

DOC Emergency Management System

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1. Context

An emergency is defined as:

“A serious, unexpected, and often dangerous situation requiring immediate action”

Historically, DOC has considered emergency management to relate to people and natural disasters. The response to these events has tended to be at a local level and occasionally ad-hoc in nature. The current state leads people to consider the type and nature of emergencies to be limited to missing people, natural disasters or public infrastructure failure. This current state presents risks for DOC in the future as the Department may not be in an effective state of readiness.

DOC people are constantly exposed to a wide range of potential emergency situations and are often involved at all levels of the organisation in responding to and assisting with small and large-scale emergencies. In recent years DOC has responded to significant events such as the Christchurch Port Hills bush fires, Ex-Cyclone Gita storm surges, the Kaikoura Earthquake and threats to DOC staff & offices.

DOC must have the capability to safely and efficiently perform its role in an emergency at all levels of the Department. This involves understanding what an emergency is and how the Department responds in relation to different types of emergencies. DOC must also make ongoing improvements and take learnings from previous events. Not only this, but it must ensure a consistent understanding and coordinated approach across all DOC offices and regions.

In addition, DOC must learn from past incidents and apply recommendations into future development of Emergency Management resources. DOC must also clearly understand how it interacts with other agencies before, during and after emergency events.

This system document is designed to:

1. Ensure a systematic approach to emergency management that is constantly reviewed and updated to reflect the ever-changing nature of emergency response and the multiple relationships DOC has with other NZ agencies.
2. Improve DOC staff's understanding of DOC's Emergency Management System.
3. Assure a consistent understanding and response across all DOC offices, regions and operations.

The DOC Emergency Management System follows the Ministry of Civil Defence & Emergency Management's integrated approach to emergency management, the '4Rs' – Reduction, Readiness, Response & Recovery. While the system's primary focus is Readiness, Response and Recovery, the Reduction area is acknowledged mainly through links with other DOC systems that focus specifically on risk management and mitigation. These links are detailed later in the document.

The DOC EMS utilises core functions and takes guidance from the New Zealand Coordinated Incident Management System [CIMS] 3rd Edition [or subsequent editions].

<https://www.civildefence.govt.nz/assets/Uploads/CIMS-3rd-edition-FINAL-Aug-2019.pdf>

The DOC EMS fits with the proposed National Disaster Resilience Strategy, Objectives 8, 10, 11, 13, 14, 15 & 17 - [due for final Cabinet & Select Committee approval March 2019].

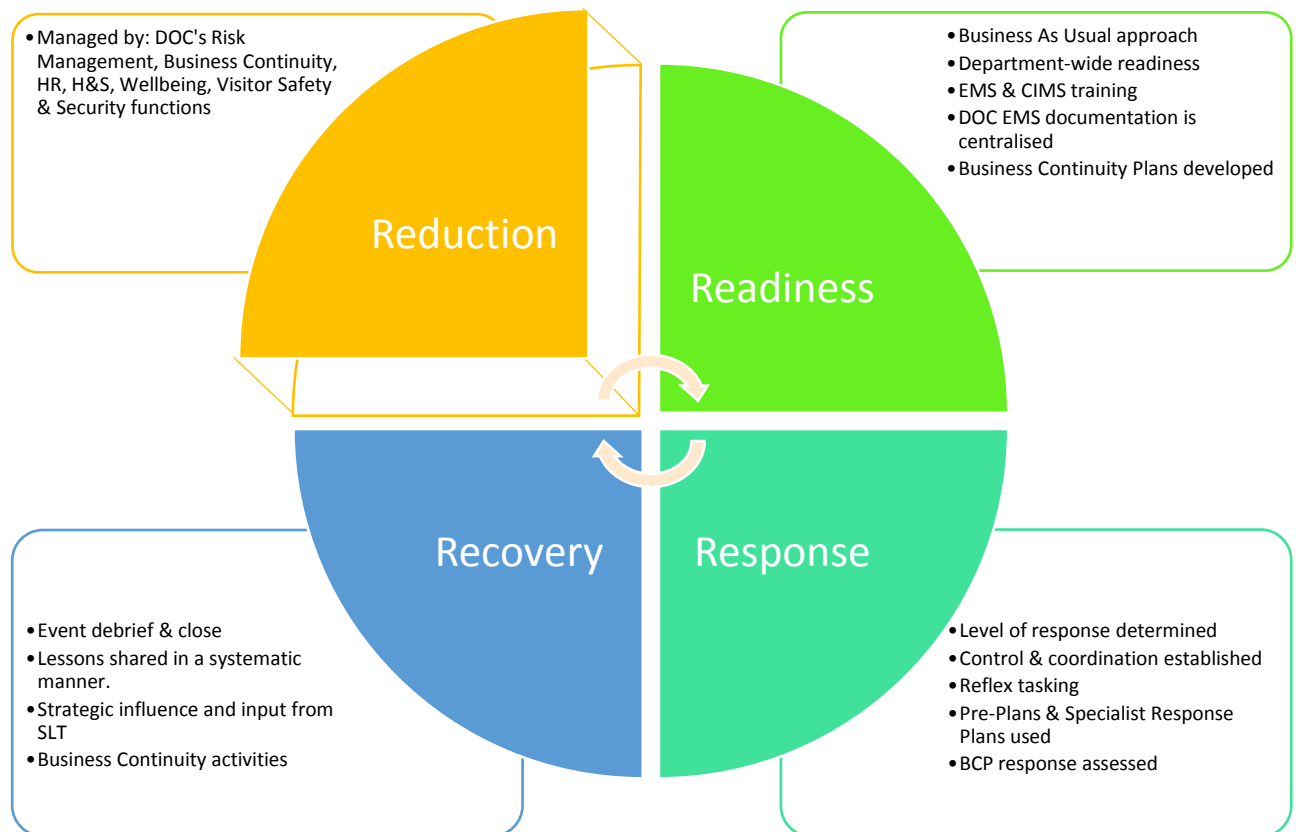
<https://www.civildefence.govt.nz/cdem-sector/plans-and-strategies/national-disaster-resilience-strategy/>

2. Purpose of the DOC Emergency Management System

The purpose of the DOC Emergency Management System [“EMS”] is:

“DOC responds to emergencies in a safe, effective manner”.

The ‘Readiness, Response and Recovery’ aspects of the MCDem ‘4Rs’ guide and inform the DOC Emergency Management System. ‘Reduction’ is covered by Risk Management, Human Resources and Health, Safety & Wellbeing, Visitor Safety and Security functions.



The DOC Emergency Management System [“EMS”] will:

- Standardise DOC’s approach to, and management of emergencies.
- Clarify DOC’s role in the management of large, multi-agency emergency events.
- Clarify linkages with internal systems.
- Clarify accountabilities for emergency management roles and responsibilities at every level of the organisation.
- Establish a structured platform for constant improvement and organisational development.

3. Principles (rules that guide behaviour)

- Staff are safe in managing and responding to emergencies.
- Staff use team process when responding to emergency management situations.
- Staff will be provided with adequate and suitable training and mentoring to enable them to perform their roles & duties within the emergency management context – aligned with NZCIMS 3rd Edition
- DOC’s role in emergencies is clear across the public sector.
- Responses to emergencies follow consistent processes and tools across the organisation.
- Staff have the authority to perform their roles within an emergency.
- Treaty partnerships are honoured within the emergency management context.
- DOC will invest in appropriate technology and ongoing emergency management system improvement.

4. Risk in Emergency Management

4.1 DOC’s EMS, The National Disaster Resilience Strategy & The Sendai Framework

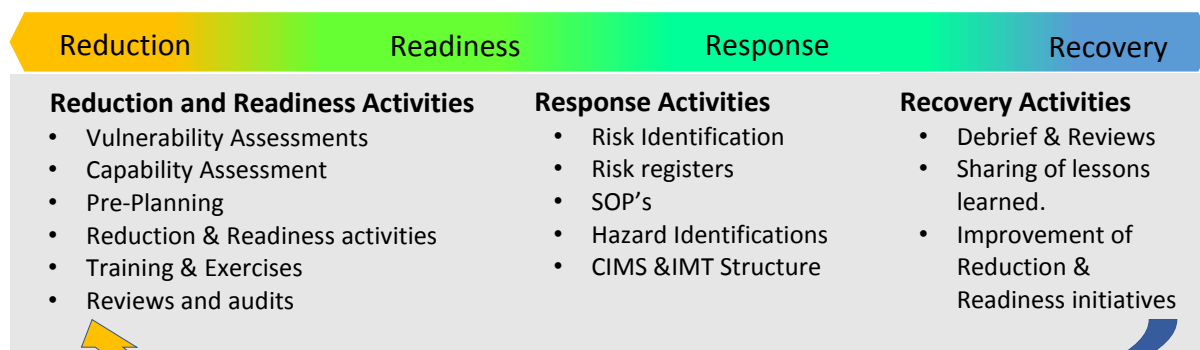
Risk should be considered in the early stages of an incident as identification of risk and benefits will help determine operational tasking.

DOC considers this EMS to integrate closely with, and support the National Disaster Resilience Strategy Objectives. The aim of risk management in DOC is to "ensure that decisions reflect the uncertainties involved and how best to take advantage of them". DOC's approach to managing risk is based upon risk leadership.

