



BRIEFING

Readiness Plan for re-establishing quarantine and isolation capability (first draft)

Date:	30 May 2022	Priority:	High
Security classification:		Tracking number:	2122-4550

Action sought		
	Action sought	Deadline
Hon Chris Hipkins Minister for COVID-19 Response	<p>Note that a first draft of the Readiness Plan for re-establishing quarantine and isolation capability is provided for your information (Annex 2)</p> <p>Authorise officials to progress negotiations for retention contracts with key suppliers</p> <p>Note that officials are scheduled to meet with you in June to discuss the draft Readiness Plan</p> <p>Note that we will provide you with the next version of the Readiness Plan by 31 July 2022</p>	10 June 2022
Hon Grant Robertson Minister of Finance	<p>Note that a first draft of the Readiness Plan for re-establishing quarantine and isolation capability is provided for your information (Annex 2)</p> <p>Confirm your in-principle decision for the existing MIQ network to be disestablished in its entirety by August 2022</p>	10 June 2022

Contact for telephone discussion (if required)			
Name	Position	Telephone	1st contact
Andy Milne	Deputy Secretary Managed Isolation and Quarantine	Privacy of natural persons	✓
Privacy of natural persons	Senior Policy Advisor, MIQ Policy		

The following departments/agencies have been consulted
Ministry of Health, The Treasury, The Department of the Prime Minister and Cabinet

Minister's office to complete:

- Approved
- Noted
- Seen
- See Minister's Notes

- Declined
- Needs change
- Overtaken by Events
- Withdrawn

Comments



BRIEFING

Readiness Plan for re-establishing quarantine and isolation capability (first draft)

Date:	30 May 2022	Priority:	High
Security classification:		Tracking number:	2122-4550

Purpose

This briefing provides you with the first draft of the Readiness Plan for re-establishing quarantine and isolation capability (the Readiness Plan) for your information and discussion with officials in June 2022.

It seeks authorisation for officials to commence negotiations with key suppliers to enter into retention contracts to 30 June 2023, as well as confirmation of the in-principle decision by the Minister of Finance to decommission all remaining facilities in the MIQ network by August 2022.

Recommended action

The Ministry of Business, Innovation and Employment (MBIE) recommends that you:

- a **Note** that the draft Readiness Plan is designed to bridge the time horizon between the closure of the current MIQ network, and the availability of any future interventions proposed by the National Quarantine Capability (NQC) programme business case (due to be considered by Cabinet in October 2022).

Noted
- b **Note** that the draft Readiness Plan provides:
 - a. Partnership arrangements with key suppliers (hotels, transport, and security services) and agencies in the form of retention contracts and Memoranda of Understanding that will enable rapid establishment of quarantine and isolation functions.
 - b. A step-by-step guide for standing up each function across a phased implementation period.
 - c. A repository of Standard Operating Procedures and a blueprint of the current MIQ operating model.
 - d. A directory of key suppliers and a talent directory of critical personnel that would be called upon to assist in the initial stages of re-establishing managed quarantine and isolation.

Noted
- c **Note** that the Readiness Plan assumes that border closures will be in place (or in the process of being implemented) when it is activated, and that quarantine and isolation capability will support border returnees.

Noted
- d **Note** that officials are scheduled to meet with you to discuss key elements of the Readiness Plan in mid-June 2022.

Noted
- e **Note** that the next iteration of the Readiness Plan will be provided to you by 31 July 2022 following further work and negotiations with key suppliers and partner agencies.

Noted

Costs associated with the Readiness Plan

- f **Note** that we are proposing to enter into retention contracts with eight hotels to provide up to 1,500 rooms of capacity in Auckland and Christchurch should the Readiness Plan be activated. We anticipate being able to increase capacity up to a maximum of 6,000 rooms over an eight-week period if necessary.

Noted

- g Commercial information



Noted

- h **Note** that the costs above do not include the cost of the MBIE contribution including head office costs for maintaining the Readiness Plan or potential costs associated with the Ministry of Health and Aviation Security Services contributions. These costs, along with an update on the MBIE MIQ appropriation and underspend, will be provided to you by the end of July.

Noted

- i **Note** that the indicative cost estimates associated with the Readiness Plan can be met within the current MIQ appropriation (including retention costs and costs for the initial eight weeks if activated). Extending the Readiness Plan and commercial arrangements beyond 30 June 2023 would require funding for outyears sought through either the process of approving the final Readiness Plan or through Budget 2023.

Noted

Minister for COVID-19 Response Only

- j **Authorise** officials to commence negotiations with key suppliers for entering retention contracts to 30 June 2023.

Yes/No

Decommissioning of the MIQ network by August 2022

- k **Note** that on 25 April 2022, the Minister for COVID-19 Response, in consultation with the Prime Minister and the Minister of Health, agreed to decommission – and thereby close – the MIQ network in its entirety by August 2022, and on 28 April 2022 the Minister of Finance agreed in principle, subject to the provision of a Readiness Plan for re-establishing MIQ, if necessary [BR 2122-4081 refers].

Noted

- l **Note** that community cases in Auckland facilities have been decreasing over the recent weeks with only 7 cases as of 30 May 2022.

Noted

- m **Note** that we will provide you further advice separately on options for earlier deactivation of one or more facilities in Auckland.

Noted

- n **Agree** that this briefing is not proactively released until the Readiness Plan is finalised.

Agree/Disagree

Minister of Finance only:

- o **Confirm** the in-principle decision to decommission all remaining facilities in the MIQ network by August 2022.

Yes/No



Andy Milne
Deputy Secretary MIQ
Managed Isolation and Quarantine, MBIE

..... / /



Hon Chris Hipkins
Minister for COVID 19 Response

12 / 06 / 2022

Hon Grant Robertson
Minister of Finance

..... / /

Background

1. On 25 April 2022, in consultation with the Prime Minister and the Minister of Health, the Minister for COVID-19 Response agreed to decommission – and thereby close – the Managed Isolation and Quarantine (MIQ) network in its entirety by August 2022, rather than December 2022 as previously agreed [BR 2122-4081 refers].
2. The Minister of Finance agreed to this decision in principle, subject to the provision of a Readiness Plan for re-establishing managed quarantine and isolation capabilities, if necessary.
3. This briefing provides you with the first draft of the Readiness Plan for re-establishing quarantine and isolation capability to respond to a significant public health threat at the border. It seeks confirmation by the Minister of Finance of the in-principle decision to decommission the MIQ network in its entirety by August 2022. We also seek authorisation to start negotiations to enter retention contracts with key suppliers.

First draft of the Readiness Plan

Key components of the Readiness Plan

4. A one-page overview of the draft Readiness Plan is attached in **Annex One** and a copy of the full draft Readiness Plan is provided in **Annex Two** for your information.
5. The key components of the Readiness Plan are:
 - a. Partnership arrangements with key suppliers (hotels, transport, and security services) and agencies in the form of retention contracts and Memoranda of Understanding that will enable rapid establishment of quarantine and isolation functions.
 - b. A step-by-step guide for standing up each function across a phased implementation period.
 - c. A repository of Standard Operating Procedure and a blueprint of the current MIQ operating model.
 - d. A directory of key suppliers and a directory of critical personnel that would be called upon to assist.

Assumptions underpinning the Readiness Plan

6. The Readiness Plan, when activated, will enable the government to rapidly stand-up quarantine and isolation capability within 3-4 weeks as part of border control measures in response to a significant public health threat. The plan assumes that self-isolation will be the interim default position while quarantine and isolation capability is re-established and that other appropriate steps will be taken in parallel (for example pre departure tests) to ensure that risk is kept offshore as much as possible.
7. The Readiness Plan is predicated on a full border closure being in place (or in the process of being implemented) when the Plan is activated, and that quarantine and isolation capability will be in support of border arrivals. The initial response will be centred around the long-haul airports in Auckland and Christchurch.
8. The Readiness Plan is dependent on a legislative framework (similar to the COVID-19 legislative framework) being available and enacted alongside to enable quarantine and isolation functions.

9. The Readiness Plan will bridge the time horizon between the closure of MIQ facilities and longer-term investment in National Quarantine Capability (if this programme is supported by Cabinet).
10. Until agency ownership, governance and accountability for future quarantine and isolation provision are considered by Cabinet alongside the National Quarantine Capability programme business case, MBIE will take responsibility for maintenance and stewardship of the Readiness Plan including regular reviews and updates. The current version of the Readiness Plan is aimed at responding to a deteriorating COVID situation. However future versions of the Plan will be updated to be more disease agnostic.
11. A framework for the decision to activate the Readiness Plan i.e. that a threat is sufficiently severe enough to warrant the standing up of quarantine and isolation facilities once again - is outside the scope of the Plan itself and will therefore rely on broader government work currently underway for example the Draft Strategic Framework for the Variants of concern led by the Ministry of Health (MoH).

Next version of the Readiness Plan

12. Following receipt of your feedback on this first draft, we will provide a second draft of the Readiness Plan by 31 July 2022.
13. We intend to make further changes to the Readiness Plan in the next draft to:

This is critical
CH

- a. address findings from the Grounded Kiwis judicial review and further lessons learned from MIQ's 2020-2022 operation ✓
- b. baseline the Plan on an activation timeframe of three-to-four-weeks which has been assessed to be the period that facilities and functions could be stood up safely, in particular given that it would be in the instance of a more virulent strain of COVID-19 with increased vaccine breakthrough and higher mortality.

