

# **NATIONAL ACTION PLAN 3**

National Crisis Management Centre

<b>Incident:</b> COVID-19 Pandemic	<b>Action Plan No:</b> 3.0						
<b>NCMC Location:</b> NCMC (North) - Ministry of Health NCMC (South) – Vodafone House	<b>Date/time of issue:</b> 22 April 2020, 1800 hours						
<b>Operational Period:</b> This plan is from 23 April 2020 until the next iteration of the All of Government instruction	<b>Incident Classification:</b> <table border="1" data-bbox="790 546 1396 826"> <tr> <td data-bbox="790 546 1091 656">N</td> <td data-bbox="1091 546 1396 656">↑</td> </tr> <tr> <td data-bbox="790 656 1091 750">[4]</td> <td data-bbox="1091 656 1396 750">S</td> </tr> <tr> <td data-bbox="790 750 1091 826"></td> <td data-bbox="1091 750 1396 826">↓</td> </tr> </table> <p data-bbox="790 831 1145 931">           N1 = A <b>minor</b> national level response            N2 = A <b>moderate</b> national level response            N3= A <b>major</b> national level response            N4= A <b>severe</b> national level response         </p>	N	↑	[4]	S		↓
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<b>Action Plan prepared by:</b> National Crisis Management Centre Planning Manager							
<b>Action Plan approved by:</b> John Ombler All of Government Controller							
<b>Distribution:</b> National Agencies CDEM Groups NCMC							

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## Executive Summary

This is the third National Action Plan and contains updates and additions to previous plans. This plan should be read in conjunction with the previous National Action Plan for further background and context.

The purpose of this plan is to direct the All of Government (AoG) and nationwide effort during the next phase of the response to ensure operational alignment with the strategic intent. The plan is also a single reference for the National Crisis Management Centre (NCCM) objectives and high-level actions during the transition to a revised AoG response model.

This plan is from 23 April 2020 until the next iteration of the All of Government instruction.

There are some key changes which build on previous versions. There is emphasis on relevant and achievable actions to simplify focus and support response activities in readiness for transition to steady-state management of the response to COVID-19. The plan is inclusive of immediate actions to prepare for contingency planning should a simultaneous event occur.

New Zealand's strategy remains to eliminate COVID-19 and to stamp out transmission within affected clusters. This is in line with The New Zealand Influenza Pandemic Plan and the four-level COVID-19 Alert system. Whilst this is a short-term plan, some actions are ongoing or will extend through to the medium-term.

The third National Action Plan does not supersede other operational plans but can be read alongside them, for example, the COVID-19 Māori Response Action Plan; the Ministry of Health, Health & Disability Response Plan, and; the New Zealand Influenza Pandemic Plan. This list is not exhaustive.

# National Action Plan

## Iwi/Māori Partnership

The All of Government (AoG) commitment to working in partnership with Māori has been recognised as a key component of the COVID-19 national response. Under Te Tiriti o Waitangi, the Crown and Māori are partners where Māori guide our response to achieve Māori aspirations.

Māori are recognised as a priority group in the national response to COVID-19. Therefore, the AoG response actions will contribute to the overall safety and wellbeing of the Māori people by strengthening coordination across priorities identified by Māori during the pandemic.

## Mission statement

Uniting against COVID-19 to keep New Zealand sustainable and New Zealanders well and safe.

Together, we will do this by:

- Protecting people's health
- Slowing the spread, and
- Putting New Zealand in the best position for recovery

## End state

We will know this National Action Plan has been achieved when:

- An effective transition to a steady-state, longer term management of the response to COVID-19 has been completed without any loss of the response momentum.

## Correction: National Action Plan 2

Page 3 of the National Action Plan 2, Legislative section, states, "COVID-19 Ministerial Group passed the COVID-19 response (Taxation and Social Assistance Urgent Measures) Bill." This should state that Parliament passed the COVID-19 Response Bill.

## National Crisis Management Centre Objectives and Actions

### Note:

- *All objectives and actions in italics are either new or updates*
- *Whilst this is a short term plan some actions are on-going or medium-term.*