In 2015 New Zealand signalled its commitment to the Sendai Framework for Disaster Risk Reduction 2015-2030. The Sendai Framework has a desired outcome of ‘the substantial reduction of disaster risk and losses of lives, livelihoods and health, and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries’.

Two key ideas of the Sendai Framework link well with DOC’s approach to managing risk. These are:

1. A greater effort to understand risk.
 - Prioritise investment
 - Make better risk-based decisions
 - Build resilience into everyday processes
2. A shift of focus from managing disasters to managing risk.



5. Outcomes - Technical

Technical Outcomes are those aspects of Business Strategy that should be achieved through application of this system in the context of other linked systems

- Business Strategy – Statement of Intent 2016-2020
- Director General SOI Introduction - “Continue to embed new structure & strategy, and focus on improving the efficiency & effectiveness of core work programmes”
- Increased efficiency in preparing for and responding to events from both a DOC perspective and a whole of Government response perspective.
- High level of definition and clarity over role accountability and responsibility at local, regional, national and inter-agency level
- Consistent emergency management resources, guidelines and tools across regions.
- DOC will future proof the EMS by investing in digital and technology-based resources e.g. purpose-built tools and applications.

6. Outcomes - Social

Social Outcomes reflect the design intent of how people should experience working in the organisation through this system

- Increased confidence in responding to emergency situations at every level of the organisation.
- Improved communication at a local, regional and national level.
- Improved understanding of individual responses to emergencies i.e. “what is my role and when do I act”? All DOC staff know and understand a common emergency management response ‘language’.
- The system not only assists staff throughout emergency situations, but links strongly with Human Resource systems to ensure support continues post emergencies.

7. Boundaries and Linkages

Boundaries & linkages show how the DOC EMS relates internally to other DOC systems and externally to our Treaty Partner, other Government agencies and systems.

7.1 Internal Links & Boundaries



7.1.1 Health & Safety System

Health, Safety & Wellbeing link is to 'Reduction' functions of Emergency Management:

1. Health & Safety system & Reduction improvement informed by lessons learned.
2. Safe deployment of people & resources during an emergency.
3. Incident reporting, hazard identification during emergency responses and feedback, and review of lessons learned post event.

7.1.2 Visitor Safety System

1. Provision of visitor intelligence during emergencies e.g. how many? where are they?
2. Visitor communication planning
3. Provision of vulnerable visitor & high use/high risk programme intelligence to inform scenario-based training.

7.1.3 IT Systems / Intranet

1. Provision of IT support to EMS training, EMS portal/platform – 1-stop shop platform for tools, templates, manuals, response action cards etc.
2. Also consider new & emerging technologies such as App based response tools and resources.
3. Business Continuity and Information Technology service assurance during events
4. Provision of fit for purpose tools.

7.1.4 HR System

1. Training system – management of all staff proficiency & training requirements relating to the DOC EMS e.g. new staff induction requirements, training records & reminders etc.
2. Performance management system – MOR process provides managers with system tools to evaluate individual EMS performance, identify skill gaps & training requirements etc.
3. Provision of staff support services e.g. welfare, after events.

7.1.5 Communications

1. Internal communication to assist with system roll-out, development and awareness.
2. Internal & external communication support during emergency events.
3. External communication support to ensure awareness of DOC role & capability in multi-agency emergency events.

7.1.6 DOCHOT / Duty Manager

7.1.7 Risk & Assurance

1. System custodian
2. Inform EMS on risk tolerance level, mitigation, reduction and treatment for emergency management events, preparation and training.
3. Use of the DOC Risk Leadership model in Emergency Management Responses.
4. Annual review of EMS by Director Business Assurance.

7.1.8 Biosecurity

1. System user
2. Inform the EMS on treatment of general and specific biosecurity emergency events for inclusion in training materials, pre-plans and relevant emergency procedures.
3. Inform the EMS during emergency events of specific biosecurity risks & issues.

7.1.9 Protective Security Requirements

1. Inform pre-plans of mandatory requirements.
2. Inform EMS of requirement to have heightened security advisory and the ability to inform the organization of increased levels of security.

7.1.10 Asset Management System

1. Inform emergency management responses i.e. asset availability, location, status.
2. Inform asset status & condition during emergencies.

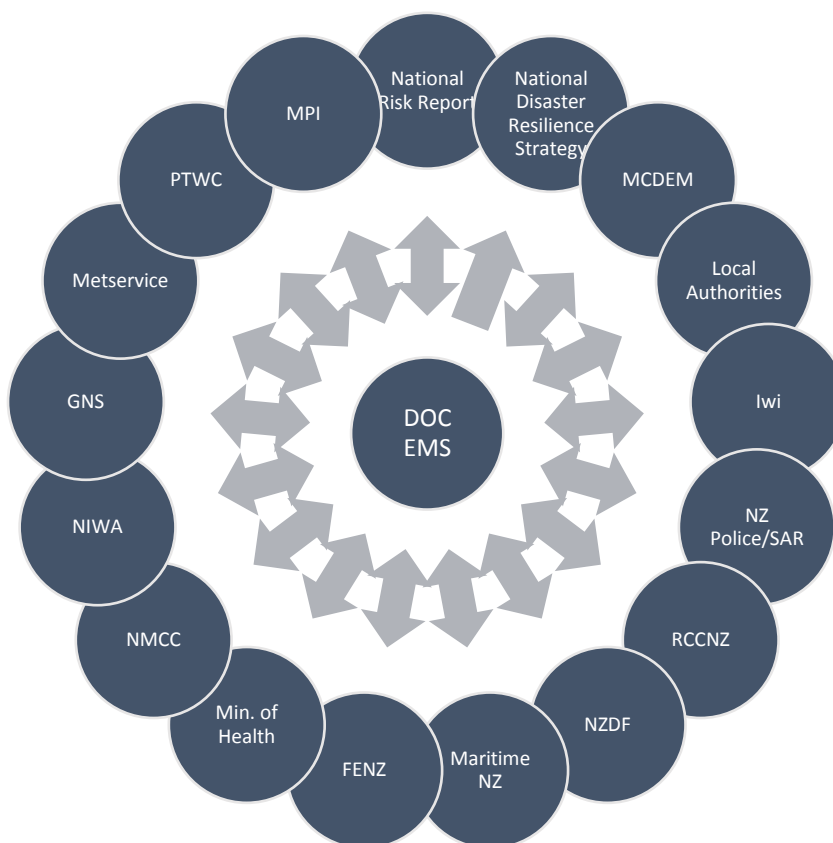
7.1.11 Finance & Accounting

1. Track and report costs associated with emergency management responses.
2. Approval processes & controls for EMS related expenditure.

7.1.12 Operations: Fire, Project Jonah, Ops Regions, evacuation responses

1. System user
2. Provide SME's, high users, or improvement suggestions
3. Provide situation reports during response and recovery

7.2 External Links & Boundaries



7.2.1 Iwi

DOC ensures the principles of our partnership with Iwi are present.

1. DOC's Role:

- To ensure emergency response procedures & protocols incorporate Iwi cultural considerations [Whakapapa Maori].
- Will establish awareness of Iwi capabilities in relation to response [values, resources, community leaders, collaboration authority etc.]
- Consult our Treaty partners in sustainable management of natural or physical resources, ecosystems or biodiversity threats, and emergency management.

7.2.2 National Risk Report (NRR)

The National Risk Register informs DOC's Emergency Management System by ensuring DOC's EMS considers all risk areas relevant to the national risk framework.

The NRR also gives guidance on risk treatment which is included in the EMS and DOC's risk management system.

7.2.3 National Disaster Resilience Strategy (NDRS)

The NDRS is focussed on strengthening resilience across Government Agencies and sectors. It has a three-pronged approach to improving NZ's resilience to disasters:

1. Risk minimisation and limitation of impacts to be managed.
2. Building capability & capacity to manage emergencies.
3. Strengthen wider societal resilience.

7.2.4 Ministry of Civil Defence & Emergency Management (MCDEM)

1. Responsible for:
 - Developing strategy for Civil Defence response & capabilities.
 - Leadership of large scale emergency events through the National Crisis Management Centre.
 - Communication to ensure inter-departmental awareness of roles, capabilities and standard communication links for planning, training & during emergency events.
2. DOC's Role
 - Provide experienced DOC personnel for training exercises and population of the CIMS structure during emergency events.

7.2.5 Territorial Authorities

Territorial Authorities:

- Regional Councils
- District Councils
- City Councils

1. Responsible for:
 - Leadership of civil defence emergencies.
2. DOC's Role
 - Provision of trained resources.
 - Provision of intelligence & support.
 - Provide annual capability statement.

7.2.6 NZ Police / Search & Rescue

1. Lead Agency for:
 - Category I SAR Operations: Inland waters, cave, river and land search and rescue
 - Missing persons
 - Road traffic accident
 - Armed intruder / Active Shooter scenarios
 - Bomb threat or suspicious mail
 - Threats and harassment
 - Staff or Visitor Fatalities
2. DOC's Role
 - Provide resources & intelligence prior to, during and following emergency responses.

- Participate in training exercises.
- Provide Mt Cook SAR Team.
- Provide PSR functions for staff security.