Addressing the Grounded Kiwis judicial review

14. We are exploring a number of policy, operational and technology solutions to improve the allocations process to address the findings from the Grounded Kiwis judicial review, including:
 - a. Reassessing the ratio of offline and online allocations
 - b. Reviewing offline allocations and considering options for changes to their criteria and for the introduction of a new allocation category for non-urgent cases
 - c. Considering options for streamlining the emergency offline allocations process to increase the speed in which applications are assessed and decisions made
 - d. Assessing improvements to the MIAS system and/or other possible replacement systems for the online allocations process.
15. The Minister for COVID-19 Response will receive advice on these issues at the end of June.

Activation timeframe

16. When we started work on this Plan, we were trying to achieve a very short activation timeframe of two weeks. However, our assessment now is that this does not provide sufficient lead-in time to establish quarantine and isolation capability to an acceptable standard of assurance and safety, or to establish the centralised functions required to administer and run the system and provide assurance of its integrity.

17. We found, in particular, that the recruitment and infection prevention and control (IPC) training of a high number of front-line staff required to operate the Readiness Plan would not be possible to achieve in just two weeks. We considered maintaining a standing workforce trained in the necessary skills to work in the quarantine and isolation environment. However, the cost of this would be significant and the transient nature of some of the workforce (for example the hotel workforce) means this approach is highly unlikely to be successful.

18. International relations

Retention of partnerships with hotels other key suppliers and agencies

19. We have initiated discussions with hotels and other key suppliers and intend to put in place:

- a. Contractual retainers until June 2023
- b. Contractual arrangements for the initial eight weeks if the Readiness Plan is activated.

20. Future discussion will also focus on agreeing ongoing costs past the initial eight-week implementation period.

21. Because current MIQ funding is only available to the end of the next financial year, the contracts will only cover the period from 1 July 2022 to 30 June 2023.

22. Subject to agreement from the Minister for COVID-19 Response, we will initiate formal negotiations with key suppliers.

We are seeking to put in place retention agreements with eight hotels

23. We have started discussions with eight hotels (for 1,500 rooms) for entering retainer contractual arrangements. All eight hotels:

- a. have been part of the MIQ network
- b. have layouts well suited to operate as quarantine and isolation facilities
- c. have access to outdoor space to address concerns raised by the Ombudsman, and
- d. are located close to airports in Auckland and Christchurch (outside the central business districts).

24. We are not proposing to enter retainer contractual arrangements with additional hotels beyond these eight. However, the Readiness Plan provides for increasing total capacity to up to 6,000 rooms eight weeks from activation. As capacity of this scale would be in response to a border closure, it is assumed that this additional support from hotels would be forthcoming.

25. The retainers will stipulate that the eight hotels need to:

- a. maintain ventilation standards
- b. retain existing CCTV systems
- c. retain cabling and sockets installed by MBIE.

26. The cost of contracts with all eight hotels are estimated to cost less than \$6,000 per month in total prior to the Readiness Plan being activated.

27. In the event that the Readiness Plan is activated, hotels will undertake to:

- a. transfer existing guests if necessary
 - b. cancel bookings
 - c. prioritise staff training in IPC measures, privacy, and child protection
 - d. review, and update health and safety settings, and
 - e. meet living wage levels for all staff.
28. Hotels will also undertake to change to negative pressure in rooms and allow air filtration units to be installed.
29. The costs associated with the eight hotels, including their exclusive use, are estimated to be approximately \$3 million per week in total and will only be incurred if the Readiness Plan is activated.

Retention agreements with security service providers

30. We have initiated discussions with key partner agencies New Zealand Defence Force (NZDF), Aviation Security Services (AvSec), MoH on how each agency would contribute towards re-establishing quarantine and isolation capability if the Readiness Plan is activated.
31. From our initial discussions with partner agencies, AvSec have agreed to retain some of their workforce in readiness and surge staff to support security functions if the Readiness Plan is activated. We understand that NZDF are committed to meeting their legislative obligations to provide up to 500 personnel for six weeks. We are therefore relying on private security personnel and AvSec for security functions if the Readiness Plan is activated.
32. Our discussion with the incumbent private security service provider on a retention agreement has focused on the service provider:
- a. retaining sufficient uniform and company phone stock to deploy to an initial 250 staff
 - b. maintaining supply arrangements to meet supply for 1,700 staff including assurance over sub-contractor readiness
 - c. contract management, licensing for rostering and payroll systems.
33. The cost of this contract is estimated to be approximately Commercial Information per month prior to the Readiness Plan being activated.
34. In the event that the Readiness Plan is activated, the security service provider would undertake to recruit up to 150 new recruits per week, for any staff shortfall to be met with approved sub-contracting and to provide additional onsite training for staff. The supplier undertakes to provide up to 1,700 staff within eight weeks of the Plan being activated to meet the demand for a quarantine and isolation capacity of 6,000 rooms. If a prolonged response beyond eight weeks is required, the lead agency could then explore options for recruiting a dedicated security workforce.
35. The cost of providing security services in the initial eight weeks after activation is estimated to be approximately Commercial Information

Health resources

36. Our discussions with MoH to date have focused on the supply and availability of Personal Protective Equipment and air filtration units, including options for purchasing these units (which were purchased by MoH specifically for MIQ) from MoH.
37. We understand that MoH are reviewing the model of care based on lessons learnt from the health contribution to MIQ to inform future workforce contributions.

38. We will continue to work with MoH to discuss the provision of health services in case the Readiness Plan is activated. We will keep you informed on the progress of these discussions and any costs associated with agency partnerships.

Stewardship of the Plan

39. We have established a multi-agency advisory group to govern the development of the Readiness Plan, with representatives from MBIE, MIQ, NZDF, MoH/Health NZ, AvSec, the National Emergency Management Agency and Iwi. Privacy of natural persons will also serve as an independent advisor.

Software enablement

40. MIQ used three key software programmes during its operations:
- a. the MIAS voucher booking system (supported by the lobby and queuing system from late 2021)
 - b. a credential management and validation platform (Commercial Information) and
 - c. the staff training software platform Commercial Information.
41. Maintaining and retaining these systems prior to the Readiness Plan being activated will cost approximately \$0.595m to 30 June 2023. The ongoing cost for these systems once the Readiness Plan is activated is estimated at \$0.124m per month.

Costs associated with the Readiness Plan

42. MIQ is funded to 30 June 2023 and the indicative cost estimates associated with the Readiness Plan could be met from within this appropriation (including retention costs and costs for the initial eight weeks if activated). Funding for future years of the Readiness Plan would need to be sought through either the process for approving this Plan or Budget 2023.
43. The table below sets out indicative cost estimates for each phase of the Readiness Plan for establishing a capacity of up to 1,500 rooms initially over three-four weeks, then gradually increasing capacity up to 6,000 rooms over eight weeks.

	Retention Phase to July 2023	Cost to stand up 1,500 rooms (4 weeks)	Cost to stand up 6,000 rooms (4 additional weeks)
Security	Commercial information		
Facility costs			
Transport costs			
IT costs			
Iwi			
Legal costs			
Total			

44. Based on the cost of running MIQ, we estimate that quarantine and isolation functions at a full capacity of up to 6,000 rooms will cost approximately \$57 million per month.

45. We have not included the costs associated with MBIE maintaining the Readiness Plan, nor any MBIE costs during surge if the Readiness Plan is activated. MBIE MIQ is currently progressing a change process and downsizing to a much smaller ongoing team of approximately 30 people. The National Quarantine Capability Programme Business Case will make recommendations about the ongoing need for this team and will provide detail around cost and appropriate lead agencies.

Confirm the in-principle decision to disestablish all facilities in the current MIQ network by August 2022

46. On 28 April 2022, the Minister of Finance agreed in principle to decommission the MIQ network in its entirety by August 2022, subject to the provision of a Readiness Plan for re-establishing MIQ, if necessary [BR 2122-4081 refers].
47. We now seek confirmation of that in-principle decision to decommission the following facilities that remain by August 2022:
- a. Jet Park Hotel Auckland Airport
 - b. Holiday Inn Auckland Airport
 - c. Waipuna Hotel and Conference Centre Auckland.
48. On 25 May 2022 the Minister for COVID-19 Response agreed to decommission the Commodore Hotel Christchurch as soon as possible, with deactivation occurring either immediately or as soon as any remaining community cases depart [2122-4588 refers].
49. In recent weeks there have been a decrease in community cases in Auckland facilities with only 7 cases across the three Auckland facilities on 30 May 2022. From the end of June, refugees and Afghanistan returnees will not enter MIQ facilities anymore as Immigration New Zealand and the Ministry of Foreign Affairs and Trade will be returning to business-as-usual processes. Attrition could also make it challenging for us to staff all three facilities in Auckland in the coming weeks.
50. We will provide you further advice on the potential early deactivation of one or more Auckland facilities.

Next steps

51. Officials are scheduled to meet with you in mid-June to discuss key elements of the Readiness Plan. We will provide you the next iteration of the Readiness Plan by 30 July 2022. The Readiness Plan will be finalised by 31 August 2022 when on-going maintenance of the Plan and retention agreements will commence.
52. We will provide you separately with:
- a. advice regarding the potential early deactivation of one or more Auckland facilities in early June
 - b. advice on addressing the findings of the Grounded Kiwis judicial review by 30 June 2022
 - c. a detailed report back on the underspend of MIQ funding by the end of July.

