

# Briefing

## 'Roadmap' for the transfer of functions for New Zealand's future quarantine and isolation capability

<b>Date due to MO:</b>	13 March 2023	<b>Action required by:</b>	N/A
<b>Security level:</b>		<b>Health Report number:</b>	H2022018907 MBIE: 2223-2803
<b>To:</b>	Hon Dr Ayesha Verrall, Minister of Health Hon Grant Robertson, Minister of Finance		
<b>Consulted:</b>	Te Whatu Ora - Health New Zealand: <input checked="" type="checkbox"/> Te Aka Whai Ora – Māori Health Authority: <input checked="" type="checkbox"/> The Treasury: <input checked="" type="checkbox"/>		

### Contact for telephone discussion

Name	Position	Telephone
Dr Andrew Old	Deputy Director-General, Public Health Agency	Privacy of natural persons
Iain Cossar	Acting Deputy Secretary, Ministry of Business, Innovation and Employment (MBIE)	

### Minister's office to complete:

- |   |                                    |  |
|---|------------------------------------|--|
| <input type="checkbox"/> Approved             | <input type="checkbox"/> Decline   | <input type="checkbox"/> Noted               |
| <input type="checkbox"/> Needs change         | <input type="checkbox"/> Seen      | <input type="checkbox"/> Overtaken by events |
| <input type="checkbox"/> See Minister's Notes | <input type="checkbox"/> Withdrawn |  |

Comment:

# 'Roadmap' for the transfer of functions for New Zealand's future quarantine and isolation capability

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**Security level:** IN CONFIDENCE

**Date:** 13 March 2023

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**To:** Hon Dr Ayesha Verrall, Minister of Health  
Hon Grant Robertson, Minister of Finance

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## Purpose of report

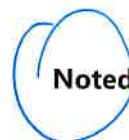
1. This briefing fulfils a Cabinet decision for agencies to provide joint Ministers with a 'roadmap' for the transfer of functions for New Zealand's future quarantine and isolation capability.
2. This report discloses all relevant information and implications.

## Summary

3. On 19 December 2022, Cabinet agreed to transfer responsibility for New Zealand's future quarantine and isolation capability from the Ministry of Business, Innovation, and Employment (MBIE) to the health system [CAB-22-MIN-0589.01 refers]. Cabinet also directed officials to brief the Ministers of Health, Finance and the Minister for COVID-19 Response on a 'roadmap' for the transfer of the associated functions<sup>1</sup>. This briefing summarises the process that has been followed to draft the roadmap and outlines its main features.
4. The roadmap (copy attached) outlines where in the health system responsibility for each component of the future quarantine and isolation capability will transfer to, and by when.
5. MBIE will commence internal staff consultation for the change management process on the transfer on approximately 24 March 2023 in order to allow sufficient time before the June transition.

## Recommendations

- a) **Note** that on 19 December 2022, Cabinet [CAB-22-MIN-0589.01 refers]:
  - (i) agreed to fund the continued maintenance, testing, and maturation of New Zealand's existing [quarantine and isolation] Readiness Plan, the development of a long-term quarantine and isolation capability strategy, and the development of proposals



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<sup>1</sup> Note, as of 1 February 2023 the Ministerial portfolio for the COVID-19 Response was disestablished.

for investment in an evolving portfolio of (contracted) self, community, and managed quarantine and isolation interventions

