

The background of the slide is a top-down view of a white desk. In the top left, a portion of a silver laptop is visible, showing its keyboard with keys like '5', '4', '3', '2', '1', '0', and function keys. To the right of the laptop is a grey textured notebook with a black pen resting on it. Below the notebook, a pair of white earbuds with a thin white cord lies on the desk. In the bottom right corner, a spiral-bound notebook with a wooden pencil is partially visible.

# **RISK NZ**

**WELCOME TO THE RISKNZ LUNCHTIME  
SEMINAR  
August 2020**

# RiskNZ would like to thank the support of our Sponsors and Hosts

## PREMIER SPONSOR



## LUNCHTIME SEMINAR SPONSORS



## LUNCHTIME SEMINAR SUPPORTERS - HOST VENUES





**MINISTRY OF BUSINESS,  
INNOVATION & EMPLOYMENT**  
HĪKINA WHAKATUTUKI

---

# Dealing with risk in the context of an incident response

Presentation to RiskNZ  
4 August 2020

Adrian Regnault  
GM Workplace  
MBIE



# Outline

- MBIE – key facts
  - How we manage incidents
    - National Security System
    - The Coordinated Incident Management Structure (CIMS)
  - The Covid-19 response
  - The role of Risk in the incident structure
  - The dynamic nature of risk as we moved through the Alert Levels
  - What did we learn
-

Where we are

# Our people



**4,779**  
MBIE people

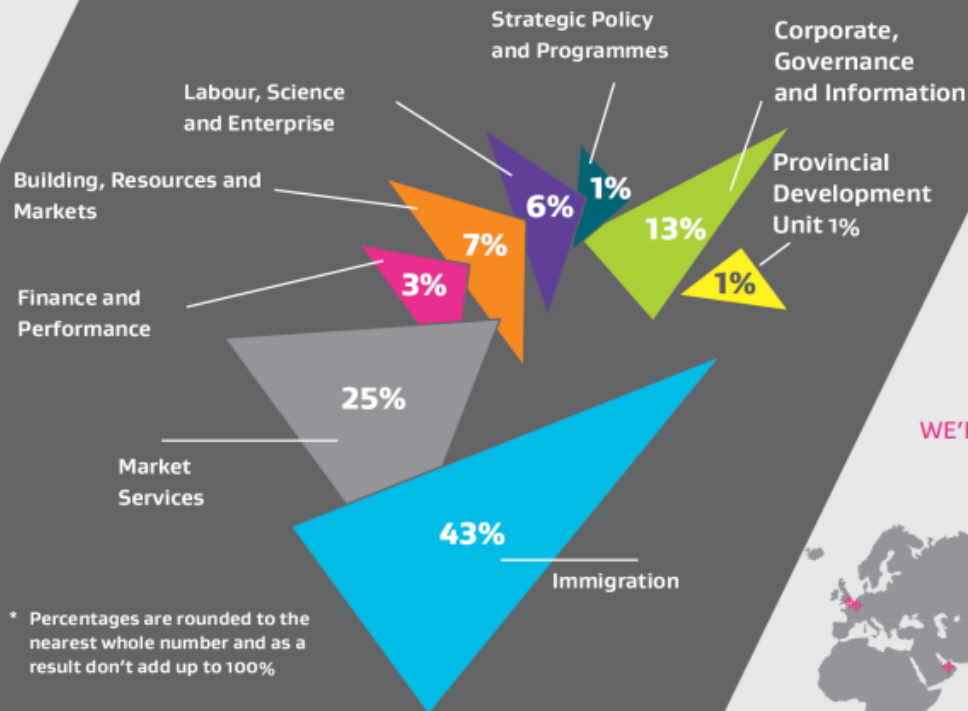
about **4,229** within  
New Zealand and  
**550** offshore