Annexes

Annex One: Quarantine and isolation capability readiness plan overview (version 1)

Annex Two: Readiness Plan for re-establishing quarantine and isolation capability (first draft)

**Annex One: Quarantine and isolation capability readiness plan overview
(version 1)**

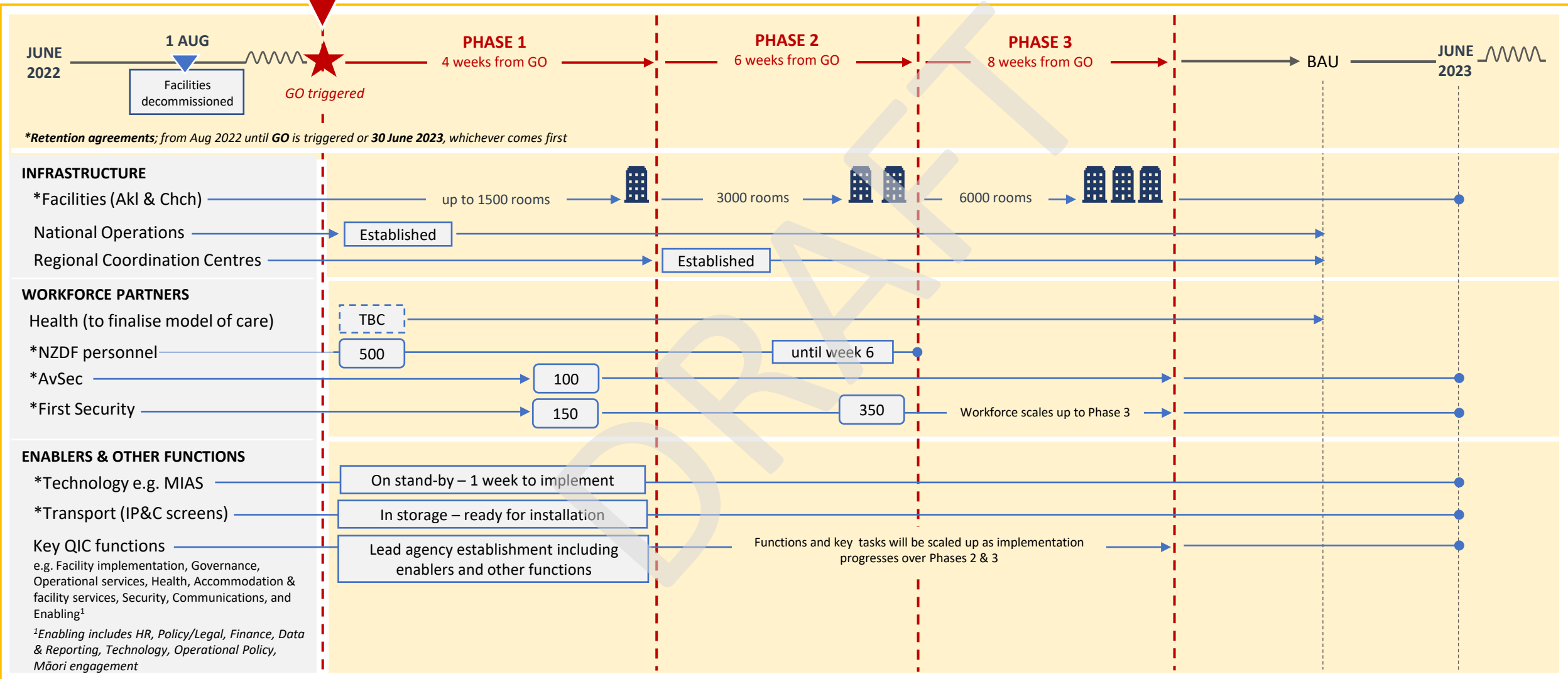
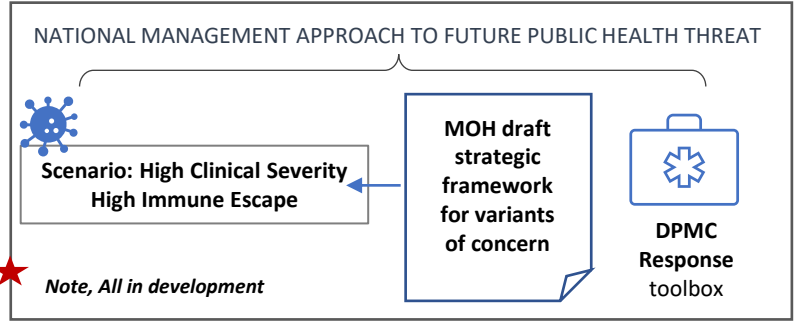
Quarantine & Isolation Capability Readiness Plan

A plan to respond to a new COVID-19 variant or other public health risk which requires people arriving at New Zealand's border to quarantine or isolate



QIC Readiness Plan

Border Response toolbox:
Border measures, close borders and reinstate managed isolation



Annex Two: Readiness Plan for re-establishing Quarantine and isolation capability (first draft)

Quarantine & Isolation Capability Readiness Plan

A plan to respond to a new COVID-19 variant or other public health risk which requires people arriving at New Zealand's border to quarantine or isolate

Version 1 (Draft)

26 May 2022



**MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT**
HĪKINA WHAKATUTUKI

Document Control

Formal approval of this document is the prerogative of the Chief Executive of the Ministry of Business, Innovation and Employment (MBIE).

Version	Date	Description	Consultation
1.00	20 May 2022	Draft Version	<ul style="list-style-type: none"> - Communications team - Policy - Group Manager review - MIQ Leadership Team and their direct reports - Quarantine and Isolation Readiness Advisory Group

Document Security

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Glossary

Bubble(s)	A group of returnees who have close contact with each other. Commonly couples or family units or small groups or travelling companions
CCTV	Closed-circuit television or video surveillance
CE	Chief executive
COVID-19	Illness caused by the novel SARS-CoV-2 virus
DHB	District Health Board
Dual-use facility (MIQF)	A facility that has the capability and has been designated to operate with both isolation and quarantine capacity
Facility	A contracted hotel for persons to stay as directed by the government for a period of quarantine or isolation
GCSB	Government Communications Security Bureau
GP	General Practitioner
ICT	Information and Communications Technology
IDI team	Intelligence, Data and Insights team (MBIE)
IPC	Infection Protection and Control
Isolation	Separating sick people with a contagious disease from people who are not sick
Kaimahi	Worker / employee
MAKO	MBIE electronic document storage system
Manaakitanga	Hospitality / support (care for others)
MBIE	Ministry of Business, Innovation and Employment
Microsoft Teams	A Microsoft chat-based workspace in Office 365

MIQF	Managed Isolation and Quarantine facility
MoH	Ministry of Health
MOJ	Ministry of Justice
OGAs	Other government agencies
OIA	Official Information Act
P&C	People and Capability Group (MBIE)
PCBU	Person Conducting a Business or Undertaking – as defined by the Health and Safety at Work Act 2015, Clause 17
Physical Distancing	Required personal distance between individuals to reduce the spread of an infection disease
PPE	Personal Protective Equipment
QIC	Quarantine and Isolation Capability
QIC Task List	A function orientated task list that provides clear direction on required tasks and activities to be undertaken to establish the Quarantine and Isolation capability
Quarantine	Separates and restricts the movement of people who were exposed to a contagious disease to see if they become sick. These people may have been exposed to a disease and do not know it, or they may have the disease but do not show symptoms.
Returnee	Person staying at Quarantine and Isolation facility
SME	Subject Matter Expert
SOP	Standard Operating Procedure
State of Emergency	See Civil Defence Emergency Act, 2002 (Declaration of State of Emergency, Part 4)
TOR	Terms of reference
Workforce Testing	The legislative requirement for border workers to require COVID-19, or other relevant testing based on Public Health advice and the frequency and type of test required

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Foreword

Managed Isolation and Quarantine (MIQ) was an unprecedented undertaking in Aotearoa's history. It took an extraordinary effort to keep COVID-19 at the border, while managing the isolation and quarantine requirements for arrivals before they safely entered our communities.

In just over two years, almost 230,000 travellers entered MIQ, along with almost 5000 community cases. At the border, MIQ stopped more than 4600 cases of COVID from entering the community and prevented outbreaks overwhelming the health system.

The MIQ network was stood up under urgency using hotel facilities in Aotearoa's main centres, supported by more than 4000 kaimahi at any one time.

It was a notable demonstration of mahi tahi (working together as one) with personnel from the New Zealand Defence Force (NZDF), doctors and nurses from the public health system, hotel employees, aviation security, police, bus drivers, tradespeople, private security workers, and government workers across multiple ministries.

MIQ's operations were strengthened by collaborative partnerships with Iwi, government agencies and commercial suppliers. MIQ continually evolved and improved its operations to offer innovative solutions in providing manaakitanga for returnees and workers in facilities.

MBIE became the responsible agency for MIQ in July 2020, and we embraced the opportunity to take ownership (pono me te tika) and operate an agency with Joint Heads, one from the NZDF, alongside a Deputy Secretary from MBIE.