7.2.7 Rescue Coordination Centre New Zealand (RCCNZ)

1. Responsible for coordinating Category II SAR Operations:
 - a. All major maritime & aviation search & rescue missions.
 - b. Locator beacon responses & searches.
 - c. Assisting and supporting DOC in remote off-shore island evacuations
2. DOC's Role
 - a. Provision of search resources & intelligence.
 - b. Develop MOU/SLA & Pre-Plans for Kermadec and Sub-Antarctic Island work.

7.2.8 Fire Emergency New Zealand (FENZ)

The Operational Service Agreement (OSA), dated 17 July 2017, sets out responsibilities of each agency.

1. FENZ is responsible for delivering to DOC the designated services set out in Schedule 2 (of the OSA)
2. DOC must deliver to FENZ the fire control services set out in Schedule 2 (of the OSA)

7.2.9 New Zealand Defence Force (NZDF)

1. Responsible for:
 - a. Provision of resources to assist with emergency responses.
2. DOC's Role
 - b. Request assistance when/ as required (depends on event & control).
 - c. Provide resource & intelligence.

7.2.10 National Maritime Coordination Centre

1. Responsible for:
 - a. Coordination of asset requests to other agencies e.g. NZDF, Customs.
2. DOC Responsibility:
 - a. Request assistance
 - b. Request assistance when/ as required (depends on event & control).

7.2.11 Ministry of Health and District Health Boards

1. Responsible for:

Development of guiding principles and action plans for emergency planning in the Health and Disability Sector.

 - a. National Health Emergency Plan [NHEP] describes the strategic relationships for emergency management across the health sector and against the 4 R's (Reduction, Readiness, Response and Recovery)
 - b. Action Plans:
 - i. Pandemics
 - ii. Mass Casualty

iii. Multiple Complex Burn

- c. "The Ministry has an Emergency Management team which works on emergency management projects that will either lead or support a national response".
- d. <https://www.health.govt.nz/our-work/emergency-management?mega=Our%20work&title=Emergency%20management>

2. DOC's Role:

- a. Inform MOH of any illness or pandemic outbreak from DOC facilities or assets.
- b. Take guidance from MOH & regional DHBs on response and recovery options.

7.2.12 Maritime New Zealand

1. MNZ is Lead Agency for:

- a. Maritime salvage and oil spill response [MIRT & MPRS]

2. DOC's role

- a. Inform MNZ of marine chemical and oil spills.
- b. Provide resources to MIRT & MPRS as appropriate or requested [IMT resources and operational resources].
- c. Provide technical advice on wildlife care and release programmes.

7.2.13 GNS

1. Responsible for:

- a. Provision of expert advice and monitoring e.g. Central North Island Volcano management and monitoring.

2. DOC responsibilities:

- a. Liaise early with GNS following EQs or volcanic activity.
- b. DOC IMT Intel/Planning to liaise with GNS during response phase.
- c. Consider staff safety issues during incident operations.

7.2.14 MetService

1. Responsible for:

- a. Provision of general meteorological advice.
- b. Provision of specific modelling, warnings & watches.

2. DOC responsibilities:

- a. Use of relevant metrological information in pre-planning and responses.

7.2.15 Pacific Tsunami Warning Centre (PTWC)

1. Responsible for:

- a. Provide Tsunami Warnings and advice.

2. DOC responsibility:

- a. Prepare & respond.
- b. Maintain oversight of tsunami warnings and status for DOC assets – NZ mainland islands, Kermadec Islands, Chatham Islands, sub-Antarctic Islands.

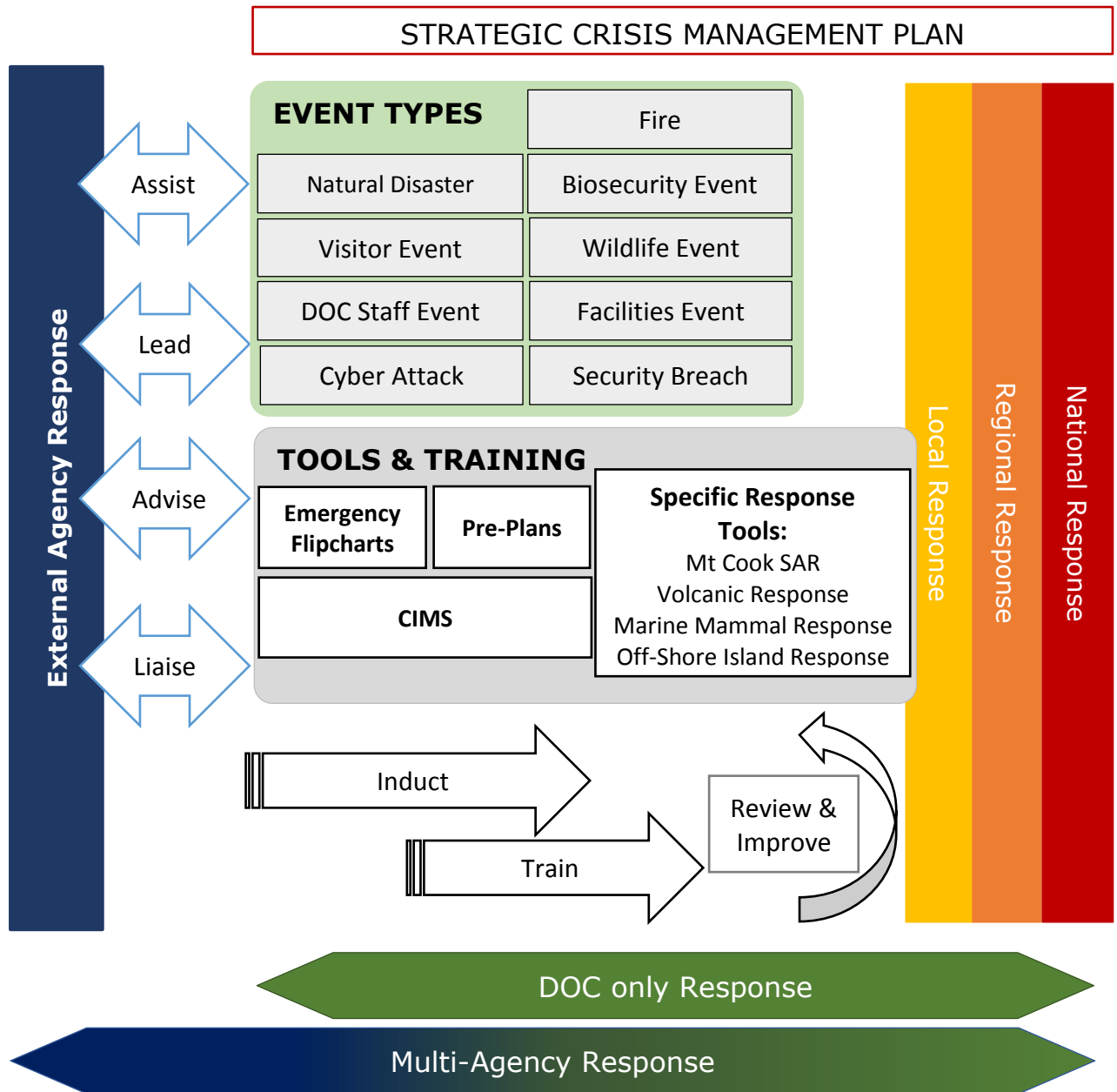
7.2.16 Ministry of Primary Industries

1. Responsible for:

- a. Advice and oversight of bio-incursion and response e.g. Myrtle Rust etc.
2. DOC Responsibility:
- a. Liaise early during response phase.
 - b. Define lead agency.
 - c. Pass information & intelligence.
 - d. Work with MPI on mitigation methods.