### Control

Objective	High level actions
Leadership through response	<ul style="list-style-type: none"> <li>• <i>Provide on-going AoG response direction</i></li> <li>• <i>Ensure timely and clear communications to the public</i></li> <li>• <i>Communicate regularly with Cabinet, Prime Minister's Office, ODESC and Senior Officials to ensure response activities are coordinated across the AoG response</i></li> <li>• <i>Establish a steady-state, longer term management construct for the response and initial recovery</i></li> </ul>
Management through response	<ul style="list-style-type: none"> <li>• <i>Ensure the protection of peoples' health with priority communities at the forefront of the response</i></li> <li>• <i>Execute decisions and the delivery of response activities monitored</i></li> <li>• <i>Ensure collaboration and coordination across response activities</i></li> <li>• <i>Implement as appropriate the recommendations from independent operational reviews</i></li> </ul>
Manage the National Crisis Management Centre	<ul style="list-style-type: none"> <li>• <i>Provide direction to NCMC Functions and facilitate support in order to meet their objectives</i></li> <li>• <i>Ensure the on-going managing of the NCMC facilities and infrastructure</i></li> </ul>
Partnership with Iwi/Māori	<ul style="list-style-type: none"> <li>• <i>Ensure engagement with iwi, hapū, whānau, Māori Organisations and Māori Communities</i></li> </ul>
<i>Prepare for a concurrent event</i>	<ul style="list-style-type: none"> <li>• <i>Consider requirements and arrangements to support simultaneous response decision making in the NCMC</i></li> </ul>
Maintain function log	<ul style="list-style-type: none"> <li>• <i>Record all functional decisions and high-level activities</i></li> </ul>

### Strategy and Policy

Objective	High level actions
<i>In consultation with Government agencies and NCMC functions, develop strategy and policy documents for Cabinet committees</i>	<ul style="list-style-type: none"> <li>• <i>Undertake the development of AoG documents for advice and decision making for Cabinet Committees and the COVID-19 Ministerial Group</i></li> <li>• <i>Ensure that Cabinet documents have been consulted with relevant agencies and NCMC functions and that all policy and operational implications are reflected</i></li> </ul>

<i>Regularly communicate with Government agencies and NCMC functions on strategy and policy documents</i>	<ul style="list-style-type: none"> <li>• <i>Establish an appropriate network of communication pathways to ensure that relevant agencies and NCMC functions are adequately consulted and receive Cabinet decisions and directions in a timely manner</i></li> </ul>
<i>Provide guidance and advice to Government agencies and NCMC functions on strategy and policy documents decisions</i>	<ul style="list-style-type: none"> <li>• <i>Support agencies and NCMC in any work that results from Cabinet directions or advice on the implications of decisions</i></li> </ul>
<i>Maintain function log</i>	<ul style="list-style-type: none"> <li>• <i>Record all functional decisions and activities conducted</i></li> </ul>

### Intelligence (COVID-19 Insights Group)

Objective	High level actions
Collect Information	<ul style="list-style-type: none"> <li>• Action intelligence requirements in support of decision makers</li> <li>• <i>Undertake the collection, collation, processing, evaluation, and management of information to meet the requirements of functions and response agencies</i></li> </ul>
Analyse and Provide Information	<ul style="list-style-type: none"> <li>• <i>Analyse information and create intelligence products that inform response activities</i></li> <li>• <i>Undertake modelling to identify potential outcomes of COVID strategies</i></li> <li>• <i>Identify and analyse current health trends</i></li> <li>• <i>Forecast (scenarios) and identify emerging risks and opportunities (including their probability and impact)</i></li> <li>• <i>Analyse implication(s) of key considerations for the attention or action of decision makers</i></li> </ul>
Support the operational response	<ul style="list-style-type: none"> <li>• Contribute to the planning process including the developments of the National Action Plan</li> <li>• <i>Undertake or participate in briefings and meetings to inform decision makers and response agencies of key insights</i></li> </ul>
Maintain function log	<ul style="list-style-type: none"> <li>• Ensure all Intelligence cells record key decisions</li> </ul>

### Planning

Objective	High level actions
Action Planning	<ul style="list-style-type: none"> <li>• <i>Monitor response activities within functions ensuring their relevance to the National Action Plan</i></li> </ul>

	<ul style="list-style-type: none"> <li>• <i>Translate the leadership intent and analyse and develop objectives into the National Action Plan</i></li> <li>• <i>Develop objectives resulting from analysis of strategic plans to support functional response activities</i></li> </ul>
<i>Immediate Planning</i>	<ul style="list-style-type: none"> <li>• <i>Develop short-term plans based on analysis of strategic plans</i></li> <li>• <i>Prepare to convene an immediate planning sub-group for any operational response that requires short notice or immediate attention</i></li> <li>• <i>Support Workstreams through planning to manage unforeseen response priorities</i></li> </ul>
<i>Contingency Planning</i>	<ul style="list-style-type: none"> <li>• <i>Assist the CDEM Workstream to develop contingency plans for concurrent all hazard events</i></li> <li>• <i>Initiate business continuity planning for the AoG response</i></li> <li>• <i>Coordinate the facilitation of infection prevention control plans exercising and updating plans as appropriate</i></li> <li>• <i>Identify single points of failure at NCMC that must be protected, or extra capacity brought in if redeployed to a simultaneous event</i></li> <li>• <i>Communicate with Pillars and Workstreams regarding contingency planning activities required to be undertaken to support a simultaneous event</i></li> </ul>
Support the operational response	<ul style="list-style-type: none"> <li>• <i>Collaborate and communicate regularly with the strategic planning cell to ensure strategic and operational planning activities are aligned</i></li> </ul>
Maintain function log	<ul style="list-style-type: none"> <li>• Record all functional decisions and high-level activities</li> </ul>