We have reflected on the achievements and learnings from the MIQ experience to shape a Readiness Plan that provides detailed steps for rapidly reactivating isolation and quarantine capability if needed, to respond to a future public health threat at the border.

The Readiness Plan captures insights from the context of an MIQ setting, including Te Ao Māori values incorporated into policy, communications, and operations.

I envision the Readiness Plan as a living document, available as a blueprint for agencies to take forward and action if needed for any future pandemic events.

Amohia ake te ora o te iwi, ka puta ki te whei ao¹
We place the wellbeing of people at the centre of all that we do

Ngā mihi nui

Carolyn Tremain
MBIE Chief Executive

¹ A tongikura (directive) issued to MIQ by Kingi Tūheitia Potatau Te Wherowhero Te Tuawhitu

Introduction

The New Zealand Government responded to the global COVID-19 pandemic with a range of measures to help control the spread of the virus into and within the country. This included closing the border to almost everyone except New Zealand citizens, and residents, and their partners and dependent children, for a period. Those that did return and some of those in the community that contracted COVID-19 were required to enter managed isolation in an approved facility. Closure dates for all facilities is 31 July 2022 as borders have re-opened and the requirements to isolate in a managed facility are no longer in place.

The outbreak of COVID-19 has shown that it is critical that New Zealand is prepared for a future public health threat that restricts those who enter its border and requires isolation and quarantine to limit the spread of the disease. This Quarantine and Isolation Capability (QIC) Readiness Plan seeks to provide detail on how to develop and implement, under urgency, a Quarantine and Isolation Capability (QIC).

Readiness is about being prepared to be able to act immediately. The detail in this plan and the agreements made for retention of critical services enable this for future users. This Readiness Plan prepares New Zealand to respond to a new COVID-19 variant or other public health risk which requires people arriving at New Zealand's border to quarantine or isolate.

NOTE: This plan was initially prepared on the basis of two week Phase one activation timeframe. That has subsequently been assessed to not be possible, in particular with regard to staff training and health and safety obligations. This will be amended in the next version to a 3-4 week timeframe

How to Use the Plan

The aim of this plan is to guide, inform and assist decision makers in managing what will inevitably be a complex event based on the context of the public health risk. Success will not be determined by how closely this plan is followed, rather by delivery of those key outcomes that reduce risk, supported by the planning and information contained in these pages.

The Readiness Plan is designed to bridge the time horizon between the closure of the MIQ network and the availability of future interventions proposed by the National Quarantine Capability (NQC) programme business case. This Quarantine and Isolation Capability Readiness Plan contains the following sections –

- **SECTION ONE – Background & Objectives of (Managed Isolation & Quarantine) MIQ**

This section provides contextual information and experience from the MIQ model managed by MBIE from 13 July 2020 until it's disestablishment. It details both the end-to-end customer journey and the supporting MBIE MIQ functions. The Quarantine and Isolation Capability is based on the operations of MIQ with some amendments based on lessons learnt as well as recommendations made by the Office of the Ombudsman.

- **SECTION TWO – Isolation & Quarantine Capability**

This section provides a phased implementation approach for an QIC, prioritising functions for the initial rapid stand up of a minimal viable capability, which can be built upon in subsequent phases. It details the scope of an QIC and a model recommending key government cross agency and private sector partners required to deliver at a system level, plus any retention agreements or Memorandum's of Understanding (MOU) currently in place.

- **SECTION THREE – QIC Functions Task List**

The task list provides a breakdown of functions required to administer a QIC. It does not address how a task is performed, or who performs it, rather it links to detailed Standard Operating Procedures (SOPs), guidance collateral and templates that are provided for reference. It serves as a foundation for planning across the range of functions which an QIC can be expected to deliver. The [contents table](#) provides easy navigation to a particular task list separated out by function and phase. To navigate to content relevant to your context, use the hyperlinks embedded in the table.

- **APPENDICES**

The appendices section provides links to key documentation for additional context to the operations of MIQ. It also contains the task lists that are bookmarked in Section Three.

DRAFT

Section One - Background & Objectives of MBIE's MIQ

Background of MBIE's MIQ

The purpose of MIQ was to prevent and limit the risk of the outbreak or spread of COVID-19 in the New Zealand community. Managed isolation for individuals entering New Zealand was implemented on 9 April 2020 as a key pillar of the Government's COVID-19 Elimination Strategy. The Orders made under the COVID-19 Public Health Response Act 2020 resulted in almost all arrivals at the border (by air and maritime) spending at first 14 days (and later 10 and then 7 days) in a managed isolation or quarantine facility, with very few exceptions, before they were allowed to enter the community. Initially New Zealand Defence Force (NZDF) facilities were used and as demand from returning New Zealanders grew these sites were replaced with a progressive increase in contracted hotel facilities.

The MIQ system comprised of controls at the border, transportation for airport transfers, physical facilities to house returning travellers (returnees) in managed isolation and quarantine facilities (MIQFs) a testing and health check process, and subsequent exit into the community after a public health risk assessment was completed. As space in facilities was limited, and demand materially exceeded capacity, the system required an allocation process.

The MIQ system was originally administered by the Ministry of Health from 25 March 2020 when the COVID-19 Ministerial Group agreed to require that any person who did not have a self-isolation plan would be put into managed isolation in an approved facility. From 11:59 pm on 13 July 2020, MBIE became the agency responsible for the operationalisation of MIQ.

The MIQ structure had local, regional and national functions. The National Office was located within MBIE head office in Wellington and represented the overall leadership and accountability of MIQ delivery. The National Office operated as a group within MBIE and managed policy and legal functions and provided leadership across other enabling functions such as communications and risk and assurance. The National Office also managed all Ministerial engagement and performed operational tasks requiring national coordination, such as national planning of the facility allocation and management of emergency allocations, exemption and fee waivers applications.

At a regional level, MIQ had three operations offices for Northern (Auckland), Central (Hamilton, Rotorua and Wellington) and Southern (Christchurch) within the RIQCC (Regional Isolation and Quarantine Coordination Centre). The RIQCC functions included the provision of operational management and coordination of on-the-ground operations across the facilities in that region, against nationally established standards and operational policies.

The local facilities (contracted hotels) were placed under the supervision of one of three regional RQICCs based on their geographic distribution. While each facility had internal reporting lines, all had a common operational and leadership structure. Security workforces generally operated under a standardised structure and tasks across each facility. The security workforce within this was determined by the facility's site-specific requirements (reflected in the facility's site security plan) and managed by the RQICC. NZDF played a critical role in both the security and management of the facilities, especially in the early stages, where they were used to replace a large number of private security service providers. Over time these roles were filled with MBIE employees augmented by a single national private security company to support surge and contingency requirements.

Use of powers under the Civil Defence Emergency Management Act 2002

A nationwide state of national emergency was declared on 25 March 2020 due to COVID-19 and was extended six times. The state of national emergency ended on 13 May 2020 and was replaced by a National Transition Period. The State of National Emergency enabled Civil Defence Emergency Management (CDEM) Groups, Controllers and Police officers' access to emergency powers under the Civil Defence Emergency Management Act 2002.

Use of powers under the CDEM (which are applicable to both a state of local and national emergency) include:

- Requisitioning council land to use as a site for emergency accommodation
- Requisitioning of any land, building, vehicle, food, medical supplies or any other equipment or supplies
- Evacuation of premises and places.

The CDEM Act encourages coordination across a wide range of agencies, recognising that emergencies are multi-agency events.

The approval of the Minister for Emergency Management is required for any declaration of a state of local emergency related to COVID-19 matters.

The use of a State of Emergency in the future would be a decision by Cabinet considering the circumstances at the time.

MIQ Blueprint

The MIQ Blueprint provides an end-to-end view of the operations of MIQ aligned to the customer journey.

[INSERT THE BLUEPRINT ARTIFACT HERE]

MIQ Customer Journey Map

The MIQ Customer Journey shows the end-to-end customer experience of MIQ from initial plans to return to New Zealand through to leaving a facility and receiving an invoice. Adjacent to this it also details the key interactions with MBIE / MIQ operations:

- LINK: [Customer Journey Map](#)

MIQ Insights

The insights in the link below have been collated from reviews and investigations undertaken internally and externally during the operation of MIQ. Lessons learned which have already been implemented in MIQ processes and policies are not generally repeated here. These insights should be considered when designing and implementing QIC.

