brown – Police
	Jo Guard - MCDEM	

Minutes

Agenda item		Notes
1	Welcome – introductions/apologies	The Chair welcomed all and went through the items on the agenda for this meeting.
2	Minutes	The minutes of the meeting of 10 September 2019 were tabled and agreed. **Updates on Action Items** • #74: MCDEM to publish the presentation of CIMS changes on the CIMS (3) page on the MCDEM website. Closed (done). • #75: MCDEM to publish a higher quality pdf version of CIMS (3). Closed (done). • #76: Arrange and hold a workshop to determine content for relationship diagrams for each CIMS Function. The Chair suggested holding the workshop before the end of 2019 and will send an invitation to members. Open. • #77: Work to continue the development of Role Cards is ongoing. Open. • #78: Explore options with regards to the development of a simple introductory video. Open (on-going).
3	CIMS 3rd edition: Implementation update	The Chair outlined the plan to embed CIMS 3rd edition changes in the next six months up to July 2020. He invited agencies' observations in this regard. Agencies provided feedback of CIMS 3rd edition implementation: o Shane Briggs (Oranga Tamariki) provided positive feedback from a Welfare summit in Wellington regarding the presentation of Welfare in CIMS 3rd edition. Shane also explained that stakeholders in Hawke's Bay perceived a 'demotion' of the Safety function but noted that due to it being a separate function, it was embedded into every IMT. o Matt Shaw explained that MBIE are developing a Mass Arrival Response plan in accordance with CIMS 3rd edition. They have commenced a CIMS training package using the CIMS 3rd edition Introduction courses. Matt indicated a deficit of skill sets for the functional lead space. It was also noted that MBIE will be the lead agency for infrastructure failure from 2020. o John Pine (Police) also had positive feedback for CIMS 3rd edition implementation. Police have updated their SOPs and templates. Since implementation of CIMS 3rd edition, Police have undertaken 'Exercise Guardian', an all of government anti-terrorism exercise, and the recent Royal Tour. Updates are still required for Police command and control representatives. They will also modify their e-learning package for CIMS level 2.

Agenda item	Notes
	○ Clare Robertson (MCDEM) noted that the Recovery Preparedness and Management Director's Guideline includes strong links to CIMS 3rd edition, linking recovery and response.
	○ Dave Hunt (DOC) noted they are pursuing two separate avenues of supporting FENZ with AIIMS and engaging David Greenberg to deliver CIMS level 2 and level 4 training around the country including Wellington and Nelson. Dave indicated uncertainty about how to resolve the divergence.
	○ James Thompson (CDEM Groups) noted that in Canterbury they used the MCDEM presentation to present to the Emergency Management Training Centre (EMTC) about CIMS 3rd edition implementation over the next 6 months. The Chair also noted the work being done to integrate the CDEM Integrated Training Framework (ITF) with CIMS 3rd edition.
	The Chair tabled correspondence from Mr Alan Thompson for discussion with the Steering Group.
	The Chair noted that it was appropriate to recognise Mr Thompson's concern regarding the use of the Management by Objectives (MBO) concept in the CIMS 3rd edition, and acknowledged there are language inconsistencies in this context in the manual.
	The Steering Group discussed the use of the MBO concept in CIMS 3rd edition and agreed that the current language inconsistencies do not represent a serious flaw and does not warrant a special re-issue, although it should be addressed in a next issue and in training. The Steering Group felt that the description of MBO in CIMS 3rd edition is fundamentally sound, and they appreciated there may be subtle differences across agencies and across the world. What is important here (in the Manual) is registering the concept of MBO as such.
	James Thompson (CDEM Groups) indicated that CDEM Groups use MBO in the same format used by Emergency Management British Columbia (EMBC), and use of the 'Peter Drucker model' is not necessary. Dave Hunt (DOC) suggested an operational guide, with more definitive examples, be developed to support CIMS 3rd edition. Carla Drayton noted that there is already an intent to develop guidelines to support CIMS 3rd edition. Dave Hunt (DOC) suggested using the model of EMBC operational guides that were last updated in 2012 for the guidelines.
	Action: Dave Hunt to re-send Carla Drayton the EMBC operational guides re MBO.
4 CIMS 3rd edition: Support Material/Guidelines	The Chair provided an overview of club funding for CIMS 3rd edition Support Material/Guidelines including that: • The HRB were presented with CIMS 3rd edition and approached to support club funding for the development