## Operations

Objective	High level actions
Support and enable Workstreams through the Operational Command Centre (NCMC South)	<ul style="list-style-type: none"> <li>• Establish horizontal Workstreams as appropriate to ensure timely and coordinated response actions</li> <li>• Provide direction to the Pillars and monitor activities via the Integrated Response Plan (IRP)</li> </ul>
Response coordination (NCMC North)	<ul style="list-style-type: none"> <li>• Establish and manage the official point of communications (POC) into and out of the NCMC</li> <li>• <i>Oversee formal information/communication in and out of the NCMC</i></li> <li>• Ensure operational alignment with the OCC to support Workstreams</li> <li>• <i>Maintain the NCMC request for information (RFI) database in liaison with the Intelligence function</i></li> </ul>



	<ul style="list-style-type: none"> <li>• <i>Monitor and maintain the NCMC operations information board, to include the monitoring of the AoG Geospatial Intelligence (GEOINT) common operating picture and intelligence dashboards (once activated)</i></li> <li>• <i>Undertake the execution of the National Action Plan and operational taskings</i></li> <li>• <i>Plan, manage and coordinate current operations</i></li> <li>• <i>Coordinate Support Agency Representatives</i></li> <li>• <i>Engage with national agencies to understand capability and capacity requirements and/or shortfalls</i></li> <li>• <i>Contribute to the planning process including the development of the Action Plan</i></li> </ul>
Offers of assistance	<ul style="list-style-type: none"> <li>• <i>Maintain linkage with the OCC to ensure that national and international offers of assistance are registered</i></li> </ul>
Maintain function log	<ul style="list-style-type: none"> <li>• <i>Record all functional decisions and high-level activities</i></li> </ul>

### Travel Exemptions

Objective	High level actions
<i>Exemptions for travel</i>	<ul style="list-style-type: none"> <li>• <i>Maintain a Travel Exemptions Function (to take this output over from the NCMC Operations function given the volume and on-going requirement)</i></li> <li>• <i>Analyse, prepare and approve travel exemptions on compassionate grounds when appropriate</i></li> <li>• <i>Manage the exemption process through liaison with relevant agencies</i></li> <li>• <i>Liaise with Public Information Management (PIM) and agencies to ensure criteria are being communicated</i></li> </ul>

### Logistics

Objective	High level actions
Support and enable the NCMC	<ul style="list-style-type: none"> <li>• <i>Arrange transportation and accommodation for out-of-town response personnel</i></li> <li>• <i>Maintain essential supplies to the NCMC</i></li> <li>• <i>Maintain information technology networks in conjunction with Central Agencies Shared Services (CASS)</i></li> <li>• <i>Ensure the maintenance of communication tools, as appropriate</i></li> <li>• <i>Provide record keeping and administrative support</i></li> </ul>

Oversight of National Critical Equipment and Supply Chains	<ul style="list-style-type: none"> <li>• Maintain visibility and support the management of designated national critical equipment holdings</li> <li>• Maintain visibility and support the management of viable and robust international and domestic supply chains</li> <li>• <i>Be prepared to coordinate triaging of a deficiency in national critical equipment or a gap in the requisite supply chain (including should a concurrent event occur)</i></li> </ul>
Support the operational response	<ul style="list-style-type: none"> <li>• Action authorised resource requests and procure the resources and facilities to meet response actions</li> <li>• Triage resources and financial expenditure</li> <li>• Contribute to the planning process including the development of the National Action Plan</li> <li>• <i>Collaborate and communicate regularly with the Strategic Logistics cell to align strategic and operational planning activities</i></li> </ul>
Maintain function log	<ul style="list-style-type: none"> <li>• Record all functional decisions and high-level activities</li> </ul>

## Public Information Management

Objective	High level actions
Prepare information for sharing	<ul style="list-style-type: none"> <li>• Collaborate with media agencies to create content to provide context and understanding, including photography, imagery, etc</li> <li>• Prepare speaking points and interview locations, where relevant</li> <li>• Collaborate with Government agencies to gather and distribute information through appropriate channels</li> <li>• <i>Undertake the preparation and distribution of key communication messages to Māori and other priority groups</i></li> </ul>
Share information with the Public	<ul style="list-style-type: none"> <li>• Coordinate online channels and support lines of communication to ensure they are updated frequently with current public information and key messages</li> <li>• Coordinate with agency PIM functions to ensure consistent and coordinated messaging</li> <li>• <i>Prepare to strengthen consistency of messaging or separate communication for an affected area, should communication infrastructure be damaged in a simultaneous event</i></li> </ul>
Share information with Media	<ul style="list-style-type: none"> <li>• Work with Operations and AoG Controller to arrange media conferences and accreditations</li> </ul>
Public education	<ul style="list-style-type: none"> <li>• <i>Message safe behaviours through the public facing campaign, stakeholders, Government agencies, and external channels</i></li> </ul>

