



AIDE MEMOIRE

Lessons Learned Review – international mariners (tranche one)

Date:	15 December 2020	Priority:	Medium
Security classification:	In Confidence	Tracking number:	2021-1862

Information for Minister(s)

Hon Chris Hipkins
Minister for COVID-19 Response

Contact for telephone discussion (if required)

Name	Position	Telephone	1st contact
Andrew Milne	Associate Deputy Chief Executive - MIQ	s 9(2)(a)	
Simon Sanders	Principal Advisor – Head of MIQ		✓

The following departments/agencies have been consulted

Ministry of Health

Minister's office to complete:

- | | |
|---|--|
| <input type="checkbox"/> Approved | <input type="checkbox"/> Declined |
| <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 Withdrawn |

Comments



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Purpose

The purpose of this aide memoire is to provide a copy of the final lessons learned review and outline the actions that are underway to respond to the review's recommendations.

Andrew Milne
Associate Deputy Chief Executive
Managed Isolation and Quarantine, MBIE

15 / 12 / 20

Background

1. On 10 November, the Ministry of Business Innovation and Employment (MBIE MIQ) and the Ministry of Health commissioned a joint 'lessons learned' review to identify key lessons from managing the first tranche of international mariners, and to make recommendations to strengthen the management of tranche two of the International Mariners.
2. We received the draft recommendations from this review on 26 November to ensure we could begin preparations, and these were provided to your Office on 30 November. The final report was submitted to the Chief Executive, MBIE and the Director-General of Health on Friday 11 December.
3. A briefing is being provided to your Office by the Ministry of Health shortly on the progress of the 11 work streams underway to respond to the infection of managed isolation and quarantine facility workers during tranche one (HR20202280). The response to the review is one of these 11 work streams.
4. The second tranche of international mariners are due to arrive on 6 January 2021.

Lessons Learned Review - recommendations

5. The report identified 11 recommendations in relation to the second tranche of international mariners and six recommendations for other groups and the wider MIQ system.
6. Recommendations specific to the upcoming second tranche of international mariners were made in the following six areas:

- a. *Roles and responsibilities*: clarify and confirm accountabilities, roles, responsibilities of all agencies and people involved in planning and managing the second tranche of international mariners.
 - b. *Risk assessment*: undertake a comprehensive risk assessment immediately to inform decision-making about the second tranche to help ensure that suitable workforce and operational plans are developed and resourced.
 - c. *Operational plans and assurance needs*: develop an integrated, multi-agency, operational plan for the second tranche to give effect to the public health and operational requirements and the risk mitigation actions for the end-to-end process. This includes ensuring sufficient time is allowed for implementation of the operational plans, and considering the assurance required to manage key risks.
 - d. *Pre-arrival*: set clear expectations for the cohort in the second tranche of mariners before arrival, such as a code of conduct and expected behaviour.
 - e. *MIQF Operations Framework and Standard Operating Procedures (SOPS)*: identify and document the specific changes required to the MIQF Operations Framework, SOPs, and the various site-specific plans for the second tranche and other groups. Ensure all staff are well-briefed and trained on the changes to the MIQF Operations Framework, SOPs, and site-specific plans.
 - f. *Communications protocols*: clarify and confirm the communication requirements, channels and protocols for dealing with matters relating to the second tranche. Ensure processes are in place to ensure mariners and staff are kept informed appropriately during any significant developments and events.
7. A further six recommendations relating to other cohort/exemption groups, and the wider MIQ system, were also identified. At a high-level, these related to planning and management of entry of groups into MIQFs, roles and responsibilities, ongoing IPC training for MIQF staff, and continuous improvement approaches.

Lessons Learned Review – MIQ/MOH response to the recommendations

8. MBIE (MIQ) and the Ministry of Health are well underway with work on an aligned work programme to ensure the recommendations of the review are actioned, with the joint response to the recommendations due to be completed by 22 December.
9. A cross-agency working group has been established which includes representatives from MBIE (MIQ), the Ministry of Health, Canterbury District Health Board and the Christchurch Regional Isolation and Quarantine Command Centre.
10. The majority of the actions are being led out of the newly established Prioritisation and Group Arrivals team at MBIE MIQ. The MBIE MIQ Risk and Assurance team are also supporting this work and tracking progress against all the recommendations.
11. The Ministry of Health are responsible for ensuring a formal public health risk assessment is carried out which will underpin the overall planning being undertaken.