**117** number of **Acts** that  
MBIE is responsible for

**2106** Official Information  
Act requests  
completed 2017/18

## Where MBIE people work



**14**  
Offices  
overseas

WE'RE A GLOBAL ORGANISATION



**39** **23%**  
Number of **offices**  
within NZ of our people  
are based in **Auckland**

**11%**  
of us work  
overseas

**59%**  
of our people  
are based in  
**Wellington**

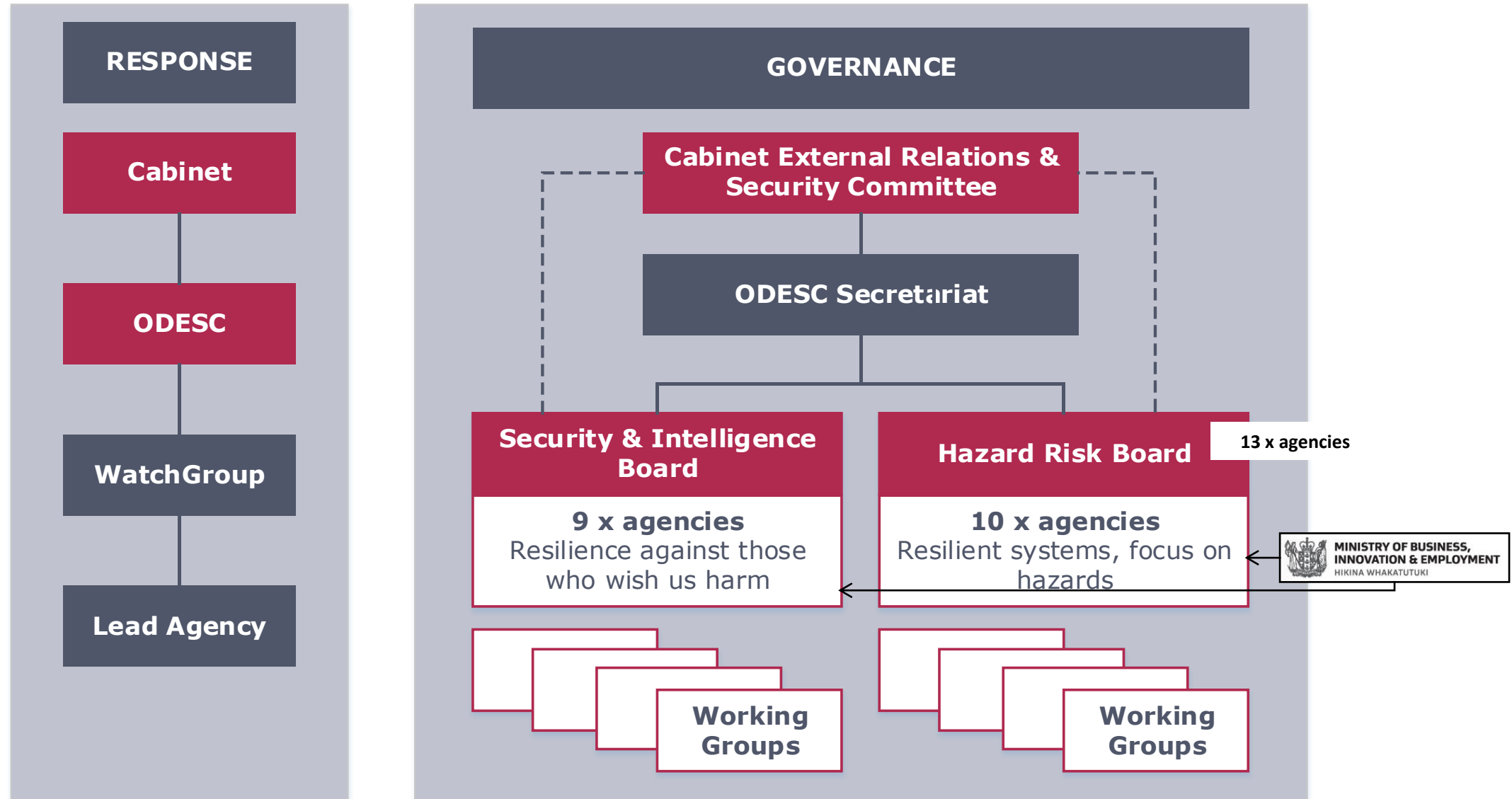
**6%**  
in **Canterbury**

**1%**  
in other parts  
of both the **North**  
and **South Islands**



**15**  
Portfolios

# National Security System Architecture





# MBIE's role in the NSS

## Lead



Irregular Migration



Espionage & Foreign Interference  
(w/NZSIS)



Major Cyber Incident  
(CERT w/DPMC)

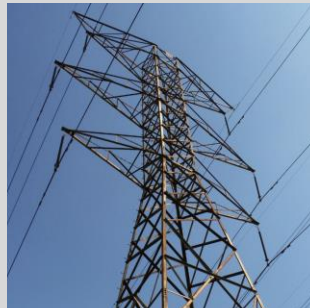


Transnational Organised Crime  
(w/ Police, Customs)



