NICS D20 C3 Arrangements

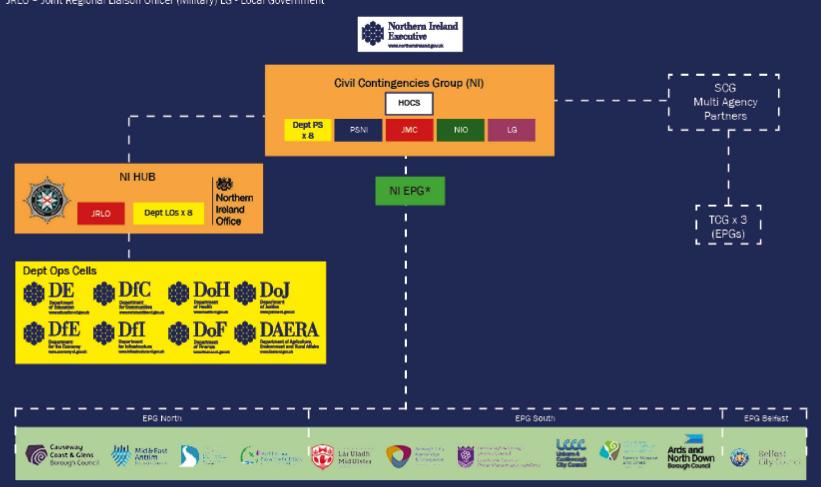# Decision Making
Command, Control and Coordination

C3 Doctrine

- In delivering the strategic intent of the NI Executive, the NICS and its partners must work as a single coherent unit.

- C3 systems necessary where multiple teams and organisations come together to work across traditional boundaries in order to **prepare** for, **respond** to and **recover** from emergencies and disruptive challenges.

- In these arrangements, teams and organisations remain under the usual **command**, but may temporarily come under the **control** of another part of the system. This allows for a response to be managed in a **coordinated** way across the system.

- Impacts are cross-cutting and concurrent – **D20**.

- Key principles apply across C3 - **clarity of roles,** responsibilities, and an understanding of levels of delegation/authority; **subsidiarity**; **collaboration** – issues will cross traditional boundaries and departments will work together with partners; **timely decision making & escalation; evidence based approach** through the collection, sharing and dissemination of a common data set; **clarity and coherence** in our messaging.

- Efforts are coordinated through CCPB/NIHUB – providing fusion of information and supporting CCG.

- **CCG** - to provide coherent operational leadership to the crisis, monitoring and managing risk, and taking collective decisions escalated by departments and partners; review of SitRep, collective decision making at official level.

- **NI Executive** - strategic oversight, taking decisions escalated by CCG, and representing NI in UKG ministerial meetings.[2]

NI CIVIL CONTINGENCIES STRUCTURES
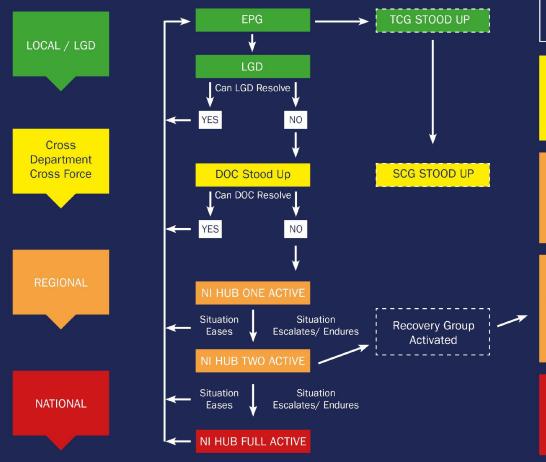
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SCG – Strategic Co-ordination Group EPG – Emergency Preparedness Group TCG – Tactical Co-ordination Group JMC – Joint Military Command (Land, Sea, Air)
JRLO – Joint Regional Liaison Officer (Military) LG – Local Government

NI HUB ESCALATION AND DE-ESCALATION

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LGD – Lead Government Department EPG – Emergency Preparedness Group TCG – Tactical Coordination Group
SCG – Strategic Coordination Group DOC – Departmental Operations Centre

LOCAL / LGD

Cross Department Cross Force

REGIONAL

NATIONAL

EPG → TCG STOOD UP

LGD

Can LGD Resolve

YES | NO

DOC Stood Up

SCG STOOD UP

Can DOC Resolve

YES | NO

NI HUB ONE ACTIVE

Situation Eases | Situation Escalates/ Endures

Recovery Group Activated

NI HUB TWO ACTIVE

Situation Eases | Situation Escalates/ Endures

NI HUB FULL ACTIVE

NI HUB STEADY
CCG (NI) Meeting routinely
Normal Business

NI HUB ALERT
CCG (NI) Meeting more Frequently
Core Hub and Specialisms (as required) put on Notice to Activate
Start Training & Induction

NI HUB ONE ACTIVE
CCG (NI) Meeting Weekly
One Shift Mon-Frid 09:00 to 17:00
Other Shifts on Training & Induction Cycle & Notice