Agenda item	Notes
	of guidelines. The intention is to develop a guideline for each function alongside training material and content. • There is so far approximately $100,000 of funding confirmed with two more agencies committed. • One agency had offered a secondment and others may follow suit. The Chair explained that the expectation is that NEMA will eventually adopt this work but in the meantime it will sit with the National Security Workforce unit of DPMC. SME input will be sought from agencies and existing experience and materials will be utilised. Carla Drayton explained that the current funding does not allow for development of all the guidelines simultaneously. It must therefore be considered if guideline development is to be staggered or reduced. Dave Hunt (DOC) noted the risk in credibility if support material is not provided for CIMS 3rd edition. The Chair acknowledged the aforementioned risk. The Steering Group continued the discussion regarding the development of a simple introductory video. It was noted that agencies would be appreciative of such a product. Shane Briggs had sent an earlier version as an example and Carla Drayton has discussed this with Paul Turner (FENZ), who expressed interest in developing a new version. **Action:** Carla to follow up with Paul Turner regarding an introductory video. Dave Hunt (DOC) suggested adopting a model similar to that used in the USA. **Action:** Dave Hunt to send Carla Drayton the video link to American EM videos.
5 Training update	Carla Drayton noted that of the 18 agencies that participated in stock take, where previously 60 percent were recorded as using CIMS, now the figure would be approximately 95 per cent. This accounts for a 35 percent jump in usage. Carla Drayton provided an update on the status re unit standards: • CIMS 2 unit standard online assessment is available for use and is being used by MCDEM and MBIE. On October 22nd, CIMS level 2 and 4 unit standard revision took place. After a final review, these standards will be sent to NZQA, in a package with the level 5 standards, for registration on the NZ Qualification Framework. A working group has been established for the CIMS Functions Role Cards consisting of: • Mike Hill (Maritime NZ) • Paul Bagg (NZTA)

Agenda item	Notes

	• Allan Grigg (MCDEM)
	• Jason Parry (MoE)
	• Gabrielle Duggan (MPI)
	
	Currently, the Role Card template is being developed and populated. The aim is to cover every response level for each CIMS function. The group is due to meet in the week beginning 2nd December. A draft is due to be complete by the end of the year. Following this, SMEs will review the Role Cards.
	Action: Agencies to contact Carla if they can support the review of Role Cards.
	
	The Steering Group discussed the use of the terminology 'Role Cards' to describe the CIMS Functions cards. It was noted that this terminology could be inconsistent with the CIMS emphasis on functions instead of people-based roles. However, the meeting agreed that 'Role Card' remains the appropriate terminology as the term is used widely for what we intend.
	
	Carla Drayton also noted the 'Strengthening iwi relationships to support CIMS 3rd edition' hui and workshop to be held on the 12th December at Pipitea Marae with representatives from NZ Police, Corrections and DPMC. The purpose of the hui is to determine how to engage with iwi effectively and efficiently within the operating model of CIMS 3rd edition. Facilitators and presenters include:
	   o Shane Graham (TPK)
	   o Dexter Traill (Police)
	   o Barney Thomas (DOC).
	   o David Coetzee (NEMA)
	   o Brian Hallinan (DPMC)

6 Next meeting	The next meeting will be in in February; the Chair will notify the date.

#	Open Actions	Owner
76	Arrange and hold a workshop to determine content for relationship diagrams for each CIMS Function	MCDEM
77	Work to continue on the development of Role Cards.	DPMC (NSW)
79	Dave Hunt to re-send Carla Drayton EMBC operational guides.	DOC
80	FENZ to follow up with Paul Turner regarding introductory video.	FENZ
81	Dave Hunt to send Carla Drayton the video link to American EM videos.	DOC
82	Agencies to contact Carla if they can support the review of Role Cards.	All

#	Closed Actions	Owner
1	Separate Ambulance NZ, St John & Wellington Free in the ToR	MCDEM
2	Add a paragraph about consultation in the ToR	MCDEM
3	Add an In scope and Out of Scope section in the ToR.	MCDEM
4	Replace Objective 1 in the ToR to read: *"Review the current CIMS principles, doctrine and functions to ensure they are fit for purpose for all users"*. This replaces a, b and c.	MCDEM
5	Adjust the timeframe to end mid-2019	MCDEM
6	Extend the next meeting and discuss fundamentals on 10 July 2018	All
7	Terms of Reference: Change National Security Systems Workforce Directorate (NSSWD) to National Security Workforce (NSW).	MCDEM
8	Each agency to confirm their named representative(s) to the smaller Working Groups to the MCDEM secretariat by **Friday 20 July 2018** (email to sara.mitchell@dpmc.govt.nz and jo.guard@dpmc.govt.nz).	ALL
9	Working Group members to be circulated to the Steering Group members (so leads know who is part of each Working Group)	MCDEM
10	Working Group leads to coordinate workshops/meetings to review each function/subject area to assess whether it is fit for purpose and provide a report to the next meeting of the Steering Group on 20 September 2018.	ALL
11	The Chair to notify the Chair of the IMRG about the composition of Working Groups and possible support by IMRG.	Chair
12	The updated list of Working Group leads and members will be circulated with these minutes.	MCDEM
13	The Strategic Communications and Policy Working Group are light on members and meeting participants were asked for more support. Maritime and NZDF to investigate possible options for supporting the Strategic Communications Working Group.	Maritime NZ and NZDF
14	Richard to send Carla the Ambulance incident classification levels as an example.	St John
15	All to read the information paper from the Governance Working Group and provide any feedback to David H.	All
16	Add a Planning update to the next Steering Group agenda.	MCDEM
18	Chair to extend exiting meeting invites to 3 hours.	MCDEM