Space

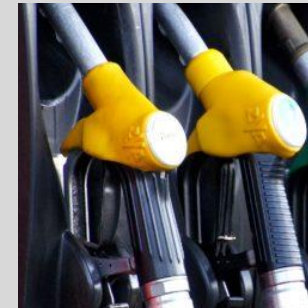
From Nov 2020



Infrastructure Failure  
Electricity



Infrastructure Failure  
Telecommunications

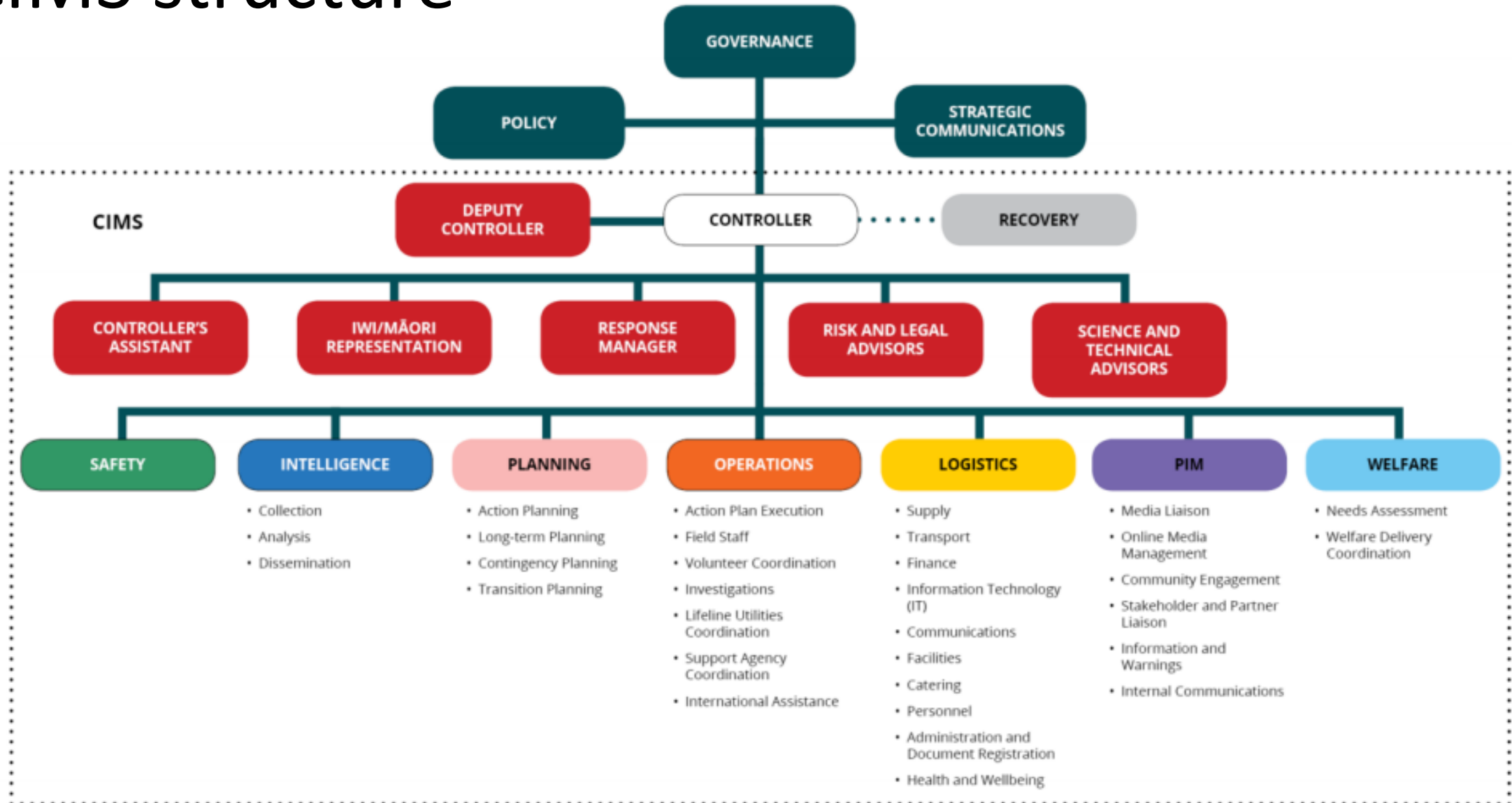


Infrastructure Failure  
Fuel


## Support

MBIE also supports a significant number of other agencies in dealing with 23 other national security risks, out of 39 identified risks in the National Risk Report.

# CIMS structure





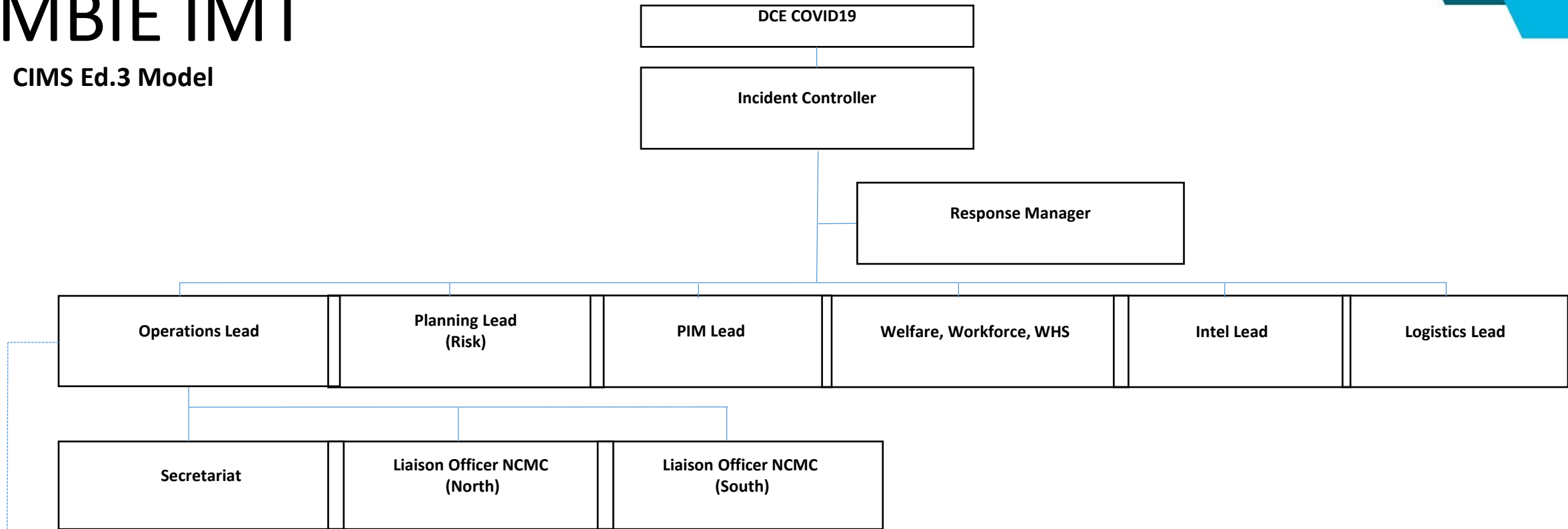


# The COVID-19 response

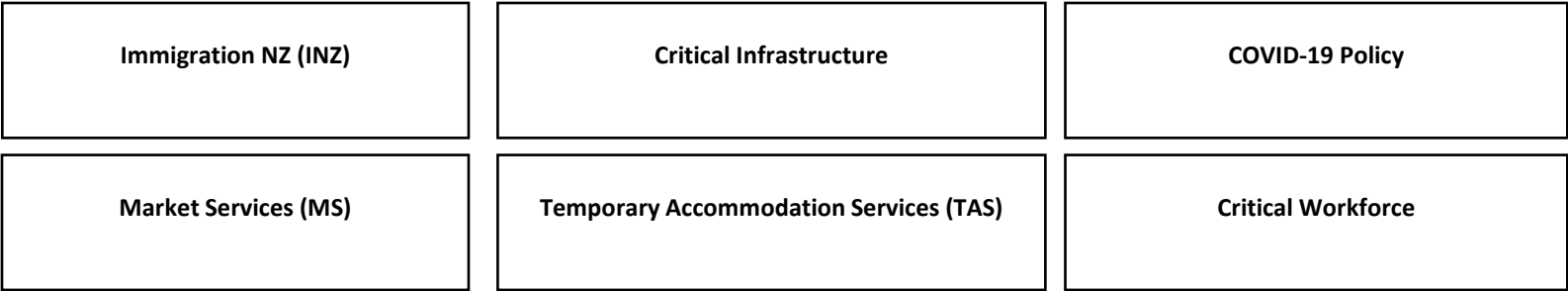
- Response, particularly for INZ, started in late January in terms of our off-shore offices and travel
  - Previous responses largely focused on responding and recovering from short sharp events (e.g. earthquakes, extreme weather events)
  - We had a Pandemic Plan, but no play book/muscle memory for such a long-running event
  - We reviewed our Critical Business Continuity functions, but that was to some degree superseded by the Alert Levels system
  - We were required to stand up new functions that we hadn't envisioned i.e. Essential Services, Critical Workforce
  - Seven incident management teams running
-