NI HUB TWO ACTIVE
CCG (NI) Meeting Twice Weekly
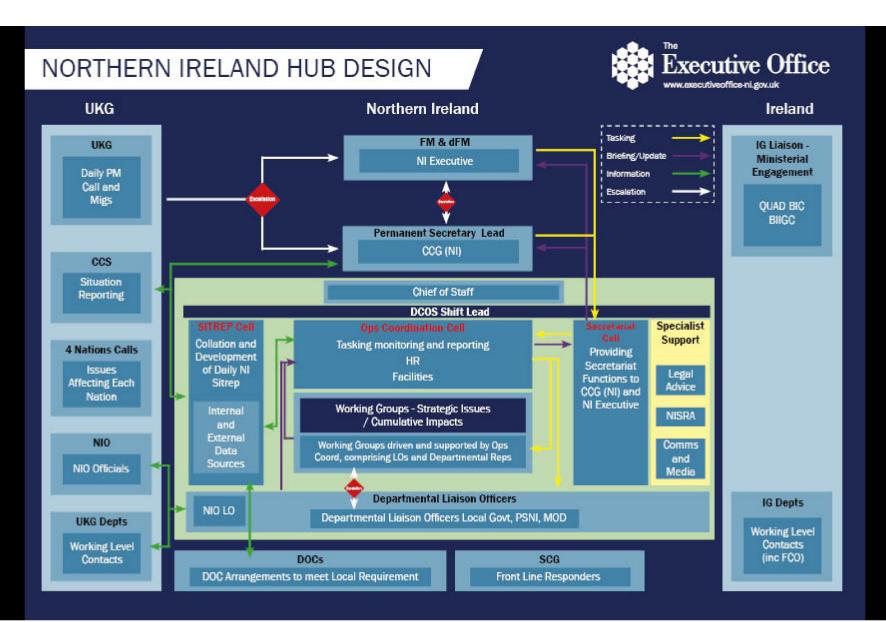Two Shifts Mon-Frid 07:00 to 19:00
Two Locations
Remaining Shifts on Training & Induction Cycle & Notice

NI HUB FULL ACTIVE
CCG (NI) Meeting Daily
24/7 MANNING
Two/Three Locations

NORTHERN IRELAND HUB DESIGN

The Executive Office
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UKG | Northern Ireland | Ireland

Legend:
- Tasking (yellow arrow)
- Briefing/Update (purple arrow)
- Information (green arrow)
- Escalation (white arrow)

UKG
- Daily PM Call and Migs

CCS
- Situation Reporting

4 Nations Calls
- Issues Affecting Each Nation

NIO
- NIO Officials

UKG Depts
- Working Level Contacts

FM & dFM
- NI Executive

Escalation

Permanent Secretary Lead
- CCG (NI)

Chief of Staff

DCOS Shift Lead

SITREP Cell
- Collation and Development of Daily NI Sitrep
- Internal and External Data Sources

Ops Coordination Cell
- Tasking monitoring and reporting
- HR
- Facilities

Working Groups - Strategic Issues / Cumulative Impacts

Working Groups driven and supported by Ops Coord, comprising LOs and Departmental Reps

Secretariat Cell
- Providing Secretariat Functions to CCG (NI) and NI Executive

Specialist Support
- Legal Advice
- NISRA
- Comms and Media

NIO LO

Departmental Liaison Officers
- Departmental Liaison Officers Local Govt, PSNI, MOD

DOCs
- DOC Arrangements to meet Local Requirement

SCG
- Front Line Responders

IG Liaison - Ministerial Engagement
- QUAD BIC BIIGC

IG Depts
- Working Level Contacts (inc FCO)

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Shape of March COVID C3 Stand-Up

- March 2020 full stand-up. 07:00 to 19:00 7 days per week. CCG sitting 7 days at outset, SitRep & CCS Commission 7 days. 3 teams physically deployed across 3 sites. Liaison Officers on shift in NIHUB and DOCs stood up and aligned to NIHUB rhythm.

- Hub team 10 + COS. Liaison Officers 10 and DOC structures resourced x 8.

- Benefits – lessons learned implemented, NIHUB infrastructure, processes and full C3 system exercised in live mode.

CCS D20 C3 Stand-Up

- 07:00 to 22:00 on shift 7 days, with overnight on call arrangements to 07:00. DOCs and Liaison Officers in place across all UKG Departments / LRFs. Expectation of full DA dock in.

- Shadow mode 14th and live 07:00 28th December.

- Data: Resilience Dashboard – England/Reserved data streams. Incident Reporting.

NI Current Position

- Proportionate and appropriate.

- 7 weeks in Hub ALERT footing. Core CCPB + 1. No Ops Room / LOs / DOCs - C3 reach back. [*stress]

- CCG / SitRep both weekly.

- Currently 7 additional volunteers, enough to [just] populate Hub ONE team ie capacity to escalate to daily CCG and SitRep Monday to Friday.

- Further requirement for volunteers to populate shift pattern and cells is approximately 15-20 people. This would also require full stand-up of DOCs and requirement for LOs – the optimum model.

Risks

- Full alignment to UKG C3 arrangements.