Site visits	<ul style="list-style-type: none"> <li>• Liaise with VIPs and their staff about site visits to response operational centres and other related sites.</li> </ul>
Support the operational response	<ul style="list-style-type: none"> <li>• <i>Monitor public and media reactions and pass information to Intelligence and other relevant functions</i></li> <li>• Support other functions to ensure all staff involved in public facing activities have up to date and relevant information to share with the public</li> <li>• Contribute to the planning process including the development of the National Action Plan</li> </ul>
Maintain function log	<ul style="list-style-type: none"> <li>• Record all functional decisions and high-level activities</li> </ul>

## Safety

Objective	High level actions
Health and Safety Information	<ul style="list-style-type: none"> <li>• Provide regular updates on how to keep essential workers in the NCMC safe</li> <li>• Monitor and record incidents, near misses, and activities pertaining to health and safety in the NCMC</li> <li>• Maintain NCMC response risk registers where risks are understood and controlled</li> <li>• Manage the Health and Safety induction process for NCMC staff</li> </ul>
Support the operational response	<ul style="list-style-type: none"> <li>• <i>Maintain regular communication with functions and provide advice on safety health and wellbeing issues</i></li> <li>• <i>Regularly communicate with Response Manager on Safety Health and Wellbeing risks to response activities</i></li> </ul>
Maintain function log	<ul style="list-style-type: none"> <li>• Record all functional decisions and activities conducted</li> </ul>

## Recovery

Objective	High level actions
Understand Consequence	<ul style="list-style-type: none"> <li>• <i>Continue to monitor immediate, medium, and long-term consequences and identify new consequences to New Zealand, including identifying information gaps. Work with Intelligence function to request this information</i></li> </ul>
Governance and Co-ordination	<ul style="list-style-type: none"> <li>• <i>Support DPMC, SSC and Treasury to scope the national recovery oversight and coordination arrangement options to manage and support recovery</i></li> <li>• <i>Engage with Strategy and Policy to consider and support the longer-term recovery strategy</i></li> </ul>

Support the operational response	<ul style="list-style-type: none"> <li>• Contribute to the planning process including the development of the National Action Plan <i>Ensure recovery thinking is aligned and considered in response planning</i></li> <li>• <i>Plan for a formal move from response to recovery</i></li> </ul>
Maintain function log	<ul style="list-style-type: none"> <li>• Record all functional decisions and high-level activities</li> </ul>

## Staffing

Objective	High level actions
Needs identification	<ul style="list-style-type: none"> <li>• Liaise with Control and Functions to identify staffing gaps</li> <li>• Identify and/or recruit appropriately skilled staff</li> <li>• Receive, store and maintain staff information</li> <li>• <i>Prepare to receive and coordinate requests to meet a response should a concurrent event occur</i></li> </ul>
Rostering and induction	<ul style="list-style-type: none"> <li>• Coordinate with the Logistics function to ensure new staff have appropriate access</li> <li>• Induct new staff into the NCMC</li> <li>• <i>Move the NCMC Induction to an online platform to enable remote learning, and enable appropriate face to face interactions to occur following remote learning</i></li> <li>• <i>Plan for the throughput of staff into and out of the NCMC</i></li> </ul>
Relationship Management	<ul style="list-style-type: none"> <li>• Oversee communications with point of contacts from parent agencies</li> </ul>
Coordinate and manage staff development and well-being	<ul style="list-style-type: none"> <li>• <i>Monitor the development of rosters ensuring the health, safety and wellbeing of NCMC staff</i></li> <li>• <i>Coordinate with Safety to ensure NCMC staff have appropriate health and safety induction</i></li> <li>• Identify skill and experience gaps in new staff, and support development opportunities</li> </ul>
Clinical management & advice	<ul style="list-style-type: none"> <li>• Ensure that NCMC Personal Health declarations are cleared</li> <li>• Advise on NCMC sanitation requirements</li> <li>• Provide guidance and clarity to NCMC staff and Workstreams on <i>Support the NCMC to remain effective and operational from a health and wellbeing perspective and refine Standard Operating Procedures</i></li> </ul>
Maintain function log	<ul style="list-style-type: none"> <li>• Record all functional decisions and high-level activities</li> </ul>