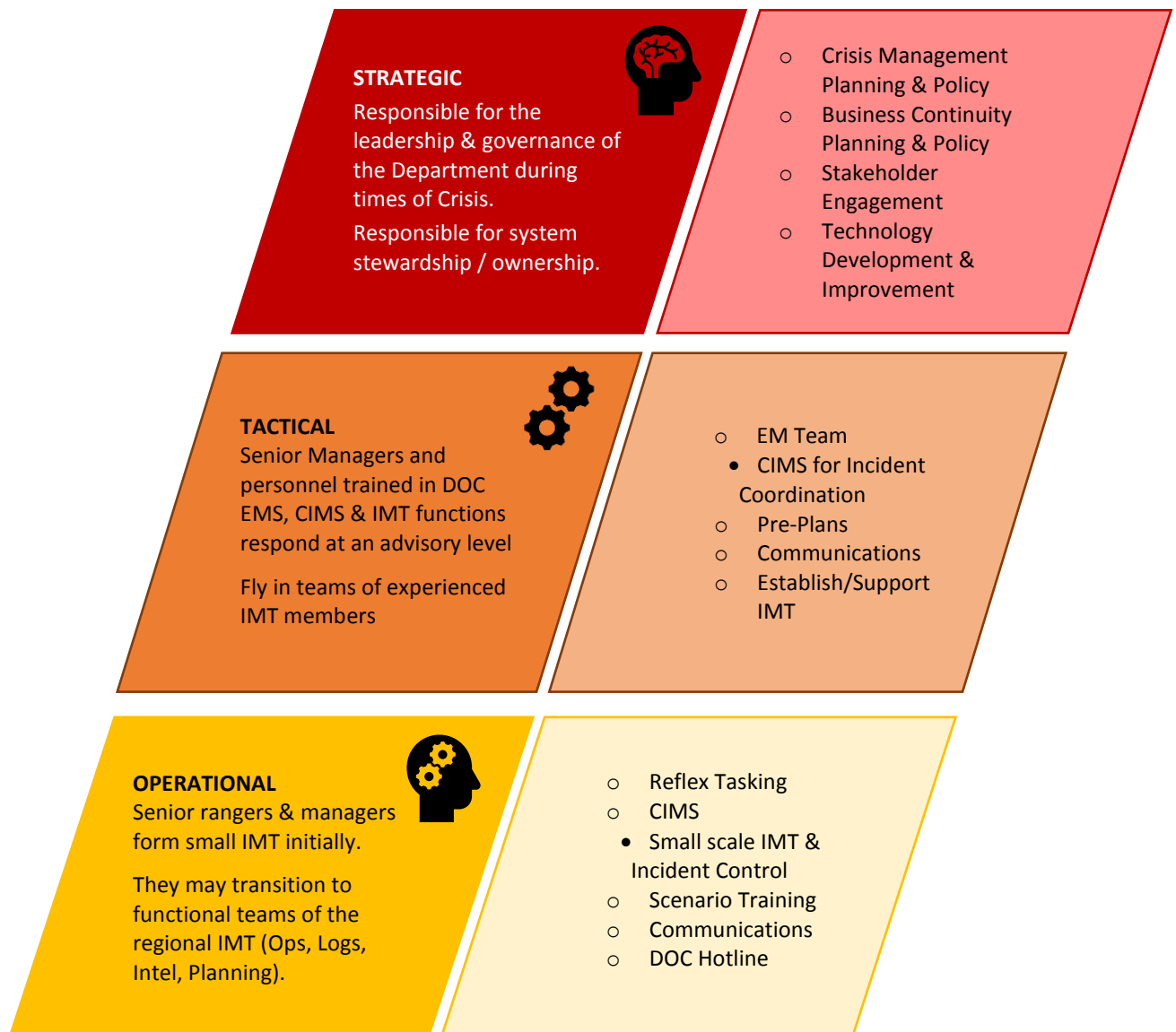
8. Macro Process







Macro process provides a high-level overview of the DOC Emergency Management System and broad links and response type groups.



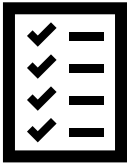













9. Detailed Process

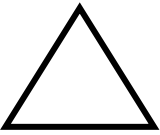




Purpose: To ensure All DOC staff know what the emergency management system does and what their role is in it.



	<p>Strategic</p> <ul style="list-style-type: none"> - A National Coordination Centre will be established. - The DG & SLT are responsible for the leadership and governance of the Department during times of crisis. - Responsible for system stewardship / ownership.
<p>Crisis Management Plan</p> 	<p>Advises the SLT on:</p> <ul style="list-style-type: none"> - Core role of the SLT during a large scale or significant incident <ul style="list-style-type: none"> o Functional roles & responsibilities of strategic leadership o Delegation of Authority for response functions to be established - Business Critical Functions during emergencies <ul style="list-style-type: none"> o Core infrastructure o Protection of personnel & assets o Critical payments o Advice to government o Communications
<p>Business Continuity</p> 	<p>Guiding the Department through times of crisis to enable rapid and smooth return to BAU.</p> <ul style="list-style-type: none"> - Payroll & supply payments - Security - Insurance - Return to BAU – Recovery - Revise business plans post emergency if disruption is significant.
<p>Stakeholder Engagement</p> 	<ul style="list-style-type: none"> - Ministerial engagement - Media: engaging with media or approving media releases. Media Spokesperson assigned. - Internal: clear and single point comms for all internal/staff comms - External / Partners: clear, approved messaging with single point comms for all external / stakeholder comms - Stakeholder Management Plan needs development
<p>Technology development & improvement</p> 	<p>Responsible for funding new and emerging technology</p> <ul style="list-style-type: none"> - Technology focus to aid Response & Recovery with a focus on business & DOC community Resilience. - Apps & digital/software solutions for response across the Department.
<p>Training / Scenarios</p> 	<p>Recommend:</p> <ul style="list-style-type: none"> - Bi-Annual table-top exercises to assist in EMS Health assessment and SLT competence - Crisis Recovery & Resilience training for SLT & key delegates

 Tactical	
Emergency Management Team 	<ul style="list-style-type: none"> - Regional Hubs with Teams ready to provide coordination, support and advice to Operational IMTs & Incident Controllers. - Fly-In Teams of experienced personnel ready to respond around the country.
Response Procedure & Pre-Plans 	<p>Response plans:</p> <ul style="list-style-type: none"> - Are for defined geographical areas or significant incident types. - Have a structured approach to the response and often involve other agencies in support or in lead roles. - Are generally for larger scale events and have key personnel, units or specialists involved.
	<p>Pre-Plans describe:</p> <ul style="list-style-type: none"> - Common tasks within each ‘operating period’ regardless of the location, or specific details of the event. - Key actions at each stage of the event - What level of response is required & when to escalate or de-escalate. - Who to notify within DOC and any relevant external agencies to notify. - DOCs role in the response as sole agency, lead agency, or support agency.
Emergency Coordination Centre 	<p>The ECC is set up in Readiness and is well resourced for Response. Experienced, competent & current staff in regional offices. The ECC Coordinate the response at a regional level.</p>
Comms 	<p>Tactical Comms passes messages, tasking and Situation Reports between Operations and Strategic levels.</p> <p>Outcome of Tactical Comms:</p> <ul style="list-style-type: none"> - Pass accurate, timely SitReps to Strategic planners - Advise on key messages and outcomes of the event. - Maintains accurate timeline of event.
Training & Scenarios 	<p>Tactical training helps guide future development of the System CIMS IV minimum qualification with currency requirements.</p> <ul style="list-style-type: none"> - Annual currency for core team [Emergency Management Team] - Regular exercises / practice / training

 Operational: <ul style="list-style-type: none"> - Provide small scale IMT functional roles to responders on the ground - Maintain 'Control' of assets on the ground - Deliver 'Reflex Tasking' to mitigate initial risks in the short term to people and property - Provide SitReps to Tactical Level Response 					
Emergency Response Flip Charts 	<p>Emergency Response Flip Charts provide guidance for Reflex Tasking. Reflex Tasking are the actions undertaken by staff to maintain personal safety or respond to a threat.</p> <p>Reflex Tasks are known due to:</p> <ul style="list-style-type: none"> - Role assignment, site processes. - Induction, training & awareness of site hazards and evac routes. <p>Document suite will:</p> <ul style="list-style-type: none"> - Be site specific - Provide guidance on: <ul style="list-style-type: none"> o Evacuation procedures o Reflex tasking o Personal safety 				
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Warden Duties</td> <td>Documents will provide guidance for site Wardens</td> </tr> <tr> <td>Site Emergency Response Group</td> <td>Documents will provide organisational structure to response and key responsibilities for SERG</td> </tr> </table>	Warden Duties	Documents will provide guidance for site Wardens	Site Emergency Response Group	Documents will provide organisational structure to response and key responsibilities for SERG
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CIMS / Small scale IMT 	<p>Small team of people trained to CIMS II & IV with in each Region. IMT has control of 'on-the-ground' operations. IMT accepts coordination advice from Tactical EMT Incident Control Point [ICP] established local to the incident. An EOC may be established if the response is scaled up. The EOC is established at a Regional DOC office and staffed with senior members trained to CIMS IV & the DOC EMS.</p>				
Initial Response 	<p>Initial Response is guided by preparation and planning of known or likely events such as ex-Tropical Cyclones, building fires, minor injury, bush fire etc. Initial Response includes Reflex Tasking to minimise impacts of the event. Tasking should be in line with plans laid out in the Readiness Phase, ER Flip Charts or Pre-Plans.</p>				
Comms 	<p>Operational Comms:</p> <ul style="list-style-type: none"> - Is the conduit for maintaining 'Control' of the response. - Provide tasking direction to field response teams, other agencies, staff and visitors - Maintain flow of intelligence via Sit. Reps to Tactical Comms 				
DOC Hotline 	<p>Receives information from members of public regarding wildlife, DOC assets and biological incidents. POC for public.</p>				
Scenarios / Training 	<p>Practical training and testing of resources at a local and regional level to ensure operational currency and preparation.</p>				
 Business As Usual <ul style="list-style-type: none"> - The way we work day-to-day to prevent incidents occurring and prepare if they do occur 					
Core Work	Risk Leadership				

	Safety Culture Team Process Task Assignment Single Point Accountability
SOPs 	Guidance & direction on normal operations etc
Risk Management 	Integrated into all projects and work. ID potential future incidents <ul style="list-style-type: none"> - Prepare & prevent significant disruption - Forecasting impact of likely events – E.g. Storms / ex-tropical cyclones
Health & Safety 	'Home Safe Every Day' JSAs & other safety tools etc PPE
Training / Scenarios 	Incorporates: <ul style="list-style-type: none"> - Fire, EQ & Evac drills - Security breach exercises [e.g. Bomb threat / armed intruder] - Scenarios practiced by all levels of the Department for significant unplanned events. Objective to embed functional roles and responsibilities <ul style="list-style-type: none"> o Marine Mammal / Volcanic Eruption / Offshore Island etc o Regional/National Office shut down o Staff serious injury / fatality o Media training

9.1 Induction & System Awareness

9.1.1 Who uses the system?

The Emergency Management System is used by all DOC staff. This does not mean all staff need to understand all aspects of the system, rather that when an emergency occurs, staff know their role within the system – whether in a leadership, support or operational capacity.