- LINK: [Lessons insights – Draft](#)

MIQ Resources

The links below shows the full organisational charts for MIQ at the height of its operations alongside position descriptions for MIQ and resources for each branch:

- LINK: [Organisation Charts](#)
- LINK: [Position Descriptions](#)
- LINK: [Resource numbers](#)
- LINK: [insert Partner agency resource numbers link here]

Key Resource Directory

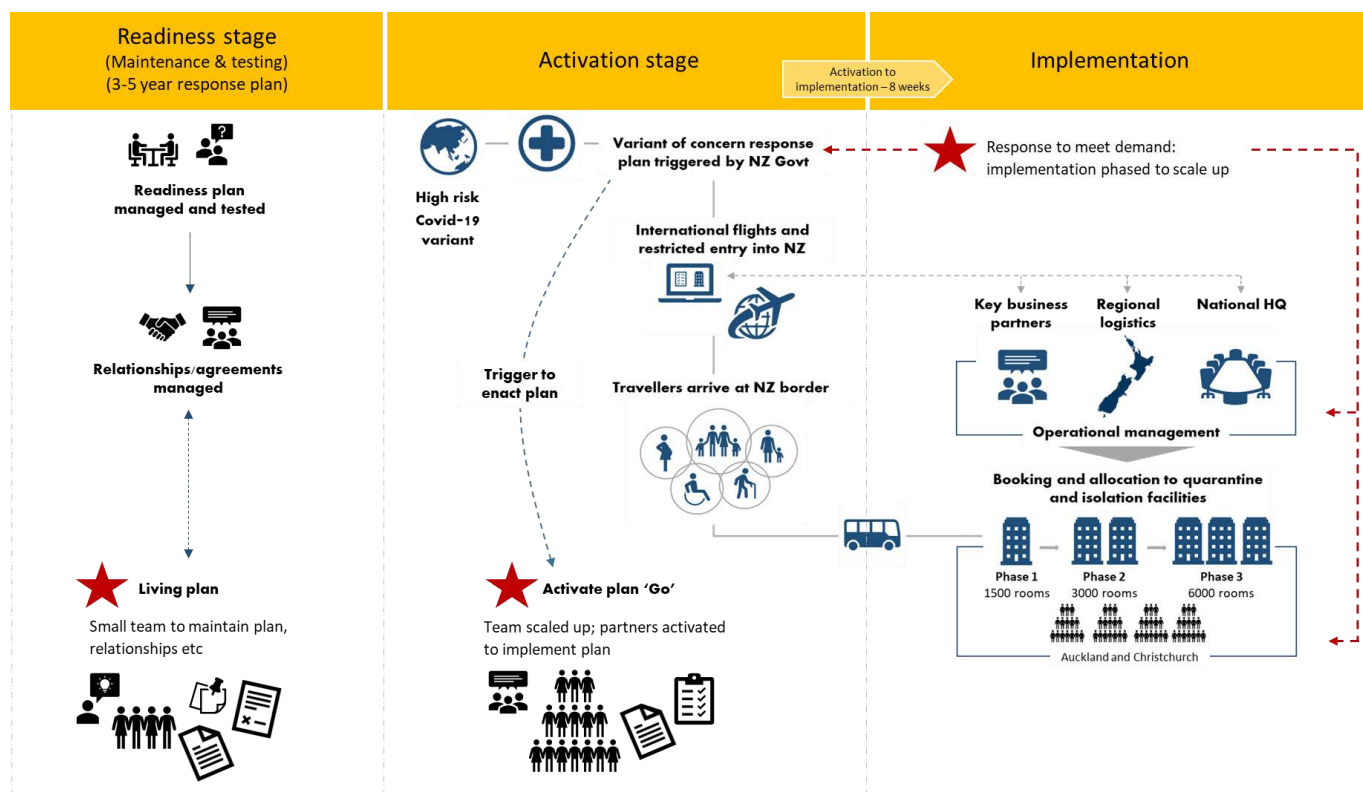
The following section recommends people involved with MBIE's MIQ who would provide invaluable intellectual property, tacit knowledge and have the necessary skills to support the establishment of a QIC.

[INSERT THE KEY RESOURCE DIRECTORY HERE]

Section Two - Quarantine and Isolation Capability

This section of the plan gives an overview of what a QIC is, a plan of how to implement a QIC and the partners required to operate it effectively.

NOTE: This plan was initially prepared on the basis of two week Phase one activation timeframe. That has subsequently been assessed to not be possible, in particular with regard to staff training and health and safety obligations. This will be amended in the next version to a 3-4 week timeframe



Scope of QIC Accountability

Based on MBIE's MIQ accountabilities during the COVID-19 pandemic, the following accountabilities form the foundation for QIC in the development of this plan:

- Leading the development and delivery of an QIC capability and working collaboratively with partner agencies to ensure dependant capabilities are delivered
- Facilitation of infectious testing process for all people, working and staying at a facility, subject to regulations
- Management of the QIC room inventory and requests for allocations
- Managed isolation exit (at the end of stay or earlier) and exemption approval processes for all people required to stay in managed isolation and quarantine
- Collection and reporting of all information relating to QIC
- Sourcing, securing and providing suitable facilities and resources for people in managed quarantine and isolation

- Facilitation of the care and wellbeing of people in managed quarantine and isolation
- Collaboration with NZ Police regarding the enforcement regime for non-compliance of QIC rules and policies
- Payment of costs and, if required, the collection of revenue associated with QIC
- The development of future regulations and the legal framework governing an QIC, including Orders, rules and primary legislation
- Facilitation of cross government response, in relation to QIC, including Iwi and Pasifika, to support a collaborative response
- Collaborate with cross Government and private sector partners to agree and manage PCBU accountabilities and roles.

Principles and Assumptions

We have been guided by the following principles and assumptions in developing the QIC plan:

PROGRAMME PRINCIPLES




- The QIC services in this plan are based on the functions delivered in the MIQ response to COVID-19 in 2020-2022
- Depending on the context of any future response, the plan may be suitable for responding to a different public health risk
- The plan recommends the key resources required to operate a QIC and provides a directory of where this may be sourced
- Future versions of this plan will add alternative implementation options for the functions required to provide IQ capability, utilising insights from MIQ
- Unique health and safety, including Infection Prevention and Control (IPC) and, requirements of the workforce responding to a pandemic public health response have been considered in the development of this plan
- Retention/surge and partnership agreements of key suppliers and agencies are in place and actively managed
- All related MIQ processes will need to be reviewed and assessed as fit for purpose dependent on the response context and relevant legislation
- Recommendations to review and test the content of this plan while it remains in hiatus are included
- The content of the plan should be translatable across government
- The plan is modular i.e., the appropriate parts of the plan can be selected and implemented based on context, and the phasing of the implementation plan can be utilised to scale up or down depending on demand / requirements.

ASSUMPTIONS

- That MIQ has been decommissioned. There are no longer any active facilities or MIQ regional operations
- A National Quarantine Capability (NQC) branch is in place at MBIE, initially, to perform some remaining enduring functions of MIQ and to manage this Readiness Plan
- A Government decision has been made for a controlled border response, like that implemented for COVID-19 in March 2020
- That MBIE is leading the QIC implementation as part of the public health response, however the content in the plan has been written for ease of transition and is generic enough that it could be used by another agency if it was delegated 'lead agency' responsibility
- That the same 'functions' undertaken by MIQ will be required, but how the functions are delivered may differ due to insights learned and the specific set of circumstances being responded to
- COVID-19 legislation or similar enabling legislation remains in place or is activated
- Where practicable, Readiness partners and suppliers will provide support to implement this plan
- Budget is available for funding the implementation of the response without delay
- Resources will be prioritised to support the response to enable implementation as described in this plan e.g., State of National Emergency or similar.

Implementation Phases

The Readiness Plan assumes that the QIC needs to be implemented under urgency. Given the scale of implementing a QIC this needs to occur across a number of phases, initially providing a 'minimal viable product' after two weeks which can then be scaled up during the subsequent phases.

Phase 0	★ Phase 1	Phase 2	Phase 3	Phase 4
Maintenance and testing	2 weeks from GO	4 weeks from GO	8 weeks from GO	Ongoing regular reviews
<ul style="list-style-type: none"> • Ongoing over life of plan • Management of retention/ surge/ partnership agreements 	<ul style="list-style-type: none"> • Minimum Viable Product • QIC system capability at national and regional level to deliver 25% of full capacity 	<ul style="list-style-type: none"> • Increase QIC system capability at national and regional level to deliver 50 % of full capacity 	<ul style="list-style-type: none"> • Increase QIC system capability at national and regional level to deliver full capacity 	<ul style="list-style-type: none"> • Reviews of capability, capacity and services required • Move to BAU • Plan for decommissioning
	 1500 rooms <ul style="list-style-type: none"> • Auckland • Christchurch • Including quarantine capability 	 3000 rooms <ul style="list-style-type: none"> • Auckland • Christchurch • Including quarantine capability 	 6000 rooms <ul style="list-style-type: none"> • Auckland • Christchurch • Including quarantine capability 	

★ GO TRIGGERED
 • Cabinet decision – QIC required

Maintenance & Testing (Phase 0)

A Readiness team will remain active during Phase 0. A full maintenance and testing plan will be developed for future versions of this plan, as well as a workplan. This phase would primarily include:

- Review the Quarantine and Isolation Capability Readiness plan initially monthly for 12 months, then quarterly until the end of June 2023
- Review the ongoing monitoring of commercial arrangements through maintaining supplier relationships for retention and surge capability and capacity. Ensure that commercial arrangements remain fit for purpose in line with system, including NQC, and Ministerial expectations
- Maintain relationships throughout Government both with critical partners whose partnership agreements are in place, and more broadly with the COVID-19 system. Ensuring that partnership agreements remain fit for purpose in line with system, including NQC, and Ministerial expectations
- Ensure Te Ao Māori values are incorporated into QIC policy, communications and operations and that the team has Māori capability and capacity to support its work with iwi in all regions. Importantly, continue to listen to, talk with, and partner with iwi who MBIE-MIQ have been engaged with since MIQ started in 2020 (Ngāti Whātua Ōrākei – Auckland, Tainui – Waikato, Te Arawa – Rotorua, Te Whanganui-a-Tara– Wellington, Ngāi Tahu – Christchurch)
- The team will work with enterprise lead agency functions such as Risk and Assurance, Finance and Performance as well as responding to requests for information.