- (ii) agreed to provide funding of \$3.679 million per annum from July 2023 to June 2025 to progress the work agreed noted in (i) above
  - (iii) directed officials to provide joint Ministers by March 2023 with a 'roadmap' for the transfer of quarantine and isolation functions from MBIE to the health system.
- b) **Note** that Cabinet also directed officials to report back to the Social Wellbeing Committee (SWC) by 30 June 2023 with:
- (i) a draft long-term quarantine and isolation capability strategy
  - (ii) initial investment proposals for an evolving portfolio of self, community, and managed quarantine and isolation interventions
  - (iii) advice on potential alignment of the above with the Emergency Relocation Plan review work being led by the National Emergency Management Agency.
- c) **Note** the attached transitional roadmap for the transfer of responsibility from MBIE to the health system for New Zealand's future quarantine and isolation capability. **Noted**
- d) **Note** that the MIQ Transition Project Governance Group has been established to oversee the transition of functions to the health system. **Noted**
- e) **Note** that all functions will transfer at the same time – on 30 June 2023. **Noted**
- f) **Note** that MBIE will commence internal staff consultation and change management process for the transfer on approximately 24 March 2023. **Noted**
- g) **Agree** to forward this briefing and the attached transitional roadmap to the Minister of Finance. **Yes / No**

Dr Andrew Old  
Deputy Director-General  
**Public Health Agency | Te Pou Hauora  
Tūmatanui**  
Date: 10 March 2023

Chris Bunny  
Deputy Secretary  
**Ministry of Business, Innovation and  
Employment**  
Date: 8 March 2023

Hon Dr Ayesha Verrall  
**Minister of Health**  
Date: 28/3/23

Hon Grant Robertson  
**Minister of Finance**  
Date:

# **‘Roadmap’ for the transfer of functions for New Zealand’s future quarantine and isolation capability**

## **Background**

1. The responsibility for strengthening our future quarantine and isolation capability and maintaining operational readiness to re-establish Managed Isolation and Quarantine (MIQ) currently sits with MBIE. Funding for these activities ends on 30 June 2023.
2. On 19 December 2022 Cabinet [CAB-22-MIN-0589.01 refers] agreed to:
  - a. fund the continued maintenance, testing, and maturation of New Zealand’s existing Readiness Plan, the development of a long-term quarantine and isolation capability strategy, and the development of proposals for investment in an evolving portfolio of (contracted) self, community, and managed quarantine and isolation interventions
  - b. transfer responsibility for progressing this work back to the health system
  - c. require officials to develop a ‘roadmap’ for the transfer of functions and provide this to joint Ministers in March 2023.
3. The roadmap is attached in Appendix One.

## **Process to draft the transitional road map**

4. Manatū Hauora, Te Whatu Ora, Te Aka Whai Ora, and MBIE have worked collaboratively to develop the transition roadmap. The Treasury was consulted during its development. The transfer of isolation and quarantine functions<sup>2</sup> from one agency to the three health agencies has been carefully planned, with health agencies jointly working on the division of functions and FTE across the health system. The resulting roadmap was then reviewed and endorsed by the MIQ Transition Project Governance Group.
5. Responsibility for each function has been aligned with the core role of each health agency. As Te Whatu Ora and Te Aka Whai Ora have operational and associated functions, they will be responsible for the operational elements of the work programme (the Readiness Plan and future capability). The Public Health Agency (within Manatū Hauora) has public health leadership, strategy and policy functions and will be responsible for the long-term isolation and quarantine strategy.
6. To ensure a smooth transition of the quarantine and isolation function, the MIQ Transition Project Governance Group has been put in place. This Governance Group,

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<sup>2</sup> The Readiness Plan, the long-term strategy development, and future capability (i.e., investment proposals in an evolving portfolio).

which includes senior leadership from across the health agencies and MBIE, will enable joint decision making across agencies and will provide joined up guidance to the transition.

## Overview of the road map

7. The roadmap details how the transition of the quarantine and isolation capability from MBIE to different health agencies will be arranged to best support the agreed work programme. An overview of how this will be organised across agencies is below.
8. Note that funding associated with the Readiness Plan will go to Te Whatu Ora to manage in the first instance. This includes \$1.176 million per annum to cover hotel, transport, IT, and security retainers, legal advice, iwi expertise, and Aviation Security Service (AvSec) training.