Organisation wide awareness of the system is assured using the following tools and controls:

1. Induction, Training & Awareness Programmes.
2. Role specific competencies are included in role descriptions and personal development plans.
3. Specific role-based training.
4. Scenario planning & simulation.
5. Annual stocktake / review of system capability, fit for purpose by the system owner.

9.1.2 Induction & Training

Standardised levels of emergency response training/capability across the DOC regions are:

- Basic Introduction to the DOC EMS:
 - o What is it, how does it work, what is your role?
- Field:

- Operational level training identifying specific role based training requirements e.g. CIMS, First Aid etc.
- Expert/Specialist:
 - Specialist training for Regional &/or National emergency management & inter-agency responses.
- Special Units:
 - Specialist training for specific emergency response teams E.g. Volcano, Stranding, Mt Cook SAR.

Key is that people know and understand there are prescribed levels / standards and that they can progress through the Emergency Management capabilities.

Training					
DOC Staff	Induction	Flip Chart Drills	EMS Training, & Scenarios Specific to Role	CIMS IV	Crisis Management Training
All Staff	x	x	x		
Snr Staff				As Required	
Managers				x	
Directors				x	As Required
SLT					x

Training					
Regularity	Induction	Flip Chart Drills	Specific EMS Training, Exercises & Scenarios	CIMS IV	Crisis Management Training
As required	x			x	
Annual			x		x
Quarterly					
Monthly		x			

The following tools are available to support induction and ongoing training:

- Intranet based awareness/ training modules
 - Video tutorials
 - E-Learning
- Intranet EMS page contains:
 - Tools & templates
 - Emergency Flipcharts

- Pre-Plans
 - Specialist Response Plans
 - DOC CIMS Manual & Action Cards
 - Debrief & Review documents
-
- Structured & planned CIMS training
 - Consistent Pre-plans
 - Emergency Management System Document
 - Role equipment usage e.g. radios/ first aid kits etc

Systematic /standard training for each capability level:

- Consistent scenario exercises, training & training materials.
- Includes tailored training for certain roles

9.2 Response / Incident Management

9.2.1 Response Decision

Once an event trigger has occurred and directly following the initial response (if there is one), a RESPONSE DECISION is required. A Response Decision is a deliberate step in the Emergency Management process. It is made by the senior member of staff managing the site and determines the nature and level of response required. [Training required for key roles across the organisation.]

Response activation is determined on the impact to DOC's business:


- Does it affect single or multiple business areas?
- What is the problem?
- How will it develop?
- What resources are required?

9.2.2 Activation Levels and Process

LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
<p>Small Impact event managed at the scene</p> <ul style="list-style-type: none"> Short disruption to day-to-day business in the region No threat to life or safety No national support required 	<p>Regional event</p> <ul style="list-style-type: none"> No threat to life but possible safety/security concern Impact on DOC offices &/or staff within one region Short disruption to BAU functions or services 	<p>Major event affecting multiple business areas or regions</p> <ul style="list-style-type: none"> Threat to life, security &/or safety of staff Significant impact to the region & implications to national BAU Possible external agency involvement 	<p>Department-wide emergency incident event</p> <ul style="list-style-type: none"> Event involving serious injury or death [or potential] Impact across multiple business areas or regions Significant reputational damage Possible 'National State of Emergency' in effect – DOC operating as support agency

ALL STAFF CAN IDENTIFY AN INCIDENT AND RECOMMEND TO THEIR MANAGER, SITE LEAD, DIRECTOR, OR DD-G THAT INCIDENT MANAGEMENT ACTIVITIES BE UNDERTAKEN

ALWAYS CONSIDER HOW THE SITUATION MIGHT EVOLVE OR INCREASE IN COMPLEXITY OVER TIME

INCIDENT MANAGEMENT	REGIONAL LOCAL BUSINESS-AREA RESPONSE	NATIONAL COORDINATION	NATIONAL STRATEGY
<p>LOCAL RESPONSE</p> <p>IMT established locally</p> <p>Managed at Incident Control Point (ICP) by directors, site lead, managers, supervisors, team leaders</p> <ul style="list-style-type: none"> Risk is managed using organisational roles/SPA, Team Process, Task Assignment Response and tasking is in the scope of BAU Health and Safety processes are followed Priority is staff safety 	<p>Emergency Operations Centre (EOC) established</p> <p>Managed within affected region; national or strategic support may be needed</p> <ul style="list-style-type: none"> Local office controlling operations Small-scale IMT established by the region or business group for coordination Multiple business areas may be impacted 	<p>Emergency Coordination Centre (ECC) established</p> <p>Region or business group manages the response activities from a national hub</p> <ul style="list-style-type: none"> EMT at a 'hub' is coordinating response effort Regional IMT controlling resources and activities SLT/D-G notified – strategic direction provided A DOC National Coordination Centre (NCC) may be established for support – WGT, AKL, CHC, HAM 	<p>National Coordination Centre (NCC) established</p> <p>SLT confirms responsibilities and actions</p> <ul style="list-style-type: none"> SLT/delegates/SME advisors provide mandate and direction for coordination and control efforts An NCC is established to ensure efficient use of resources during response and recovery efforts Plan and resource for recovery efforts
<p>Notify:</p> <ul style="list-style-type: none"> Team Leader, Manager, Site Lead Local Controller decides when/if to notify Director <p>Escalate if:</p> <ul style="list-style-type: none"> Regional, business line or national support is required to manage the response &/or recovery activities Have confidence to escalate early 	<p>Notify:</p> <ul style="list-style-type: none"> Manager, Site Lead, Director DOC Regional Controller to notify DD-G <p>Escalate if:</p> <ul style="list-style-type: none"> Regional staff are overwhelmed Impact is possible on other business groups, or DOC regions Business line or national support is required to manage the response &/or recovery activities Have confidence to escalate early 	<p>Notify:</p> <ul style="list-style-type: none"> Mandatory to notify DD-G & Director General D-G and SLT to determine when to notify the Minister D-G and SLT to determine when to notify other stakeholders <p>Escalate if:</p> <ul style="list-style-type: none"> The event crosses regions, or business groups Regional, business line & national support is required to manage the response & recovery National coordination & management is required <p>Have confidence to escalate early</p>	<p>Mandatory notification:</p> <ul style="list-style-type: none"> DD-G & Director General D-G to notify the Minister <p>Escalate if:</p> <ul style="list-style-type: none"> The event crosses regions, or business groups National coordination & management is required Inter-agency or Ministerial support is required Have confidence to escalate early De-escalate as soon as situation allows
<p>RESPONSE PLANS</p>  <ul style="list-style-type: none"> DOC Emergency Management System & response framework, tools and templates Office Emergency Flipcharts H&S System tools Eg. JSA, Safety Plan, SOPs etc VSS expertise and resources Risk Management System embedded Security System implemented to meet Protective Security Requirements [as appropriate] Site Emergency Response Plans Incident Pre-Plans in effect Business Continuity Framework & Plan Stakeholder Engagement Plan 	<p>CRITERIA: L3 & L4</p> <p>Requires centralised coordination and strategic direction – consistent single system.</p> <ul style="list-style-type: none"> Threat to life, security &/or safety of personnel The complexity of the incident exceeds the mandate or experience of regional staff Scale Complexity Nature Intensity Financial Emotional toll Multiple, inter-related risks are present – detailed risk assessment required High degree of uncertainty – unknown event or regional staff overwhelmed High potential for cascading impacts throughout DOC High potential for stress intervention management services being required National or Regional State of Emergency in effect 		

9.2.3 Event Trigger

The table below lists those events that trigger the need for an emergency response & which agency is likely to take the lead.

Each event category will likely have an Emergency Flipchart response, Pre-Plan or Specific Response Plan (discussed below in “Emergency Management System Documentation & Response”).

Note: This list is indicative only, is non-exhaustive, and does not specifically exclude any event from being an incident or emergency and requiring a coordinated response.