Additionally, the NQC Policy and MBIE Legal teams will complete the following during this phase, in collaboration with the QIC Readiness team:

- Remain up to date with broader strategic, policy, and operational changes regarding COVID-19 brought to bear on the Readiness Plan – and revise accordingly
- Remain up to date with changes in public health advice regarding COVID-19 – and revise Plan accordingly
- Determine how parts of QIC plan ought to be updated to reflect ‘lessons learned’ (gleaned via internal review, judicial review, etc)
- Advise Ministers how parts of QIC plan could be changed if activated (seeking agreement to amend the Readiness Plan, as appropriate)
- Ensure COVID-19 legislation or similar enabling legislation remains in place, or is ‘mothballed’ in such way it can be reactivated, if necessary
- Ensure ongoing funding for retention, surge and partnership agreements is available should on-going funding be required.

Governance of the Readiness Plan

The Isolation & Quarantine Readiness Advisory Group (IQRAG) provides strategic advice on the direction and readiness of a system level response to establishing a Quarantine and Isolation Capability. The group provides expert advice and

insight to ensure the Quarantine and Isolation Readiness Plan is maintained in line with wider outcomes and provides on-going assurance that participating agencies are at the appropriate level of readiness.

The current group has the following membership, which will change over time:

- General Manager Service Quality & Assurance MIQ, MBIE (Chair)
- General Manager Policy, MIQ, MBIE
- General Manager Operational Delivery & Practice, MIQ, MBIE
- General Manager Programmes & Change, MIQ, MBIE
- General Manager Finance Systems, Operations & Procurement, F&P, MBIE
- Deputy Director Strategic Commitments – Domestic, NZDF
- Group Manager, Border COVID-19 Health System Response, MoH
- National Manager – Reparation, Quarantine, Isolation, AVSEC
- Chief Advisor, NEMA
- Chair Ngāti Whātua Ōrākei
- Independent Advisor.

Partners

Various partners would be required to successfully deliver and maintain a QIC. Using the experience of MIQ, those involved, and their contribution is set out at a high level below:

CORE RESPONSE AGENCIES

Organisation	Anticipated Role
MBIE	The lead agency for the management and administration of readiness (including surge support from across MBIE for core functions such as Policy, Legal, Communications, People and Culture and information technology) and holds key functions and responsibilities under the COVID-19 Public Health Response Act (the Act) and associated orders.
The Ministry of Health (MoH)	Responsible for the provision of public health advice and administered the Act under which Orders setting out the MIQ system were made. MoH was responsible for setting the framework for and delivery of COVID-19 testing at the border and facilities and providing health and wellbeing support. MoH also provided leadership/oversight of the health response in respect of MIQ, including Infection Prevention and Control (IPC), with frontline operational health services being provided by District Health Boards in accordance with the service specifications set by MoH.

Organisation	Anticipated Role
The New Zealand Defence Force (NZDF)	Empowered under s9 of the Defence Act 1990 to protect the interests of New Zealand, whether in New Zealand or elsewhere and to provide any public service, NZDF provided support to MBIE. NZDF's primary contribution to MBIE's management of MIQ was a national coordination centre, facility management, administration, coordination and security support. Any future support would be limited and unlikely to include the delivery of security services to facilities.
Aviation Security Service (AVSEC)	Established under section 72B(2)(ca) of the Civil Aviation Act 1990, AVSEC's functions include providing assistance to any government agency when requested by the Minister of Transport in certain circumstances. Aviation Security Officers greeted and transited those arriving at the air border either to MIQ facilities in Auckland or to domestic transfer arrangements. AVSEC were the original security workforce in MIQ facilities. They were deployed within MIQ facilities to provide security services from March 2020 until June 2022. They held powers under the Act to direct returnees to remain in MIQ facilities.
The New Zealand Police (Police)	Provided reassurance to returnees, staff and the community, in liaison with site coordinators and other partner agencies on site and were responsible for all enforcement activity required at facilities. They held enforcement powers under the Act and were the only agency able to detain, search and arrest individuals (where warranted). Police also assisted with returnee arrivals and exits.
The New Zealand Customs Service (Customs)	Contributed to the delivery of MIQ in the provision of advance passenger information enabling plans to be formulated as soon as possible pre-arrival. Customs also assisted MBIE when required in the transfer of persons who needed to disembark a vessel to go into MIQ or to an airport to depart New Zealand.
Immigration New Zealand	This MBIE group contributed data and intelligence in the form of advanced passenger processing information, allowing a 48-72 hour advanced warning of arrivals and any large numbers of people denied boarding. Provided resources through Immigration Border Office (IBO) who assisted MIQ by taking responsibility for voucher changes and issues outside of working hours, and the Immigration Contact Centre to manage general customer enquiries. An inter-agency MOU was signed to allow access to personal data on identity and travel dates for specific purposes for relevant MIQ teams.
Fire and Emergency New Zealand (FENZ)	FENZ supported MBIE and facilities in ensuring statutory obligations were met under the Fire and Emergency Act 2017, the Fire and Emergency NZ (Fire Safety and Evacuation Procedures and Evacuation Schemes) Regulations 2018, the Building Act 2004 and any other relevant legislation, regulations and codes of practice are met.

COMMERCIAL SUPPLY PARTNERS

The table below lists the commercial services identified as critical to implement an QIC under urgency and therefore retention and surge agreements have been agreed to:

Organisation	Anticipated Role
Hotels (facilities) <i>(To be listed once agreement is signed)</i>	Provide QIC facilities and hotel services (food and beverage, laundry, cleaning etc) to returnees. 8 facilities – 5 in Auckland and 3 in Christchurch. <i>(link to agreement once confirmed)</i>
Private security <i>(To be listed once agreement is signed)</i>	Provide QIC security services, in addition to AVSEC. <i>(link to agreement once confirmed)</i>
Transport <i>(To be listed once agreement is signed)</i>	Provide transportation services to/from airports and facilities for returnees. Provided transportation to/from ships to facilities for mariners. <i>(link to agreement once confirmed)</i>

Additional key commercial suppliers are also required for the successful end to end operation of a QIC:

[INSERT THE SUPPLIER DIRECTORY DETAIL]

IWI

It is Government's intent that engagement with Māori and the Māori Crown relationship itself be guided by the following values.

Partnership – the Crown and Māori will act reasonably, honourably and in good faith towards each other as Treaty partners. The Te Arawhiti guidelines provide a high-level direction:

- Understanding racial equity and institutional racism
- New Zealand history and the Treaty of Waitangi
- Worldview knowledge
- Tikanga / kawa
- Te reo Māori

The Waitangi Tribunal (Wai 2575), particularly the emerging Tiriti principles reaffirmed in the “Haumarū Report” of 2021:

- Tino rangatiratanga – Self determination
- Partnership - Rangapū
- Active protection - Whakamaru
- Options - Kōwhiringa
- Equity – Mana taurite

The importance of meaningful and substantive engagement with iwi is a key component of realising Māori Crown partnerships. Effective engagement is based on developing ongoing relationships with Māori. Relationships are based on trust, integrity, respect, and equality.

MIQ Iwi Partnership

The Readiness Plan recognises the importance to deliver on the principles of Te Tiriti and includes an acknowledgment of the MIQ-Iwi programme of work and MIQ-Māori partnership model

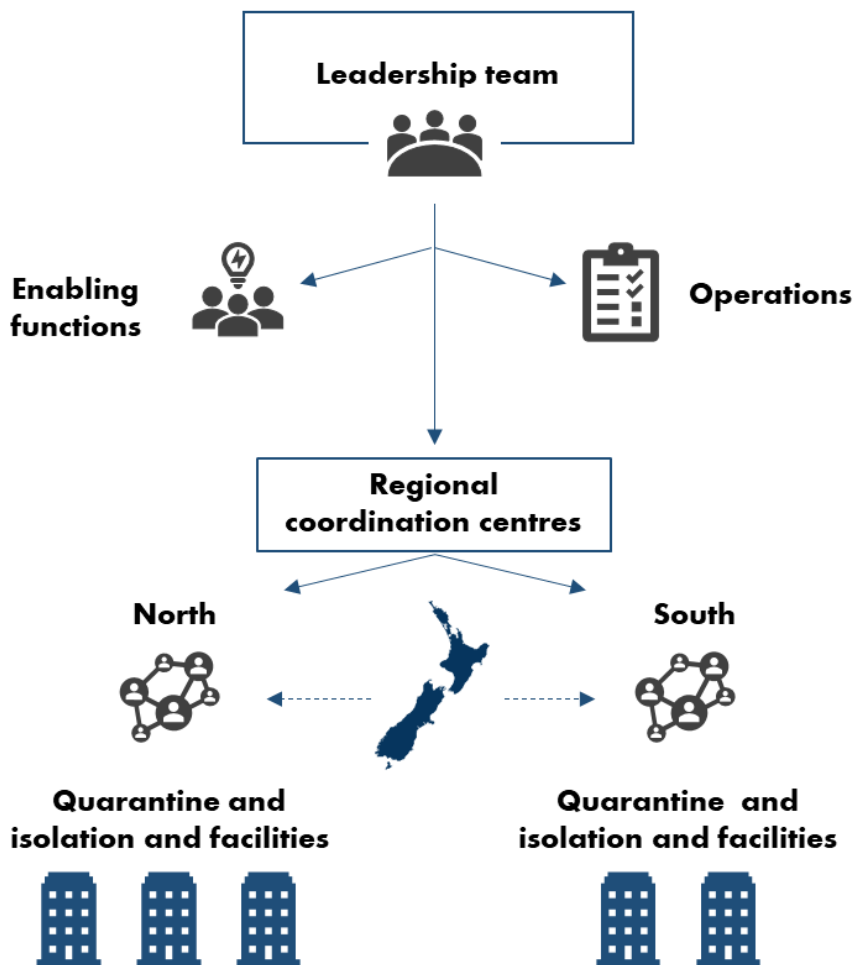
- **Link:** [MIQ-Māori Partnership work programme](#) - 18 January 2021

Engaging with Iwi early is crucial for the successful implementation of a QIC. MBIE recognised this and made it a focus to continue to build on work to strengthen MIQ and Iwi/ Māori relationships. This further commits to continue building on the knowledge base of insights from Iwi in the context of a QIC setting (for example, the importance of family reunification, protocols around tangi and the handling of death in a facility, urban versus rural needs).