Agency	Functions	Indicative FTE <sup>3</sup>	Funding per annum, million (For 2023/24 and 2024/25 only)
Public Health Agency	Policy, strategy and leadership	2	\$0.356
Te Whatu Ora	Maintenance, testing, and maturation of New Zealand's existing Q&I Readiness Plan.  Development of proposals for investment in an evolving portfolio of (contracted) self, community, and managed quarantine and isolation interventions	7	\$2.536  (\$1.176 to fund the Readiness Plan and \$1.360 to fund the 7 FTE)
Te Aka Whai Ora	To work collaboratively across the agencies to ensure all policy advice and operational planning places whānau at the heart of the system to improve equity and outcomes.	4	\$0.787

<sup>3</sup> Details to be agreed by the Governance Group as part of ongoing transition planning.

	To contribute to the Readiness Plan and development of proposals for future capability (the evolving portfolio).		
TOTAL		13	\$3.679

## Collaborative work prior to the transition

9. In addition to this work, a Cabinet report back is scheduled in June 2023. This will be developed by MBIE, supported by health agencies, as this will occur prior to the transfer of functions and resources on 30 June 2023. The Governance Group oversee the development of the current work programme to ensure work undertaken prior to the transition will be transitioned smoothly into the health system.
10. Agencies are working together to reflect the health system's view on the work programme over the remaining period to 30 June 2023.

## Equity

11. Equity is a critical cornerstone of the approach to COVID-19 generally, and the operationalisation of the attached roadmap will reflect that.
12. A deliberate decision has been made to ensure that Te Aka Whai Ora are involved across isolation and quarantine functions to ensure that consideration will be given from an early stage to how equity will be considered in the Readiness Plan, long-term strategy and evolving portfolio and how Māori will be engaged in the development of those.
13. Māori, Pacific peoples, disabled people, people with language barriers, refugees, and other priority groups may be disproportionately impacted by an infectious disease event. Therefore, health agencies will be working closely across the health system in the development of functions.

## Consultation

13. Te Aka Whai Ora and Te Whatu Ora have been part of the development of the transitional roadmap and have been consulted on this briefing. We have also consulted with The Treasury on this briefing.

## Next steps

14. Agencies will continue to work closely together on the work programme outlined and will enable a smooth transition of functions in the lead up to 1 July 2023.
15. Agencies will also coordinate on the preparation of the report back to SWC by 30 June 2023.

ENDS.

### Attachment one: National Quarantine Capability – transition roadmap of functions

MBIE Function / Current FTE	Current work programme until 30 June 2023	Transfer to which health entity by 30 June 2023 / Indicative FTE	Proposed future work programme after 1 July 2023	Costs <i>*from cab paper, contracts table – insert</i>
Future Capability team (Currently 7 FTE)	<ul style="list-style-type: none"> <li>• Environmental scan i.e review work across govt agencies for current capability exists (capability gap analysis) what do we need, what is happening overseas</li> <li>• Development of proposals for investment in an evolving portfolio of (contracted) self, community, and managed quarantine and isolation.</li> <li>• Providing an analysis of opportunities for future facilities with wide applicability for future events, which will pick up on earlier work on multi-purpose facilities done in early 2022 interventions.</li> <li>• Development of a <b>draft</b> outline of the long-term strategic plan for managed, community and self-quarantine (jointly with the Policy team)</li> <li>• Ensuring alignment of the evolving portfolio with the draft long-term strategy (jointly with the Policy team).</li> </ul>	Care in the Community – Te Whatu Ora (3 FTE)  Te Aka Whai Ora (2 FTE)	<ul style="list-style-type: none"> <li>• Continued development and preparation to implement proposals for investment in an evolving portfolio of (contracted) self, community, and managed quarantine and isolation interventions</li> <li>• Multi-year research, market-sounding stakeholder engagement (public and private)</li> <li>• Ensuring alignment of the evolving portfolio with the long-term strategy.</li> <li>• Undertaking Budget processes (jointly with PHA/Policy functions)</li> </ul>	Care in the Community (\$0.640 million p.a.)  Te Aka Whai Ora (\$0.427 million p.a.)  TOTAL \$1.067 million p.a. (FTE only funding)
Readiness team (currently 8 FTE)	<ul style="list-style-type: none"> <li>• Maintaining and improving the Readiness Plan including the design, development</li> </ul>	Care in the Community – Te Whatu Ora (4 FTE)	<ul style="list-style-type: none"> <li>• Maintaining and improving the Readiness Plan including the design,</li> </ul>	Care in the Community (\$1.896 million)

