

**Subject:** OIA 2025/09: Request for clarification on the management of emergencies and crises  
**Date:** Thursday, 26 June 2025 at 7:04:21 PM New Zealand Standard Time  
**From:** Wendy McGuinness  
**To:** Information [DPMC]  
**CC:** [REDACTED]  
**Attachments:** 20250626 Key documents[6].pdf, 20250626 McGuinness Insitute Figures 1&2 Draft.pdf, image001.png

Hi there,

## **OIA 2025/09: Request for clarification on the management of emergencies and crises**

### **Background**

I am presenting a paper on the [23 July in Auckland](#). Figure 1 is our understanding of the existing system. Figure 2 draws on our distinction between an emergency and a crisis (which is the topic of our paper). Given that we have no desire to create any unnecessary confusion in the public arena, would it be possible for your team to review Figure 1, and if possible, provide any comments on Figure 2.

Below are five questions that we would appreciate your response, ideally before the 21 July 2025.

### **Five questions**

Q1: Does Figure 1 correctly represent the relationship between Coordinated Incident Management System (CIMS) and the National Resilience System frameworks?

Q2: Is there any information missing or that needs to be added to make Figure 1 more accurate?

Q3: Where does the CIMS framework sit within the National Resilience System diagram (see p.11, a copy of the image below)?

Note: *The National Resilience System Handbook* (2025) has only one mention of the CIMS framework (see p. 34 of the Handbook)

Q4: Where does the National Crisis Management Centre (NCMC) fit in the National Resilience System?

Note: *The National Resilience System Handbook* (2025) has no mention of it.

Q5: Is NRS an acronym for the National Resilience System?

Note: NSS was the acronym for the previous system, *The National Security System Handbook* (2016).

Please get back to me if you have any points of clarification.

Best wishes, Wendy

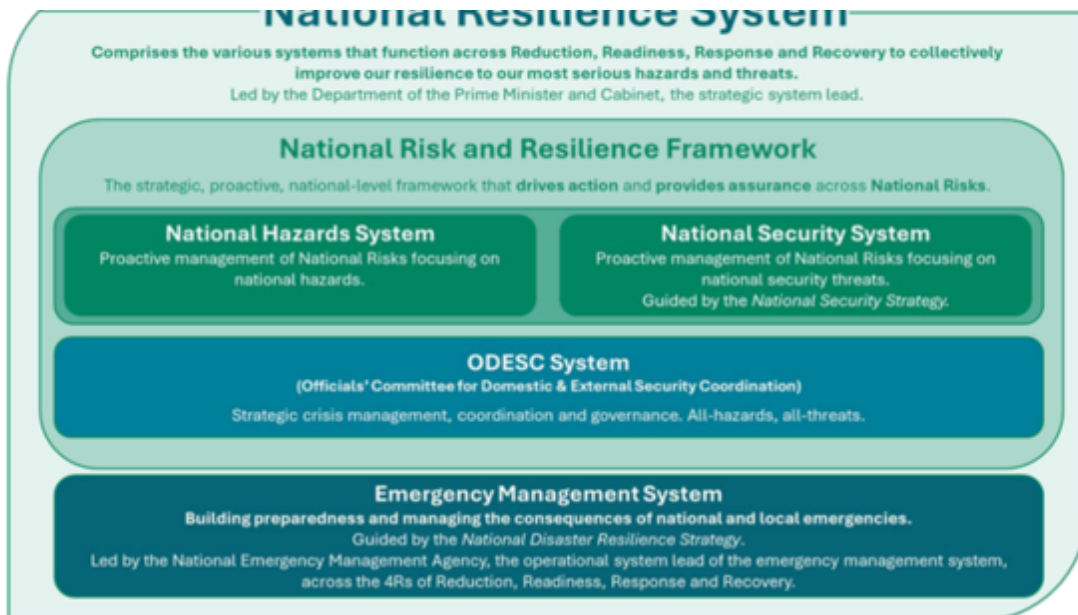
Attachments:

- (i) Figure 1 and Figure 2
- (ii) Documents references contained in Figure 1.

Wendy McGuinness  
Chief Executive

FIGURE 1. NATIONAL RESILIENCE SYSTEM

National Resilience System



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