Implementing an QIC

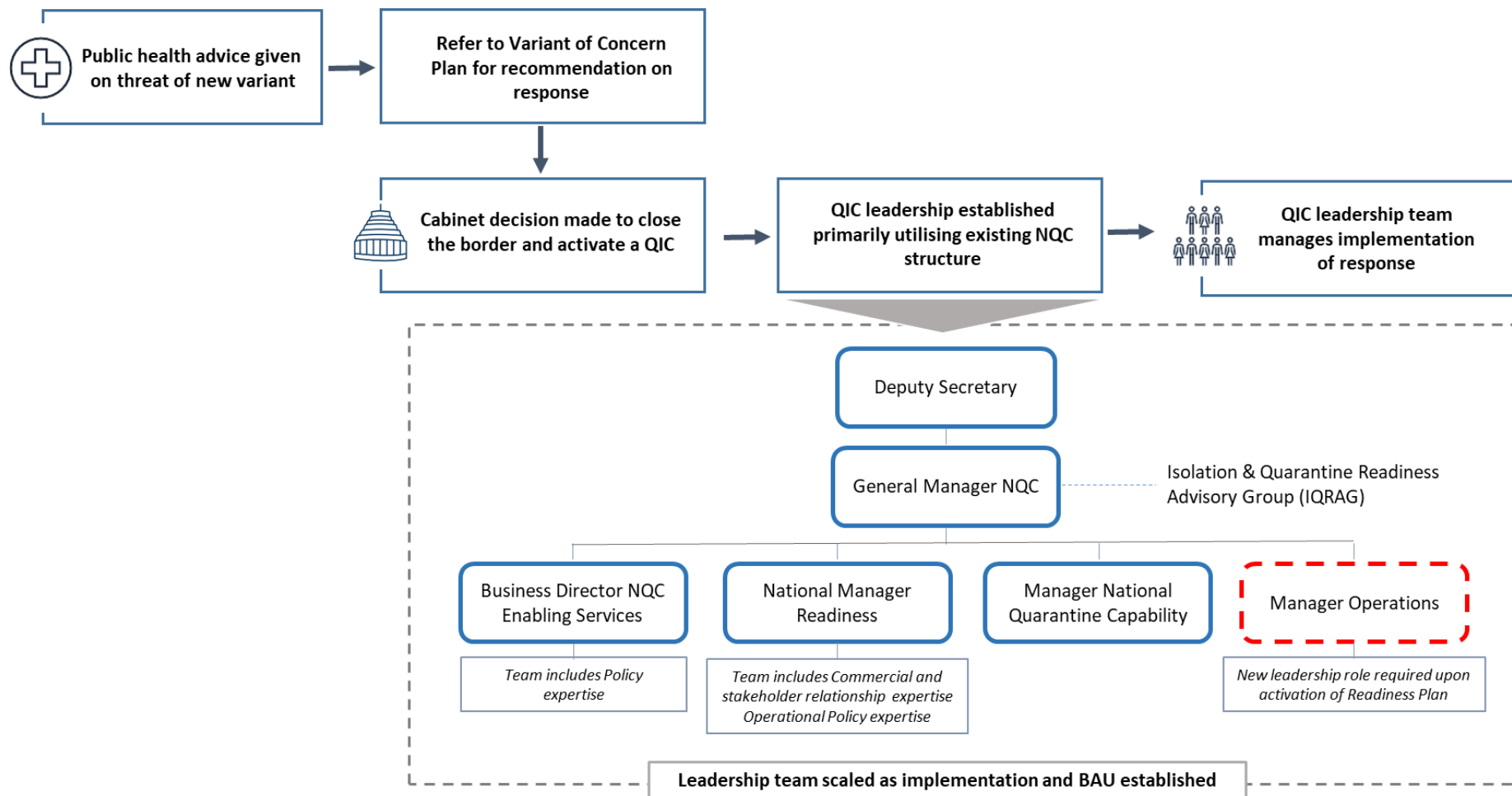
The diagram below is an overview of the QIC operating model, showing the relationship at a national, regional and facility level.

Governance model – Quarantine and Isolation



Initiating Task: Standing Up QIC Structure

The graphic below depicts the likely trigger for implementing a QIC and a recommended leadership structure utilising the existing MBIE NQC team:



The priority component in implementing the QIC is creating the authorising environment through the following policy led tasks, working with colleagues within the lead agency and across government:

- Work with Public Health and relevant agencies to develop policy options for Minister(s) to determine who is required to enter quarantine and isolation and who is not (e.g., border / maritime arrivals)
- Work with NQC branch leadership and Public Health to develop policy options for Minister(s) regarding QIC operating model (including length of stay, requirements in facilities)
- Work with NQC branch leadership to develop policy options for Minister(s) regarding allocation of QIC capacity (including online / offline prioritisation, groups, emergency allocations)
- Work with NQC branch leadership to develop policy options for Minister(s) to consider an exemptions regime for those that can apply to be exempt from QIC, to leave QIC early or join a returnee within QIC
- Work with Finance and the NQC branch Leadership team to develop policy options for Minister(s) regarding charges for QIC (e.g. fees and fee waivers)
- Work with NQC branch leadership and Public Health to develop policy options for Minister(s) regarding vaccination and testing regime for returnees and those working at QIC
- Consult with the Isolation & Quarantine Readiness Advisory Group (IQRAG)
- Seek Ministerial decision on / agreement to operating model, allocations, exemptions, fees system, etc
- Engage early with the Office of the Ombudsman
- Determine and provide advice on any changes necessary to amend COVID-19 legislation (to ensure legislation aligns with public health advice and reflects intended operating model)
- Seek Ministerial agreement to amend, or re-enact, COVID-19 orders and regulations
- Establish appropriation to fund QIC.

MBIE's legal team in collaboration with MoH will also need to be engaged for the following:

- Review and agree changes to policy and operating model to ensure that they are consistent with legislation
- Establish statutory delegations
- Consult Crown Law on proposed changes to policy, operating model, and COVID-19 legislation
- Following Ministerial agreement to make amendments sought by Policy, issue drafting instructions to Parliamentary Counsel Office.

Phased Approach: Implementing QIC Functions

The graphic below shows the QIC functions and how they would be implemented across the three implementation phases:



Note: The key tasks outlined in each phase indicates when the function commences, which may be in full, or in part, and scaled up as implementation progresses

Scope & Assumptions: Per Function

In developing this plan for an QIC capability the following scope and parameters have been assumed for each function:

#	FUNCTION	SCOPE	ASSUMPTIONS
1	FACILITY IMPLEMENTATION	<p>The implementation of a QIC, comprising of:</p> <ul style="list-style-type: none"> - Leadership - Equipment - Workforce testing - Logistics - Property - Ventilation <p>By:</p> <ul style="list-style-type: none"> - Establishing offices at a national and regional level. Liaise with stakeholders such as DHBs and transport providers - Determining the facility layout including specific work areas such as operations room and nurses' station and provide site inductions - Establishing the logistics of the movement of people includes road transfers from arrival into NZ to facility or unplanned transfers 	<ul style="list-style-type: none"> - The initial management structure and authorising policy instruments are in place - Retention and surge agreements are in place for facilities and transport - Lead agency accommodation is available for initial national and regional office workforce - Additional ventilation may be required for facilities beyond existing hotel ventilation
2	GOVERNANCE	<p>To establish functions that will enable good governance of the capability as it is being stood up and ongoing. These include:</p> <ul style="list-style-type: none"> - Strategy & Planning - Performance reporting - Risk management and assurance - Portfolio Management - Governance support - Ministerial engagement - Steering and technical advisory groups <p>By:</p> <ul style="list-style-type: none"> - The establishment of systems and processes to set direction for leading and guiding the operations. - Establishing and maintaining leadership team processes and systems to coordinate the supply and delivery of information to 	<ul style="list-style-type: none"> - Governance expectations are established at a national level but operate across all three levels (national, regional and facility) - Existing governance collateral will be reviewed and re-used where appropriate

#	FUNCTION	SCOPE	ASSUMPTIONS
		achieve its outcomes and fulfil its accountability.	
3	OPERATIONAL SERVICES	<p>To establish, manage and sustain the key QIC Operational Functions, comprising of:</p> <ul style="list-style-type: none"> - Inventory management - Allocations - Charges - Exemptions <p>By:</p> <ul style="list-style-type: none"> - The implementation of an allocations system for returnees, taking into consideration multiple channels to receive applications online and offline - A criterion for those who wish to be considered for an exemption from QIC and a process for how these requests are assessed and how the decision is communicated to the applicant - The management of changes due to flight cancellations or delays or flight booking changes, rooms vacated early, hotel rooms added or removed from service - Setting a fees and charges regime (if appropriate), the application process for requesting a waiver and how the decision is communicated to the applicant 	<ul style="list-style-type: none"> - Accountability and delegations will sit with lead agency - MoH will provide the appropriate technical input to applications - For the processing of exemptions, fee waiver and allocation applications, Orders will set out the grounds on which a person can apply
4	ENABLING	<p>To establish, manage and sustain the QIC Enabling Functions, comprising of:</p> <ul style="list-style-type: none"> - People & Culture - Programmes & Change - Policy / Legal - Finance - Health & Safety - Complaints - IDI / Data and Reporting - Technology - Operational Policy - Māori - Supplier Relationship 	<ul style="list-style-type: none"> - Some enabling functions have representation in the regions following direction given from National Office and MBIE.