# MBIE IMT

CIMS Ed.3 Model



## AOG Work streams and Groups:





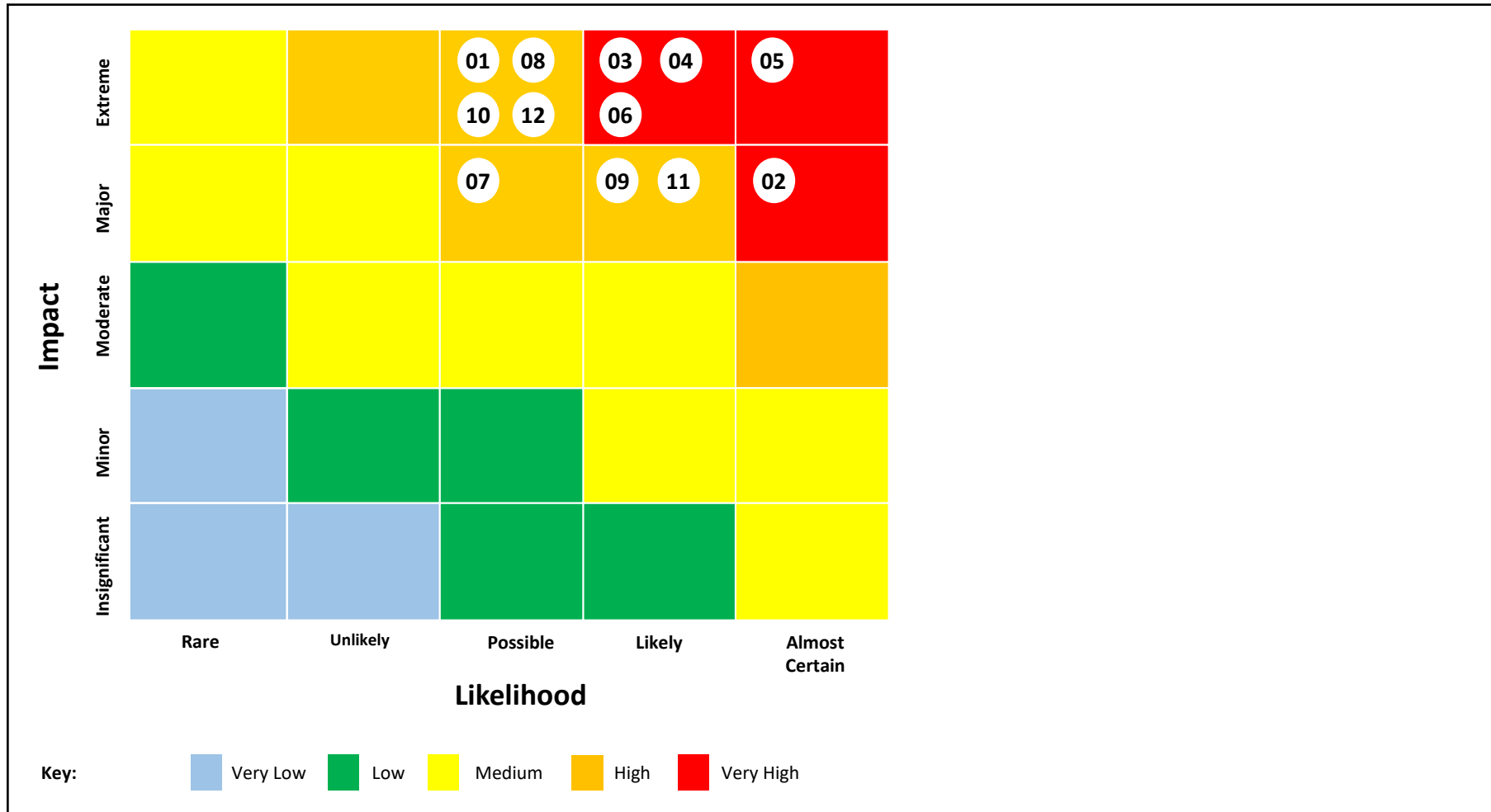
# Focus of MBIE IMT

- Overview of all IMT activity (x7)
  - Governance – keeping SLT well briefed
  - Intelligence – keeping us informed
  - Planning – scenario development, Alert Level changes, identification/framing of risk
  - Logistics – facilities, ICT, staff redeployment, finance
  - Operations – actions
  - Welfare – staff wellbeing, health and safety
  - PIM – internal and external communications
-