	<p>and evolution of the operating model for facilities, services, logistics, technology and workforce.</p> <ul style="list-style-type: none"> <li>• Readiness and Continuous Improvement –testing and exercising the Readiness Plan, alignment with other response agencies, and scaling of response if needed.</li> <li>• Relationships and Contract Management – responsible for commercial contracts and negotiations (with facilities, transport providers, security service providers, and IT suppliers), and relationships (including iwi engagement and partnerships and with the aviation sector).</li> </ul>	Te Aka Whai Ora (2 FTE)	<p>development and evolution of the operating model for facilities, services, logistics, technology and workforce.</p> <ul style="list-style-type: none"> <li>• Readiness and Continuous Improvement –testing and exercising the Readiness Plan, alignment with other response agencies, and scaling of response if needed</li> <li>• The QIC Readiness Plan also has a Health Function that will need actions, assumptions and tasks completed such as continued development of the model of care.</li> <li>• Relationships and Contract Management – responsible for commercial contracts and negotiations (with facilities, transport providers, security service providers, and IT suppliers), and relationships (including iwi engagement and partnerships and with the aviation sector).</li> </ul>	<p>p.a. for FTE and Readiness Plan costs)</p> <p>Te Aka Whai Ora (\$0.360 million p.a.)</p> <p>TOTAL \$2.256 million p.a. (FTE funding and Readiness Plan funding)</p>
Policy Branch (4 FTE Senior + Principal Policy Advisors + 1 FTE Manager + 1 FTE Private Secretary)	<ul style="list-style-type: none"> <li>• Report back to SWC by 30 June 2023</li> <li>• Development of a <b>draft</b> outline of the long-term strategic plan for managed, community and self-quarantine (jointly with Future Capability team)</li> <li>• Ensuring alignment of the evolving portfolio with the draft long-term strategy</li> </ul>	PHA, Ministry of Health (2 FTE Policy and/or Strategy Senior/Principal Advisors)	<ul style="list-style-type: none"> <li>• Development of the <b>final</b> long-term strategic plan for managed, community and self-quarantine and isolation responses (jointly with Care in the Community team)</li> </ul>	PHA (0.356m p.a.)



	<p>(jointly with the Future Capability function).</p> <ul style="list-style-type: none"> <li>• Policy functions (ie proactive analysis, advice, and contribution to briefings, Cabinet papers, legislative change, and budget bids as needed).</li> <li>• Reactive requests (e.g., Minister's Questions, OIAs, Ombudsman, etc)</li> </ul>		<ul style="list-style-type: none"> <li>• Ensure alignment/integration across the health system's wider response strategies</li> <li>• Alignment with other Health strategic work programmes and the findings of the <i>Royal Commission of Inquiry into Lessons Learned from Aotearoa New Zealand's Response to COVID-19</i>.</li> <li>• Policy functions (ie proactive analysis, advice, and contribution to briefings, Cabinet papers, legislative change, and budget bids as needed).</li> <li>• Reactive requests (e.g., Minister's Questions, OIAs, Ombudsman, etc</li> <li>• Contribute to future cabinet processes as required on the wider NQC and QIC.</li> <li>• Monitor and as required provide advice on proposed legislative changes for impact to MIQ and provide a MIQ perspective</li> </ul>	
<b>27 TOTAL MIQ FTE attached to these functions</b>		<b>13 TOTAL Health FTE transferred to these functions</b>		<b>Total transferred funding \$3.679 million p.a.</b>