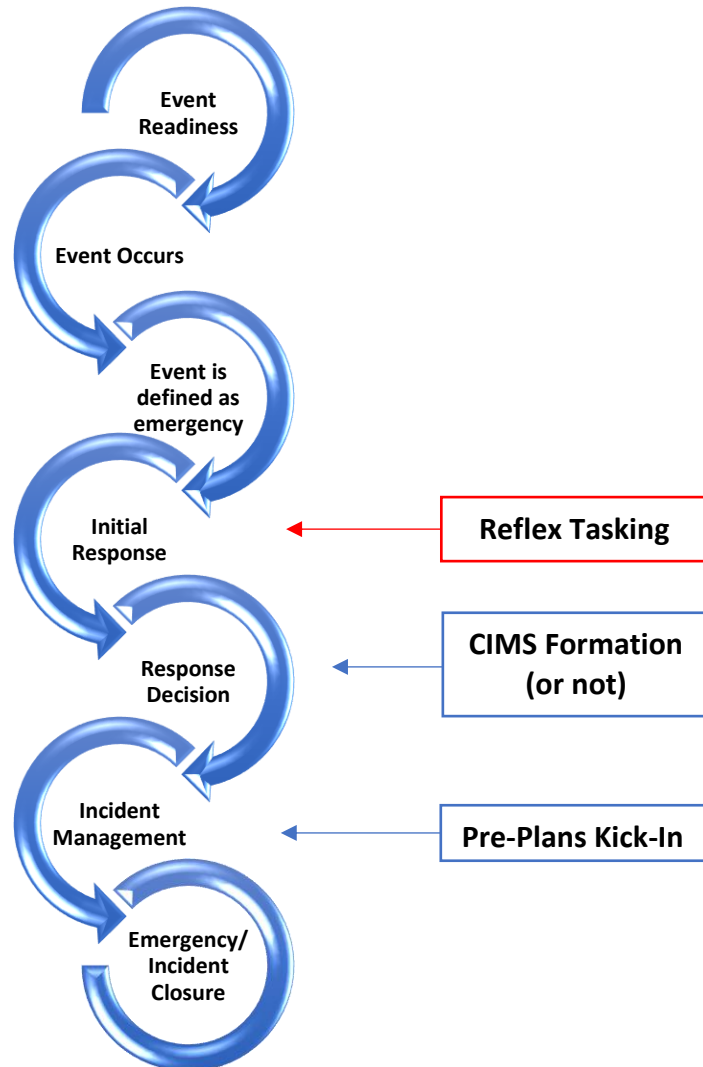
Category	Emergency Event	Lead & Support Agency	Emergency Event Trigger
Natural Events			
Fire	DOC Estate	FENZ response DOC support DOC business response and recovery.	Creating risk to life / significant damage to DOC assets/estate
	DOC Building	FENZ	Creating risk to life / significant damage to DOC asset.
Natural Disaster	Earthquake	DOC for business response	Event causing damage i.e. damage that triggers an emergency response.
	AF-8.0	MCDEM & local CDEM	Rupture of Alpine Fault +8 Magnitude
	Storm Event	DOC response for DOC assets and facilities. Work closely with CDEM to determine Lead Agency transition	Event that creates risk to life/ significant damage to DOC assets: <ul style="list-style-type: none"> ○ Snow ○ Cyclone ○ Wind
	Tsunami	CDEM	Event that creates risk to life/ significant damage to DOC assets.
	Avalanche	Police, SAR & Ambulance for initial response and patient recovery. DOC for business response and recovery to BAU.	Event that creates risk to life/ significant damage to DOC assets.
	Rock Fall	Police, SAR & Ambulance for initial response and patient recovery. DOC for business response and recovery to BAU.	Event that creates risk to life/ significant damage to DOC assets.
	Landslide	Police & Ambulance for initial response and patient recovery. DOC for business response and recovery to BAU.	Event that creates risk to life/ significant damage to DOC assets.
Ambient Events			
Staff Event	Fatality	Police, Coroner & WorkSafe	Staff fatality at work
	Over-due	DOC response	
	Serious Injury	WorkSafe & DOC	Serious work related injury to staff
	Active Shooter	Police	Active shooter threatening DOC staff or on DOC estate
	Protesters	Police DOC in PSR function & business response & recovery.	Protesters creating situation that places DOC staff/ visitors / assets at significant risk of harm.
Visitor Event	Fatality	Police/SAR or RCCNZ	Visitor fatality on DOC estate or in DOC building/ asset.
	Multi-casualty	Police/SAR DOC for business response and recovery to BAU	Multi casualty on DOC estate/ structure/ building.

	Pandemic / Outbreak	DHB / MOH DOC manages Strategic comms and reputational damage. DOC Tactical tasking to eliminate hazard.	Multiple illness (debilitating) on DOC estate/ building.
Other Unplanned Events	Cyber Attack	DOC	Cyber-attack that debilitates DOC IT system
	Threat	Police / DOC	Threat to DOC staff/ facilities - Bomb threat - Suspicious mail & powder - Aggressive phone calls - Social media
	Offshore Island Event	RCCNZ or Police. DOC manage business response and recovery.	Emergency response specific to remote island location e.g. Sub-Antarctics, Raoul etc.
	Oil Spill	MNZ [MIRT, MPRS, RCCNZ] DOC support role for wildlife services.	Event that creates significant risk to staff and damage to DOC estate, wildlife, ecosystems or infrastructure.
	Aviation Accident	RCCNZ for initial response. Police & CAA for follow up investigation.	Event that involves aircraft crash in DOC estate
	Maritime Incident	RCCNZ / MNZ [MIRT/MPRS] DOC will provide wildlife & environmental advice.	Event that involves maritime incident in DOC estate.
	Biodiversity Threat/ Incursion	DOC & MPI	Biodiversity event that creates significant risk to biodiversity in DOC estate.

9.2.4 Initial response

Often, the first response is immediate and reactive e.g. first aid, 111 call, reflex tasking

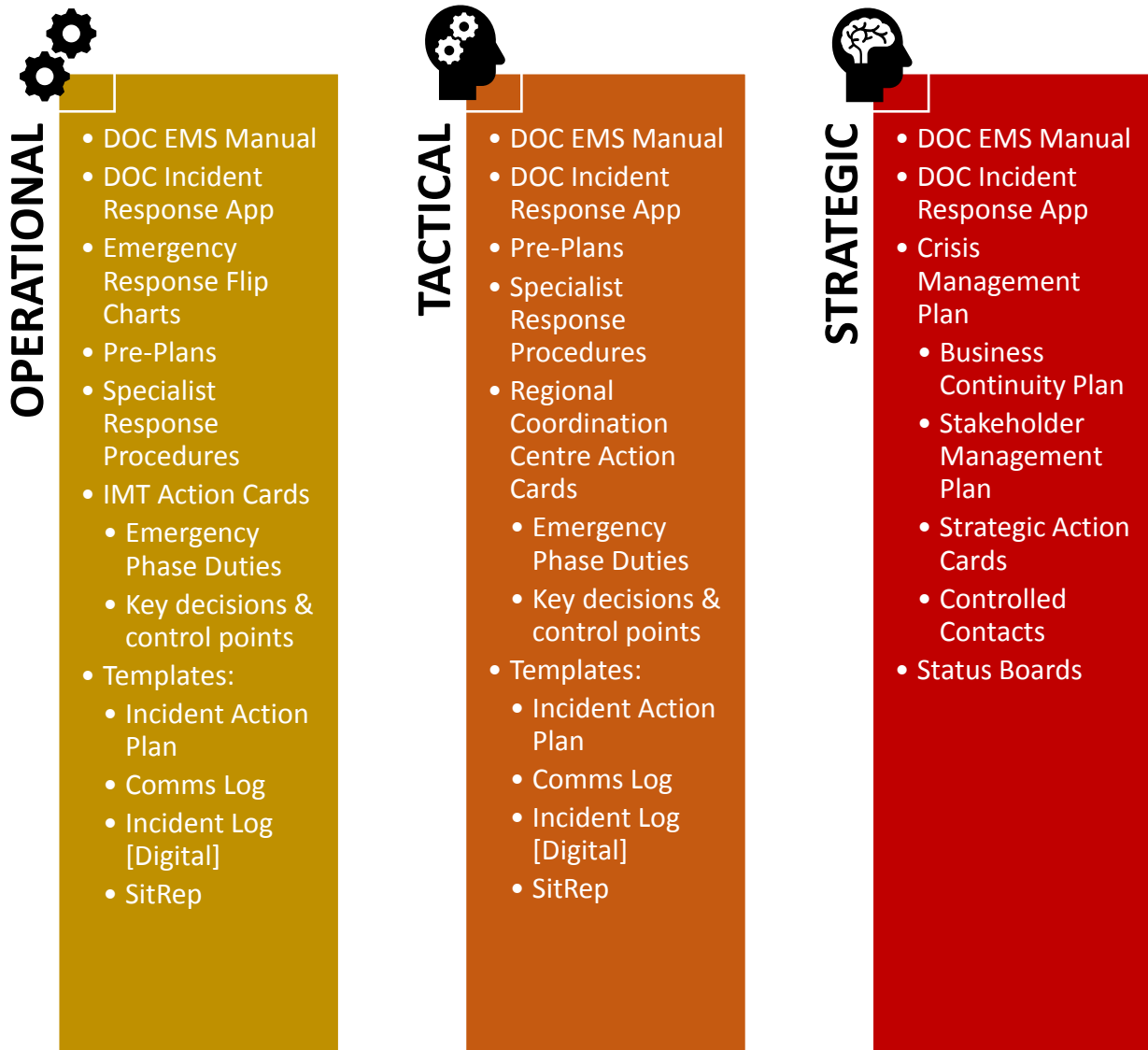
[NOTE – Pre-Plans & training should provide standard training to all staff to deal with initial responses – the key is that the term “Initial Response” is a defined and well understood stage within the Emergency Management System.