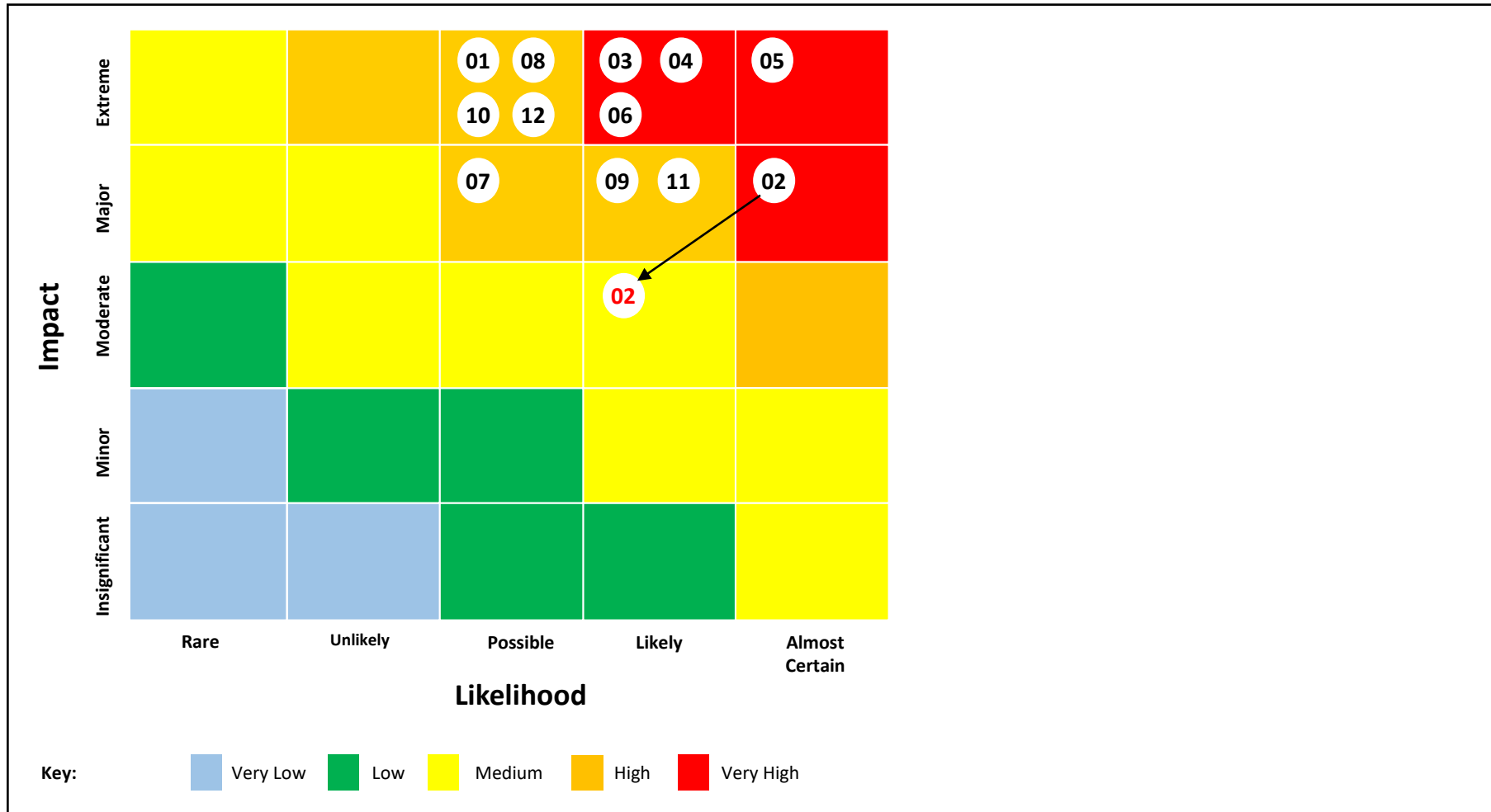
# Risk

- Part of the planning function
  - Focused at the strategic/governance level
  - Bundled up risks from the other IMTs, as well as identifying enterprise strategic risks
  - Reviewed and discussed on a weekly basis by the IMT and the SLT
  - Very dynamic (i.e. the wellbeing, health and safety risk initially focused on the direct risk of COVID infection to staff, then on occupational health while working at home, and then to wellbeing issues)
  - The risk landscape was equally dynamic with risks moving around the heat map and new risks emerging (e.g. community compliance)
-