- Uncertainty around scale of disruption – concurrency of EU to COVID and winter event.
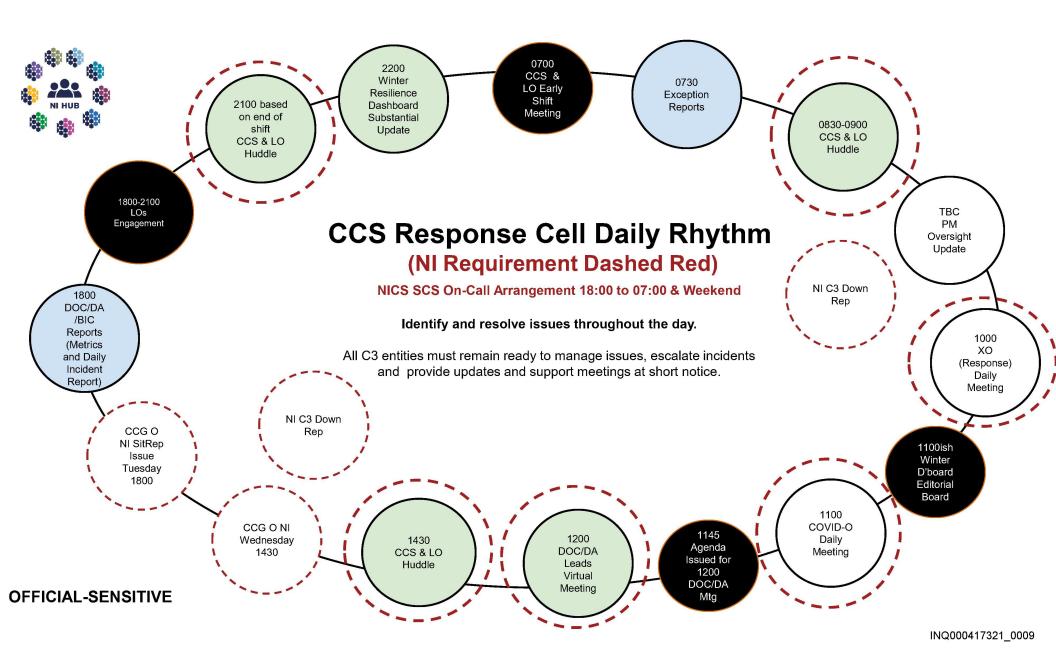
NI HUB

C3 D20 Proposal

- Needs to be effective, not simply revert to the "model". Key to decision making and strategic oversight - is an effective escalation model – and an effective flow of both information and communications.

- Proposal is **maintain current** footing ie core CCPB team. **Supplement** with additional 7 volunteers from **Hub ONE** – for both cover and resilience.

- **No full Ops Room** and only small physical footprint in NIHUB (CCPB, no change). Remainder **virtual**.

- **No LO presence** in NIHUB and **no formal DOC stand-up** – some already in place, **assurances** sought.

- **C3/DOC reach back** – as determined by Departments/partners. (plus out of hours requirement)

- Hub Alert / One team will cover Mon to Frid normal working hours. **CCPB/SCS cover** weekend/overnight rota.

- Assumption is **weekly CCG** and SitRep + Live Incident Reporting. CCG also to **be invoked "live"**.

- If disruption increases, then escalation of rhythm of CCG and SitRep – start slow/proportionate.

CCS Response Cell Daily Rhythm
(NI Requirement Dashed Red)

NICS SCS On-Call Arrangement 18:00 to 07:00 & Weekend

Identify and resolve issues throughout the day.

All C3 entities must remain ready to manage issues, escalate incidents and provide updates and support meetings at short notice.

NI HUB

OFFICIAL-SENSITIVE

2100 based on end of shift CCS & LO Huddle

2200 Winter Resilience Dashboard Substantial Update

0700 CCS & LO Early Shift Meeting

0730 Exception Reports

0830-0900 CCS & LO Huddle

1800-2100 LOs Engagement

TBC PM Oversight Update

1800 DOC/DA /BIC Reports (Metrics and Daily Incident Report)

NI C3 Down Rep

1000 XO (Response) Daily Meeting

CCG O NI SitRep Issue Tuesday 1800

NI C3 Down Rep

1100ish Winter D'board Editorial Board

CCG O NI Wednesday 1430

1430 CCS & LO Huddle

1200 DOC/DA Leads Virtual Meeting

1145 Agenda Issued for 1200 DOC/DA Mtg

1100 COVID-O Daily Meeting

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Summary

- Whilst proportionate, the approach will require full co-operation across C3 partners to proactively bubble up risks and impacts [structures vs behaviours].

- Key assumption is the current rhythm managing the level of disruption, without further escalation.

- Toleration of risk – although C3 structures have been tested and DOC assurance or reach back is in place.

- Resilience – small number of volunteers and on-call requirements.

Proposal

- Remain on current NIHUB footing and supplement with Hub ONE volunteers.

- Operate weekly (option to escalate) CCG and SitRep (invoke "live" if need) with daily live Incident Reporting.

- SitRep to reflect revised CCG footing of concurrency.

Questions