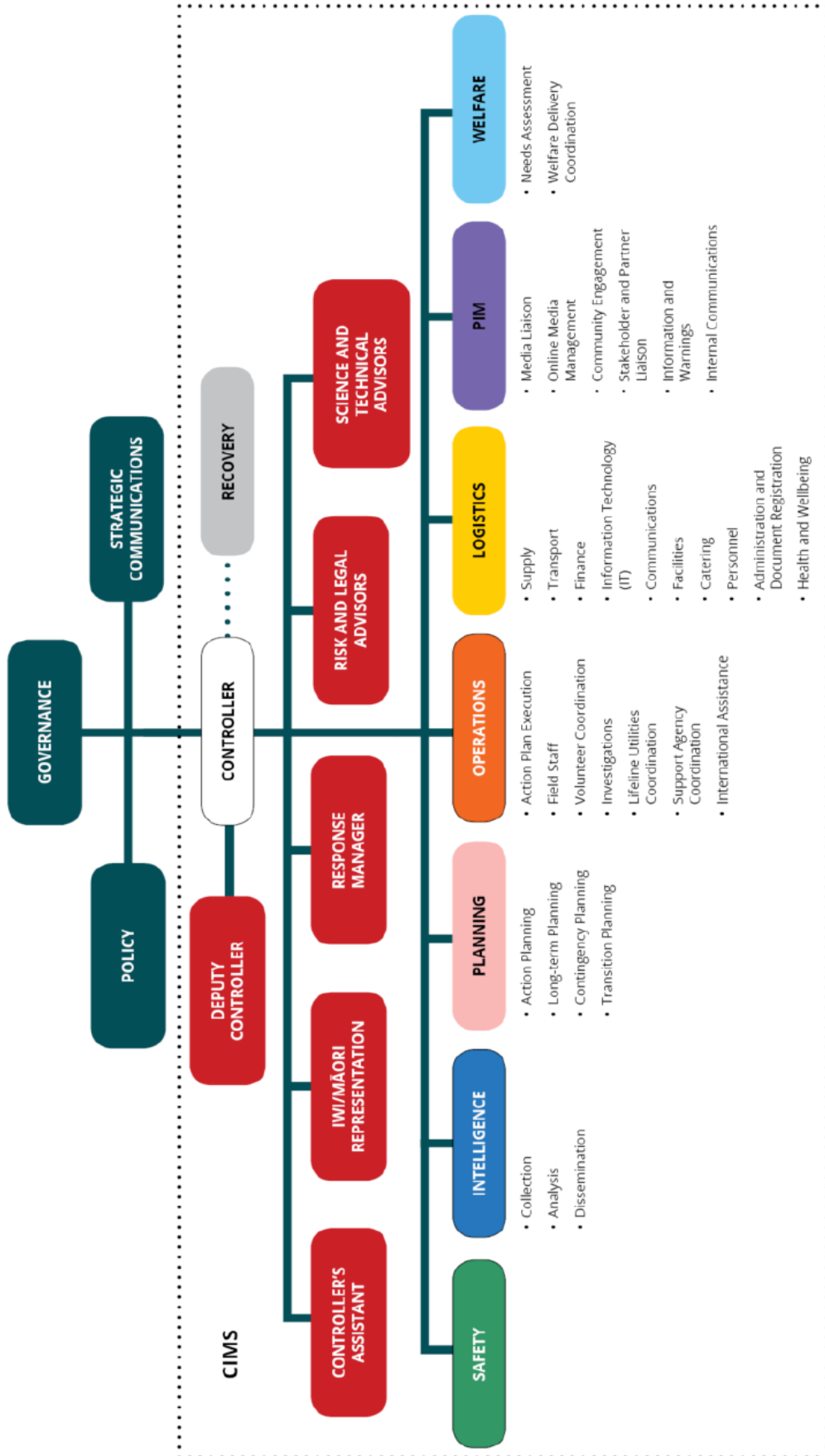


9.3 Emergency/ Incident Management

9.3.1 Emergency Management System Documentation & Response

The response decision informs which level of response & document set is appropriate for the situation.





The full EMS document suite is shown below:

Whole of Department EMS Document suite		
DOC EMS Manual	Describes local, regional and national responsibilities. Lays out CIMS, IMT & EMT roles within DOC.	
DOC EMS App Digital Platform	Platform to collect, collate and share key incident information. Eg. WebEOC, App-based tool, Tweetdeck	
STRATEGIC EMS Document suite		
Crisis Management Plan	CMP includes sub plans of Business Continuity and Stakeholder Management	Critical business functions <ul style="list-style-type: none"> ▪ Transfer of leadership / delegations ▪ Communication: Internal prioritised before external. ▪ Payroll & HR ▪ Insurance ▪ Emergency funding ▪ Core infrastructure <ul style="list-style-type: none"> ○ People ○ Facilities ○ Systems
Business Continuity Plan	Delegation of roles & responsibilities.	<ul style="list-style-type: none"> ▪ Requisition of emergency funding ▪ Delegation of responsibilities: <ul style="list-style-type: none"> ○ Hand-over from shift to shift & operating periods. ○ Ongoing BAU delegation.
Stakeholder Management Plan	Stakeholder Management at Crisis level is focussed on high level liaison. Stakeholder ownership document owned by SLT.	<ul style="list-style-type: none"> ▪ Ministerial liaison ▪ Relationship owners manage communication with stakeholders during times of crisis.
Status Boards Digital platform or App	Provides situational awareness to the SLT. Visual display to present the status of the response. High level information focussed on key messages and strategic thinking.	Template provided. Training provided to SLT.
Controlled Contacts List	<ul style="list-style-type: none"> - Describes owner of relationship. - Key POC at external agency - SLT/Owner appoints liaison at Tactical level during response 	

TACTICAL Document suite		
Specific Response Plans	<p>Response plans:</p> <ul style="list-style-type: none"> - Are for defined geographical areas or significant incident types. - Have a structured approach to the response and often involve other - Are generally for larger scale events and have key personnel, units or specialists involved. 	<ul style="list-style-type: none"> - Marine Mammal Response - CNI Volcanic Response - Aoraki / Mt Cook SAR Response - Deep Off Shore Island Response - Marine Oil Spill / Wildlife Response - Cyber Attack - Fire Response [FENZ plan/agreement] - Bird Pandemic Response [MPI] – Kakapo Plan
Pre-Plans:	<p>Pre-Plans have common tasks within each 'operating period' regardless of the location, or specific nature of the event.</p> <p>Pre-Plans describe:</p> <ul style="list-style-type: none"> - Key actions at each stage of the event - What level of response is required & when to escalate or de-escalate. - Who to notify, when, & DOCs role. 	<ul style="list-style-type: none"> - Staff Fatality - Media Enquiry - Biological incursion - Field Emergencies - Regional emergencies - Hazardous Substance Spill - Storms / Floods - Damage to DOC infrastructure
Regional Coordination Centre Action Cards	<p>Describe the roles & responsibilities of personnel in coordination centres.</p> <p>Distinct actions required to avoid overlapping duties or confusion with IMT.</p>	<ul style="list-style-type: none"> - Emergency Management Team - Incident Coordination responsibilities - IMT Support roles & other tactical roles
Templates	Incident Log [Digital]	Maintains over-sight and records decisions & taskings throughout the event.
	SitRep	Passing SitReps, advising on key messages and outcomes of the event.
	Comms Log	Maintains accurate timeline of key messages
	Debrief & Review	Templates provided for process & documentation of debrief and review notes.

OPERATIONAL EMS Document Suite		
Emergency Flip Charts	Document suite will be specific for each DOC office or building. The EAP will provide guidance on: <ul style="list-style-type: none"> - Evacuation procedures & first aid - Reflex tasking - Personal safety. 	<ul style="list-style-type: none"> - Warden duties - Evacuation routes & muster points - EQ procedures - Building Fire - Tsunami - Armed Offender - Suspicious Mail - Volcanic Eruption - First Aid - Bomb Threat
CIMS Functional Role Action Cards	Specific to the Operational level & tasking:	IC / Intel / Planning / Logs / Welfare / Ops / Safety / Specialists
Emergency Phase Duties	Explains key objectives and outcomes for main operational periods of each Pre-Plan.	Helps guide / focus tasking.
Templates	Incident Log [Digital]	<ul style="list-style-type: none"> - Captures decisions and tasking. - Coordination Centre have over-sight, and may take it over as the incident escalates.
	Emergency Information Collection Form	Template to collect information: <ul style="list-style-type: none"> - in preparation of an incident occurring [cyclone/storm]. Aids decision points. - in response to an incident [eg. injured/lost staff member, structure damage]. Aids operational tasking.
	Incident Action Plan	Template for collecting and displaying the response plan for the current operational period.
	Team Tasking and Safety Assessment Form	Forms provide: <ul style="list-style-type: none"> - Clear tasking and direction for reflex Tasking - ID of possible / likely safety concerns - Comms expectations
Pre-Plans	As above: <ul style="list-style-type: none"> - Developed for possible incidents within the regions. - Provide information on key tasks & responsibilities/accountabilities for staff at all levels of the Department as the incident develops. - Key tasks are focused on each operational period and describe what each level should be 'doing', and who is in control for each period. 	
Response Plans	As above: Response Plans are developed for large scale & specific responses. Operational teams will have key roles and responsibilities during response.	

9.4 Review & Debrief Process

9.4.1 Incident Closure & Debrief & Review

The debrief and review phase is required after every emergency response whether for a small, local emergency or a national multi-agency response.