Update against each recommendation area

12. Outlined below is a brief update against each of the high level recommendation areas for tranche.

Roles and responsibilities

13. One of the findings of the review was to better document the roles and responsibilities as well as who is accountable for each aspect of managing tranche two. This work has been completed for the planning stages, and the work to clearly define the roles and responsibilities for the period while they are in managed isolation will be documented in the operational plan (outlined further below).
14. The cross-agency working group is also meeting regularly which will ensure a joined-up response to responding to the recommendations and managing tranche two.

Risk assessment

15. A comprehensive risk assessment has been drafted. As part of this, both an operational risk assessment and a public health risk assessment are being completed.
16. Due to the challenges and risks involved in managing tranche one, the Ministry of Health have worked with MBIE MIQ and regional Medical Officers of Health to develop a public health risk assessment template. The assessment supports the identification of the risks associated with group/class exemptions, and the clinical and operational risk mitigations that are required as a result.
17. The public health risk assessment template has been used to plan for the arrival of the second tranche of International Mariners in early January 2021.
18. The operational risk assessment is considering the physical arrangements of managing tranche two, and include the decisions around where they should be housed and the security arrangements. This information then feeds into the operational planning and has supported the decision to house tranche two across two facilities (outlined below).

Operational plans and assurance needs

19. Detailed operational planning is well underway by MBIE MIQ, with the final operational plan due to be completed next week.
20. Key operational decisions already undertaken are:
 - a. that Tranche two will not be in a twin share arrangement;
 - b. the arrival date has been pushed back until 6 January to ensure the group is not incoming across the peak summer holiday period;
 - c. that Tranche two will be housed across two managed isolation facilities which will better enable the management of the high number of smokers (due to the ability to use the balconies (due to the ability to use the balconies for smoking at one of the facilities) and spread the workload across staff. Further information about this decision has been provided to your Office.
21. The recommendations which were developed by the Canterbury District Health Board's Outbreak Report are being considered during the operational planning.
22. The MBIE MIQ Risk and Assurance team are tracking the progress of responding to the actions and are providing advice to MIQ leadership to ensure all recommendations are responded to in advance of the arrival of tranche two.

Pre-arrival

23. We are in regular communication with the fishing companies through their lawyer. Through this communication, we are discussing the requirements for pre-departure health arrangements, what obligations the fishing companies will place on the mariners (i.e. no alcohol), and what level of communication material is provided to them before they depart (and is available on arrival).
24. We learnt through tranche one that clear communication through the fishing companies was much more effective than communication via MIQ direct to the mariners. This will be provided in Russian, and Russian translators will be available at both facilities.

Operational framework and standard operating procedures

25. Through considering the lessons from the review and decisions being undertaken through the operational planning, we are determining what changes (if any) are required to the MIQ Operational Framework as well as the standard operating procedures.
26. A specific standard operating procedure will be completed for managing large groups in future.

Communication protocols

27. The cross-agency working group is finalising the communication requirements and channels for throughout tranche two. A specific person located in Christchurch will be delegated the responsibility for liaising between the region and any requests for information throughout their stay in January 2021. This was an issue highlighted in the review.

Next steps

28. We remain confident that we can respond to each of the recommendations well in advance of tranche two arriving, with all recommendations due to be addressed next week.
29. We will continue to regularly communicate with your Office around the progress in responding to the recommendations and inform them of any significant operational decisions which are taken to better manage tranche two.
30. We are also continuing to work through the wider recommendations that were made for the planning and management of other groups seeking border exceptions to enter New Zealand.

Annexes

Annex One: Lessons Learned Review – the managed isolation and quarantine of international marine workers at the Sudima Christchurch Airport Hotel.

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