17	Discussion on including Recovery in CIMS to be added to the next Steering Group meeting agenda	MCDEM
18	Refine the text of the Characteristics as per the minutes and include scenarios to illustrate the content. Provide this and draft text for Coordination, Command & Control to the next meeting	Command, Control & Coordination working group
19	Planning working group to provide an update to the next Steering Group meeting	Planning working group
20	The Liaison role descriptions prepared for IMRG to be shared with the Working Group.	Customs and NZDF
22	Draft text to expand chapter 3.2 of the current Manual to illustrate how a response structure is established and to describe the role of the IMT.	Tane Woodley
23	Provide draft Intelligence section text for consideration by the next Steering group meeting	Intelligence working group
24	Dana to provide feedback to the Operations working group on the liaison discussion to determine their next steps.	Operations working group
25	Clare Robertson to provide draft text on Recovery in Response	Clare Robertson
26	FENZ, Maritime, and DOC to develop and present an alternative Incident Classifications model for discussion at the December meeting.	FENZ, Maritime, DOC
27	Feedback on the draft Health and Safety section to be provided to Mike Hill.	All
28	Dave Hutchison/MPI to present an updated version of the Governance section to the December meeting, taking on board the feedback form the Steering Group.	Dave Hutchison
29	Dave Hunt to circulate a copy of the draft Appendix A (Planning) and present a draft Intelligence section to the December meeting.	Dave Hunt
30	Feedback on the draft Intelligence section to Tane Woodley.	All
31	Feedback on the draft IMT section to Tane Woodley.	All
32	Dana to provide feedback to the Operations working group on the liaison discussion to determine their next steps.	Operations working group
33	The Chair to test the definition of 'Community' with the developers of the new National CDEM Strategy	Chair
34	MCDEM to check alignment with proposed COP definition with the definition the MCDEM COP project are using.	MCDEM

35	Andrew to check with Police on the first vignette and how it could change if it moved into a counter-terrorism scenario.	Andrew Brooks
36	The Incident Classifications Working Group to review the FNZ proposed model to check for gaps against the original proposal.	Carla Drayton
37	MCDEM to review the IMT draft and discuss further with Tane.	MCDEM
38	Mike to refine the Health and Safety content with the Manual format in mind.	Mike Hill
39	Bryan to provide meeting feedback on the Planning content to Dave.	Bryan Jensen
40	The Chair to circulate Dave's planning draft to the Group as not all have received it.	Chair
41	The Chair to discuss progress of the Operations working group with Mark Bateman.	Chair
42	The Chair to look for additional strategic comms resource for the PIM working group.	Chair
43	All working group leads to update and complete drafts and return these to MCDEM ASAP.	All working group leads
44	The Chair to send out meeting invitations for 2019 meetings.	Chair
45	The Chair to look for additional strategic comms resource for the PIM working group.	Chair
46	MCDEM to review the layout of the NIMS and AIIMS documents for their applicability to the CIMS manual.	MCDEM
47	Blake Dearsley to provide an updated version of the Governance chapter.	Blake Dearsley
48	James Thompson will circulate draft content for the PIM section to the Steering Group members.	James Thompson
49	The Welfare Working Group to refine their proposal based on further consultation and provide the draft CIMS text to the Steering Group by the 4th of June 2019.	Shane Briggs
50	Mike Hill to provide clarity over terminology used in the Health and Safety section	Mike Hill
51	MCDEM to check with DPMC Legal over wording of the safety section	MCDEM
52	Tane Woodley to provide text for the Intelligence section	Tane Woodley
53	Planning Working Group to convene to agree which planning process to use	Dave Hunt

54	Minor changes to sections 1-4 to be submitted by email from Shane Briggs.	Shane Briggs
55	Sarah Holland to provide the ODESC template.	Sarah Holland
56	Shane, Tane and Matt to provide a single agency internal business disruption example for Section 5.	Shane Briggs, Tane Woodley and Matt Shaw
57	FENZ to provide an initial response to a vehicle accident example for Section 5.	FENZ
58	Tania Woodcock to share a visual illustration of escalating emergency management system developed by FENZ.	Tania Woodcock
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