The incident is not officially closed until a debrief is carried out. The desired outcomes are to capture key lessons from individuals involved, and to high-light areas of improvement from a systems and organisational perspective.

Debrief	Review
<p>Hot debrief</p> <p>Formal Debrief</p> <p>To be carried out as soon as practicable following conclusion of the Response Phase.</p> <p>No later than 4 days from conclusion of the Response</p>	<p>Internal Audit / Review</p> <p>Coronial/Crown Review</p> <p>To be conducted within 3 months following an incident.</p>
<p>Focused on the response phase of the incident and is designed to capture initial thoughts and perspectives from those involved.</p> <p>The incident debrief should provide an opportunity for individuals to normalise the experience and share critical issues or safety incidents within the response.</p> <p>Provide a sense of closure for staff and to front opportunities for staff support services.</p>	<p>Focused on Readiness, Response and Recovery phases associated with the incident. The incident Review is a deeper dive into the over-all management of the incident.</p> <p>The review focuses on high-lighting successes or systemic failures to improve systems, processes and capabilities of DOC emergency management.</p>
<p>The Incident Controller is responsible for debrief of a small-scale incident.</p> <p>The Response Coordinator is responsible for debrief of a moderate to large scale incident involving multiple levels of the EMS structure.</p>	<p>The review may be carried out by different people depending on the scale and complexity of the incident. For example the Coroner &/or WorkSafe may carry a review if the incident involves a fatality.</p> <p>An appropriately experienced staff member may carry out a review for smaller scale events. This may be a member of the SLT or a delegate.</p> <p>The DOC internal Auditor may carry out a systems review following a significant event to provide assurance to the Department.</p>

9.5 Recovery

Recovery is the ability to survive a crisis and thrive in an uncertain world.

The Recovery Phase is about returning to Business As Usual during times of uncertainty. Recovery is a flexible component and may take very little time if following a minor incident or have substantial disruption with flow-on impacts following a major crisis. For major crises, or for business disruption to 1 or more Critical Functions or Services the Business Continuity framework will be activated.

This process is coordinated at the Strategic Level of the EMS and the SLT are primarily responsible for ensuring Strategic direction and leadership of the Department during times of crises.

Effort should be put into Reduction and Readiness strategies to minimise time and financial impact during Recovery. The future of DOC staff is linked to the business and efficient Recovery will aid staff & organisation welfare.

The main supporting documentation which is used by the SLT is the Crisis Management Plan, Business Continuity Plan & Stakeholder Engagement Plan.

9.5.1 ID Core Business Needs to Aid Recovery

- Leadership:
 - o Senior leadership and strategic direction following an emergency.
 - o Acknowledgement of the need to review annual business plan targets and adjust to allow for impact of emergency on workloads & resources.
- People:
 - o Staff / Volunteers
 - o Whanau
 - o Stakeholders
 - o Partners / Contractors
 - o Concessionaires
- Premises:
 - o PSR
 - o Safety / Engineering
- Processes:
 - o Payroll
 - o H&S
 - o HR
 - o Supply:
 - What are our risks when obtaining supplies to continue operating?
 - How vulnerable are our suppliers &/or supply chains?
- Technology:
 - o IT, communications and facilities

9.5.2 Adaptive Resilience:

- Practice resilience:
 - o Work from home to test systems
 - o Engage with Staff to prepare self & team
 - o Engage with stakeholders to improve communication during an incident
 - o Build healthy partnerships with new agencies.
- Building a Resilient Department
 - o Reduction & Readiness:
 - Training & education of the EMS
 - Preparation of Site Emergency Response Flipcharts & Pre-Plans
 - Exercises & scenario practice

- Comms:
 - Internal messaging to staff about Reduction & Readiness as well as safe Response.
- Security:
 - Govt requires DOC to have a heightened security levels for possible incidents such as wildlife smugglers, large oil spills, airborne pollution or biosecurity breaches.
- Learn from past incidents:
 - Lessons learnt are taken forward and implemented into BAU or into future development of the EMS resources, staff capabilities and technology advances.

9.5.3 Employee Assistance Programme

- DOC's Employee Assistance Programme helps employees who may have work-related or personal problems that may be disrupting their life at work and home. The service provides professional, voluntary and confidential counselling.
- Through the Employee Assistance Programme, employees and their families, where appropriate, may seek confidential assistance at EAP Services or one of its affiliates throughout New Zealand.

10. Leadership Behaviours

10.1 Beliefs which should be inferred through the system design

- Staff know what constitutes an emergency.
- Staff know what their role is when an emergency occurs.
- Staff feel they have the right training and are fully prepared to respond to an emergency (within their given skillset and role).
- People know that there is a 'tiered' approach to Emergency Management and that DOC will respond at different levels for different types of events.
- Staff believe they have the right tools to respond to emergencies.
- External agencies understand their role within the DOC system and believe DOC respond well to emergencies.

10.2 Intended System Social Dynamics

- People work together during emergency response to affect a positive result.
- Siloed emergency response systems are set aside or incorporated into the new DOC EMS.
- People know that CIMS is a component of the EMS and that other processes are in place to manage tactical and strategic decisions.

10.3 Intended Symbolism

- Personal development plans include emergency response capability development
- Every DOC office can point to a consistent set of tools and templates for dealing with emergency situations.
- DOC staff take lead roles in multi-agency responses

10.4 Behaviours That Would Indicate the System is Working

- Staff are made available for responding to emergencies without delay and the need for protracted negotiations.
- People speak positively about responses to emergencies.

- Performance review discussions include discussion on emergency response preparedness.
- People use common language, resources and tools to respond to emergencies.
- People work within their scope and know when to scale the response up from operational, to tactical, to strategic.
- Emergency management is a whole-of-Department process – people actively engage with other teams during training, planning/preparation, response and recovery phases.
- Siloed work is eliminated.

11. Accountabilities

11.1 System Owner – Deputy Director Corporate Services – Roseanne MacLeod

- Ensure the system design remains appropriate for the organisation's needs.
- Ensure regional reviews and annual audits are undertaken.
- Review audit findings and determine required response.
- Ensure there is adequate resourcing to manage the system including system maintenance, training and improvement.

11.2 System Custodian (Controls) – Director Business Assurance – Graeme Ayres

- Design system changes, as authorised by system owner.
- Conduct annual audit and other audits as required or requested.
- Respond to enquiries about the system and flag critical system issues to the system owner.

11.3 Regional roll out of system & compliance with system requirements

- Induction & training
- Conduct minimum prescribed scenario training sessions
- Annual System management review

11.4 Other Roles

- Understand and comply with system requirements.
- Provide feedback on the system performance to immediate manager or system custodian.

12. Controls

The controls for this system are the accountability of Director Business Assurance. The table covers the critical issues that application of the controls should address.

Critical Issue – What if?	Design Requirement	Control
What if people think EMS is just CIMS?	System induction & training resources & procedures. Comms plan for roll-out.	Annual system audit. Monthly Operating Reviews MBWA
What if people don't have the right skills?	System links with HR training records. Systematic approach to scenario training.	Annual system audit Personal development plans Annual Engagement Survey
What if resources are not available to develop the system and do the training?	Scoping & definition of resource requirements for approval by SLT?	Annual system audit Monthly Operating Reviews
How to ensure consistency of understanding and usage across DOC?	Uniformity of regional resources Training Inter-regional scenarios(?) Communication & use of IT tools	Annual system audit Review of post event reviews Monthly Operating Reviews
How to ensure external agencies understand DOC's role in emergency management?	Clear ownership & accountabilities.	Annual system audit Annual survey DOC capability annual statement Regular inter-agency meetings
What if the system is not maintained & updated?	Clear system ownership & accountability.	Annual system audit External review?
How to ensure people know their roles and responsibilities for each potential emergency situation?	- Strong link to DOCLearn - Competency based training - Currency requirements for key people & roles - Regular scheduled simulations	Annual system audit Personal Development Plans

Key performance Indicators for the Emergency Management System:

- 1x EMS scenario/training day per year for each region.
- 100% awareness of the existence of the EMS across DOC staff.

13. Audit

13.1 National Level Audit

Carried out by: Director Business Assurance

Frequency: ANNUAL

Purpose:

Complete Emergency Response System Audit Report for SLT review & comments

Audit Scope:

- System Audit
 - o Where does the system fit?
 - o How does it interact with other systems?
- System technical Audit
 - o System, tools & resources are fit for purpose.
 - o Emergency Management is specifically mentioned in the Annual Business Plan.
- National Readiness & currency review
 - o Staff awareness
 - o Staff capability & currency
 - o Staff are trained to the correct level
 - o Organisational Readiness & health check of
- External agency connectedness & awareness
- Annual response summary and review
 - o Audit any incident Reviews and Annual Regional level Review findings and ensure implementation
 - o Sharing of lessons learned

13.2 Regional Level Review

Carried out by: Regional Operations Managers

Frequency: ANNUAL

Purpose:

Complete Emergency Response System Regional Review for consolidation & inclusion in National Level report.

Review Scope:

- Monitor, review and provide assessment into feedback loop.
- Pre-Plan & Specialist Response Plan review – current, up to date?
- Readiness Response review
 - o Training & capability currency.
 - o New staff induction.
 - o Scenario report.
- Response review:
 - o Assessment of equipment & resources
 - o Summary of emergency responses including lessons learned.