# COVID IMT Risk Profile – 1 April

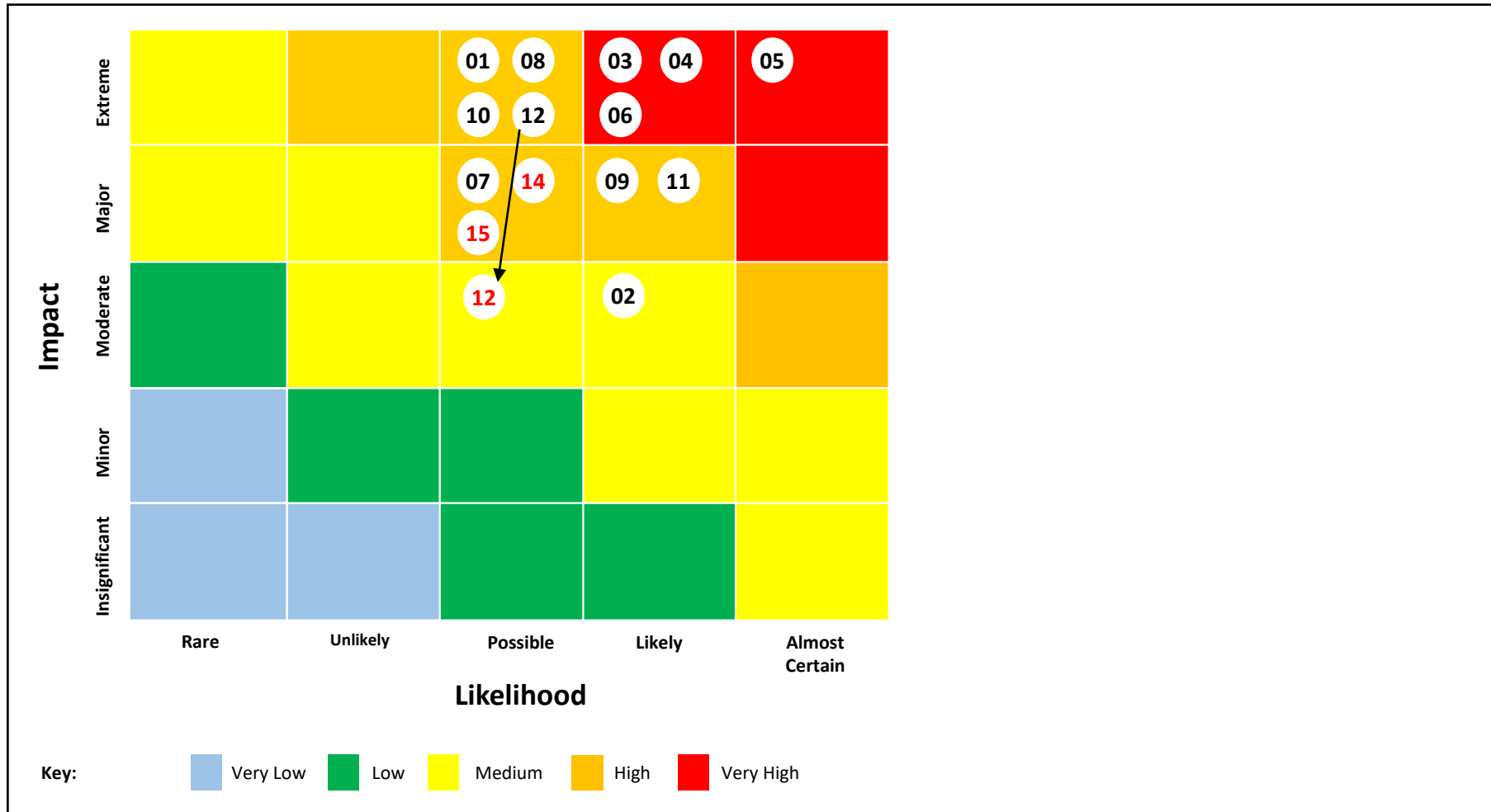


# COVID IMT Risk Profile – 8 April

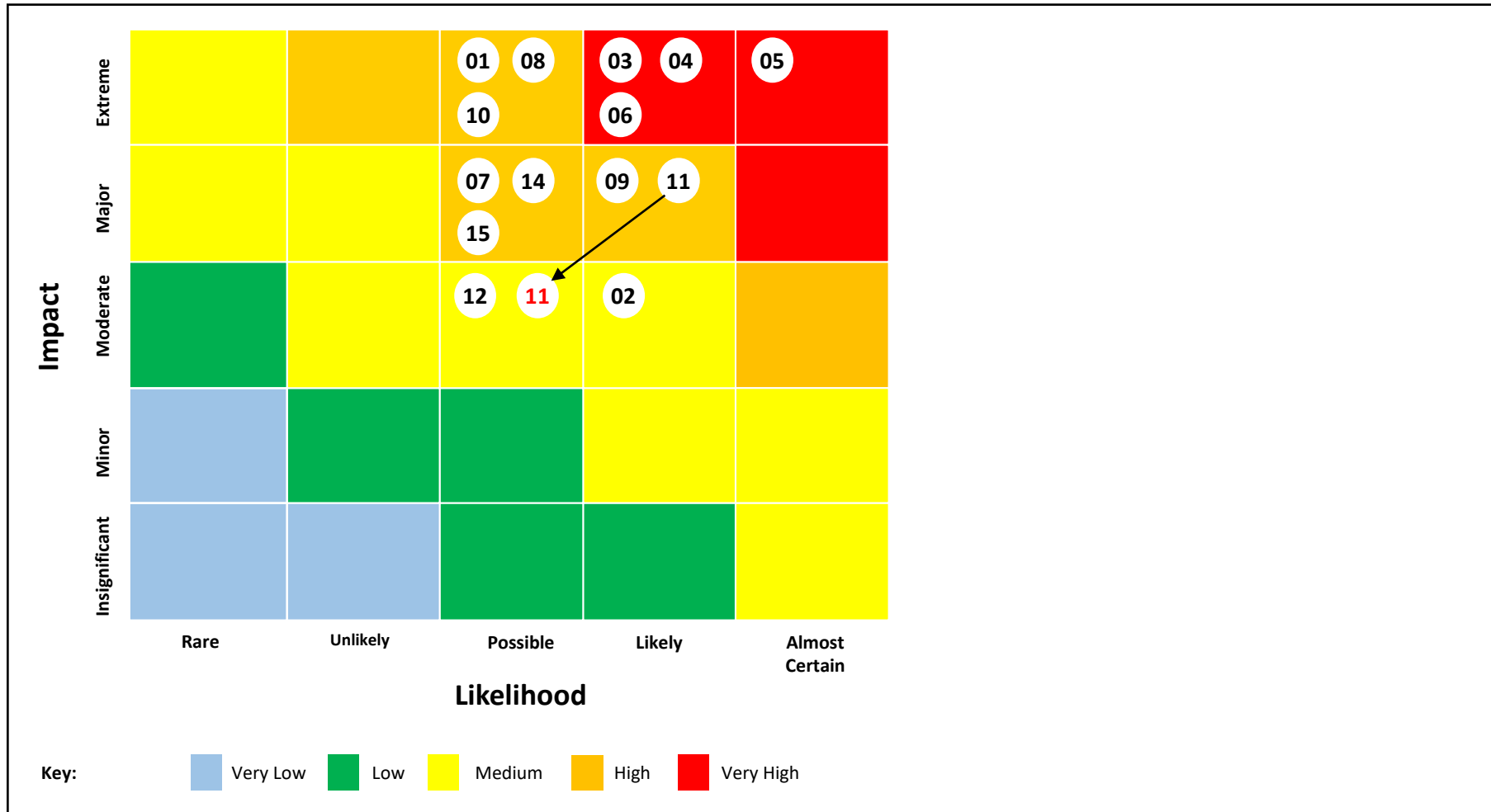




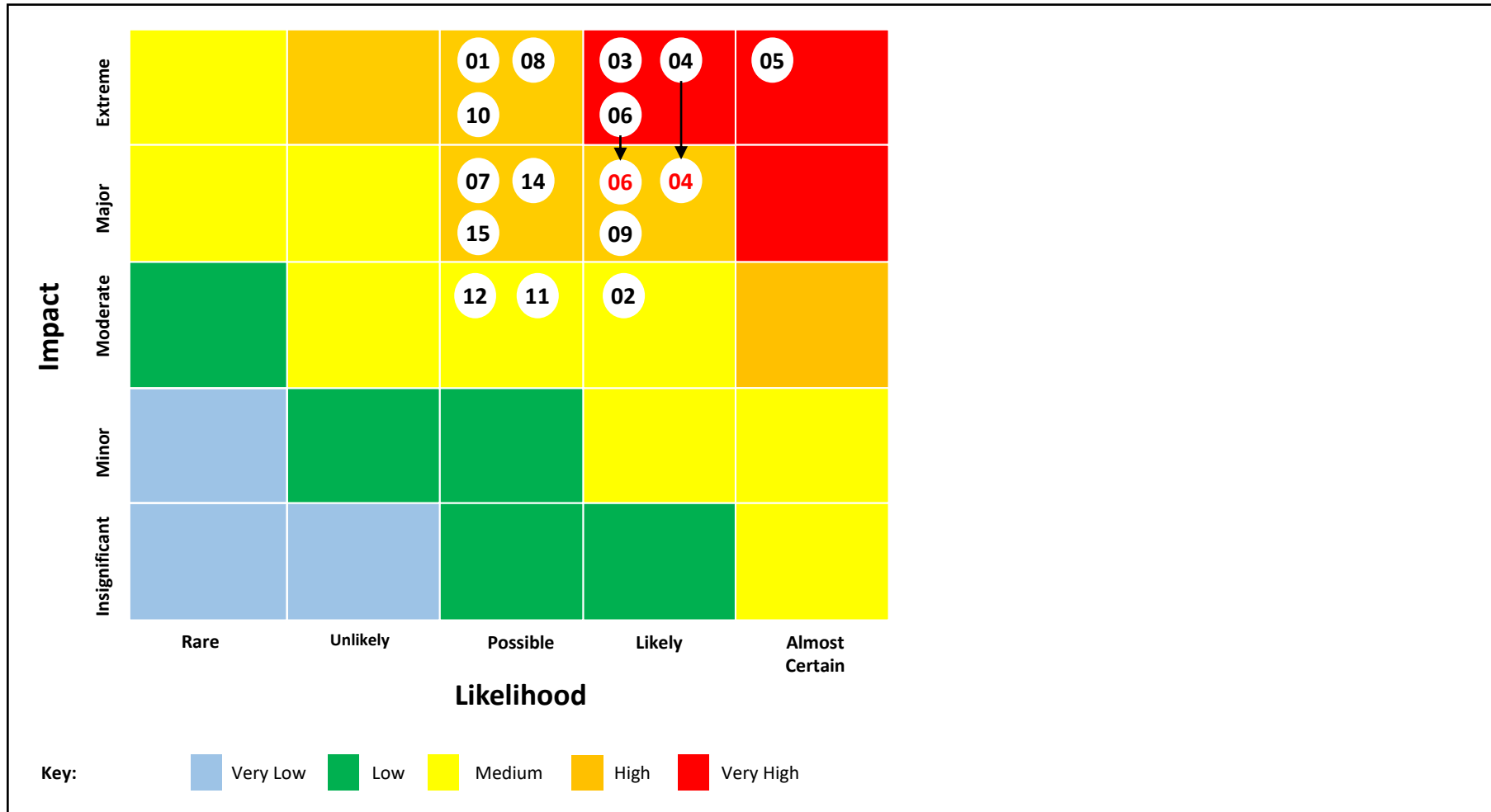
# COVID IMT Risk Profile – 15 April



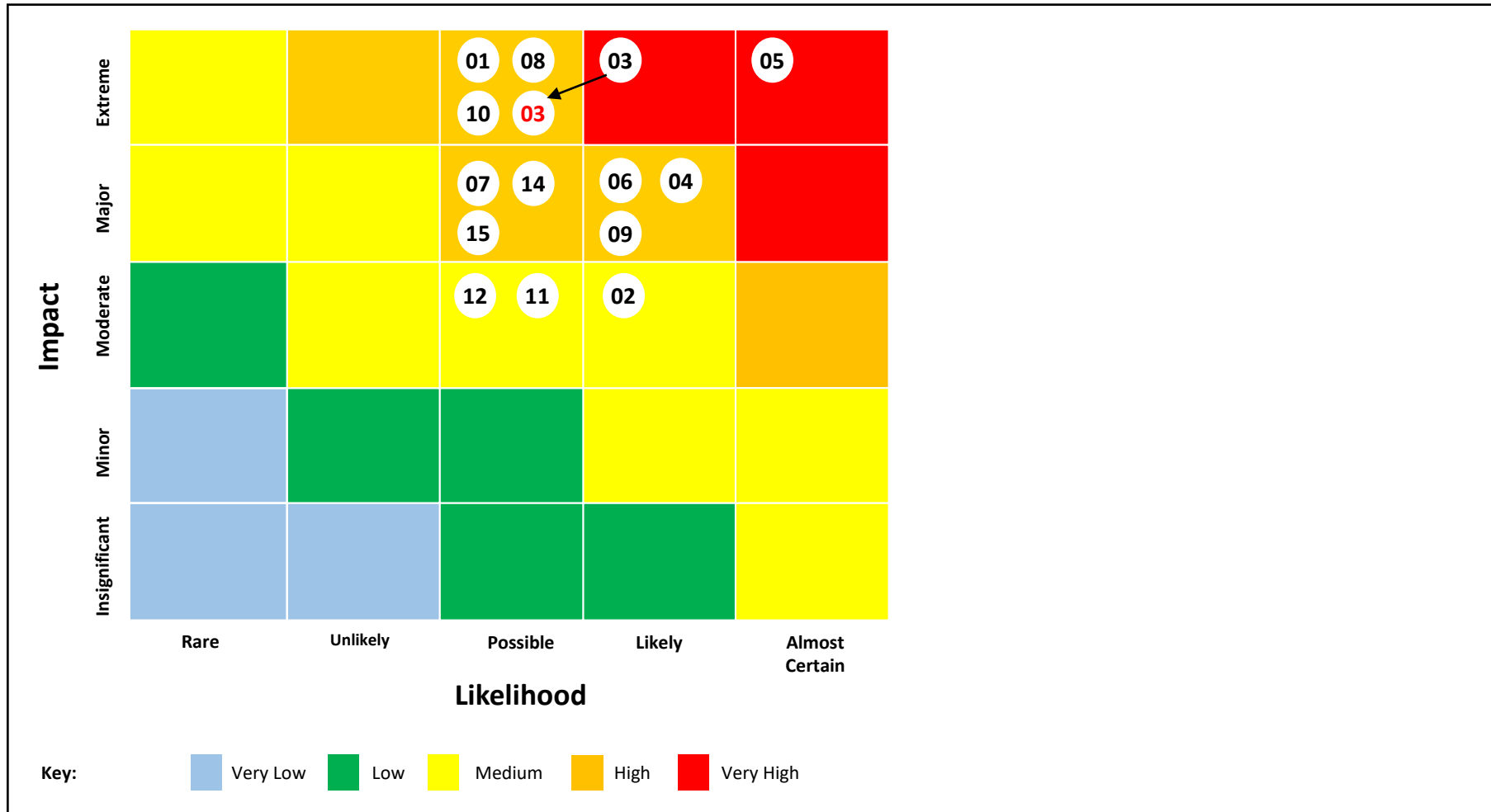
# COVID IMT Risk Profile – 22 April



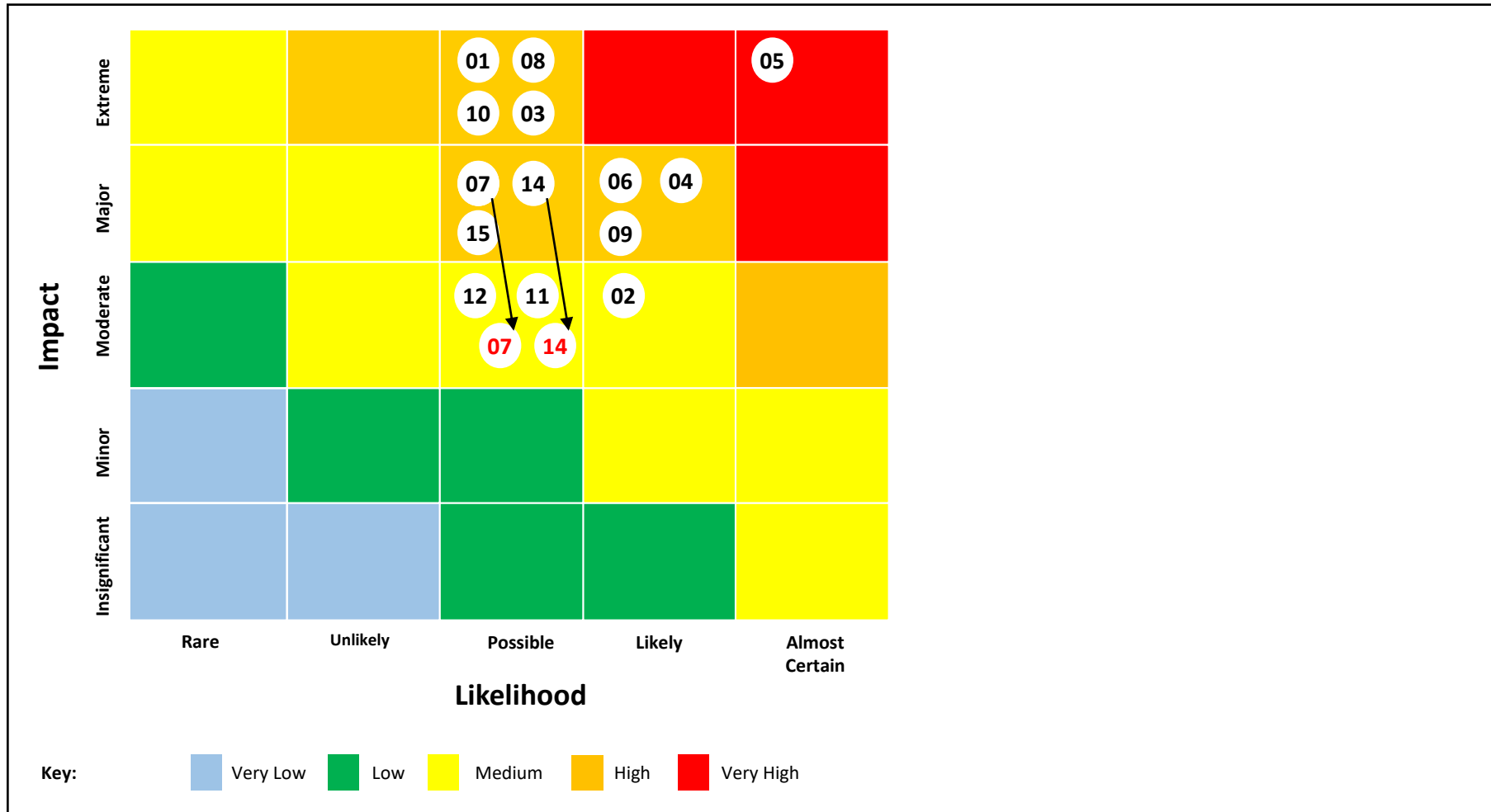
# COVID IMT Risk Profile – 29 April



# COVID IMT Risk Profile – 6 May



# COVID IMT Risk Profile – 13 May



# What did we learn?

- Confirmed that the risk function is an integral part of a CIMS-based response
  - Involve risk as early in the process as possible and include it as part of the rhythm
  - The dynamic nature of risk in long-running events in terms of the:
    - Nature of individual risks
    - Overall risk landscape
    - Links between risks
  - Need for regular dialogue with incident governance
  - Need to be agile and adaptive
-



# RiskNZ would like to thank the support of our Sponsors and Hosts

## PREMIER SPONSOR



## LUNCHTIME SEMINAR SPONSORS



## LUNCHTIME SEMINAR SUPPORTERS - HOST VENUES





# RISK NZ

**THANK YOU FOR JOINING OUR LUNCHTIME  
SEMINAR**

Website: [www.ris knz.org.nz](http://www.ris knz.org.nz) | LinkedIn: [www.linkedin.com/company/ris knz/](http://www.linkedin.com/company/ris knz/)