#	FUNCTION	SCOPE	ASSUMPTIONS
		<ul style="list-style-type: none"> - Learning and Development - Information Management 	
5	HEALTH	<p>To establish, manage and sustain QIC Health Operations considering:</p> <ul style="list-style-type: none"> - Liaison with Health provider and MOH - Returnee health services - Returnee wellbeing - QIC staff health services (as required by legislation) - IPC including cleaning standards <p>By:</p> <ul style="list-style-type: none"> - Work with Health provider to agree support model for delivery of required health services to QIC facilities and workforce - Working with Health provider to develop and disseminate IPC standards and training (such as PPE requirements) - Establishing and managing health-related supplies, services and testing for facilities, returnees and QIC workforce 	<ul style="list-style-type: none"> - Health, wellbeing and psychosocial support for returnees will be available 24/7 <p>Additional or specific returnee support may be available on an 'if and when' basis</p> <ul style="list-style-type: none"> - Additional or specific returnee support may be outsourced
6	ACCOMMODATION & FACILITY SERVICES	<p>The provision of Facility Services to a QIC including:</p> <ul style="list-style-type: none"> - Food choice and delivery - Laundry - Site layout - Baggage - Deliveries - Alcohol - Site assessments - Wi-Fi <p>Note: A number of tasks relating to accommodation will be covered under Operational, Implementation and Enabling Functions.</p>	<ul style="list-style-type: none"> - Facilities are physically set up and operated on site by utilising nationally sourced resources and services and informed by national SOPs

#	FUNCTION	SCOPE	ASSUMPTIONS
7	<u>SECURITY</u>	<p>The security requirements at the facility/regional/national level including</p> <ul style="list-style-type: none"> - Physical, including support assets - Workforce incl. roster, technology - Policy and procedures - CCTV <p>By:</p> <ul style="list-style-type: none"> - Managing all facility entry and exit points to ensure the facility is secure and prevents entry by members of public. - Managing returnee movement within the facility - Monitoring and enforcing physical distancing - Preventing and responding to absconding events - Preventing and responding to violence and abuse - Site inductions 	<ul style="list-style-type: none"> - Security services will be provided by AVSEC and private security providers aligned with retention and surge agreements - There is access to owned / hired communications equipment (leverage MBIE Radio as a Service (RAAS) agreement) - There is availability to prescribed fencing requirements - The returnees stay at a facility is compulsory
8	<u>COMMUNICATIONS</u>	<p>The communication requirements including:</p> <ul style="list-style-type: none"> - Internal stakeholders - External stakeholders, including media - Returnees, including website - Cross agency - Media <p>By:</p> <ul style="list-style-type: none"> - Providing guidance and resources for writing, branding, authorising and distributing collateral - Managing internal and external stakeholder communications - Managing media enquiries 	<ul style="list-style-type: none"> - Communication standards and procedures are led from national roles working in close collaboration with their regional counterparts.

Section Three - QIC Functions: Task List

Task List Navigation

This Task List describes in broad terms the functions required to be carried out by the QIC. The table below provides a way to easily navigate to a particular task list separated out by function and phase. To navigate to content relevant to your context, use the hyperlinks embedded in the table.

NOTE: This plan was initially prepared on the basis of two week Phase one activation timeframe. That has subsequently been assessed to not be possible, in particular with regard to staff training and health and safety obligations. This will be amended in the next version to a 3-4 week timeframe

#	FUNCTION			
1	FACILITY IMPLEMENTATION	PHASE 1	PHASE 2	PHASE 3
	<p>What are the tasks are required at the NATIONAL / REGIONAL / FACILITY level for the Implementation of a QIC, comprising of:</p> <ul style="list-style-type: none"> - Leadership - Equipment - Property - Workforce testing - Logistics - Ventilation 			
2	GOVERNANCE	PHASE 1	PHASE 2	PHASE 3
	<p>What are the tasks required at the NATIONAL / REGIONAL / FACILITY level to establish, manage, and sustain a Governance Framework for a QIC comprising of:</p> <ul style="list-style-type: none"> - Strategy & Planning - Performance reporting - Risk management and assurance - Steering and technical advisory groups - Portfolio Management - Governance support - Ministerial engagement 			
3	OPERATIONAL SERVICES	PHASE 1	PHASE 2	PHASE 3
	<p>What are the tasks required at the NATIONAL / REGIONAL / FACILITY level to establish, manage and sustain the key QIC Operational Functions, comprising of:</p> <ul style="list-style-type: none"> - Inventory management - Allocations - Charges - Exemptions 			
4	ENABLING	PHASE 1	PHASE 2	PHASE 3
	<p>What are the tasks required at the NATIONAL / REGIONAL / FACILITY level to establish, manage and sustain the QIC Enabling Functions, comprising of:</p>			

	<ul style="list-style-type: none"> - People & Culture - Programmes & Change - Policy / Legal - Finance - Health & Safety - Complaints - IDI / Data and Reporting 	<ul style="list-style-type: none"> - Technology - Operational Policy - Māori - Supplier Relationship - Learning and Development - Information Management 			
5	<p>HEALTH</p> <p>What are the tasks required at the NATIONAL / REGIONAL / FACILITY level to establish, manage and sustain QIC Health Operations considering:</p> <ul style="list-style-type: none"> - Liaison with Health provider and MOH - Returnee health services - Returnee wellbeing 	<ul style="list-style-type: none"> - QIC staff health services (as required by legislation) - IPC including cleaning standards 	PHASE 1	PHASE 2	PHASE 3
6	<p>ACCOMMODATION & FACILITY SERVICES</p> <p>What tasks are required at the NATIONAL / REGIONAL / FACILITY level for the provision of Facility Services to an QIC including:</p> <ul style="list-style-type: none"> - Food choice and delivery - Laundry - Site layout - Baggage 	<ul style="list-style-type: none"> - Deliveries - Alcohol - Site assessments - Wi-Fi 	PHASE 1	PHASE 2	PHASE 3
7	<p>SECURITY</p> <p>What are the security requirements at the FACILITY / REGIONAL / NATIONAL level including:</p> <ul style="list-style-type: none"> - Physical, including support assets - Workforce incl. roster, technology 	<ul style="list-style-type: none"> - Policy and procedures - CCTV 	PHASE 1	PHASE 2	PHASE 3
8	<p>COMMUNICATIONS</p> <p>What are the communication requirements at the FACILITY / REGIONAL / NATIONAL level? This function considers:</p> <ul style="list-style-type: none"> - Internal stakeholders - External stakeholders - Media 	<ul style="list-style-type: none"> - Returnees, including website - Cross agency 	PHASE 1	PHASE 2	PHASE 3

Setup Risks & Mitigations

The key risks associated with implementing a QIC are:

Risk	Mitigation
<ul style="list-style-type: none"> - Rapidly evolving environment: A QIC capability will be stood up in a continually evolving environment based on the context of the day. This impacts the clarity of what is required, the validity of existing processes and ability to retain knowledge by staff previously involved with MBIE's MIQ. 	<ul style="list-style-type: none"> - The Talent Directory provides guidance on where to source 'retained knowledge' - The Readiness Plan is supplemented with links to operational guidelines from MBIE's MIQ - Governance models recognising best practice from MIQ should be established early to navigate through a changing environment - Continue to update the Readiness Plan with COVID-19, World Health Organisation best practice - Shared leadership and co-location of agency teams
<ul style="list-style-type: none"> - Attracting Staff: The perceived short lifespan of an QIC may impact the ability to attract staff - The high-pressure environment and stigma and discrimination experienced by former MIQ staff may not make a return to a similar environment attractive. 	<ul style="list-style-type: none"> - Utilise secondments (a number of former MIQ staff may be in MBIE already and across other government agencies) - Agreements have been made with critical government agencies and partners to support short-term implementation resourcing - Ensure legislative tools are quickly implemented to support resource prioritisation to the response.
<ul style="list-style-type: none"> - The number of staff required at very short timeframes is very large across specialist and non-specialist areas. 	<ul style="list-style-type: none"> - Reliance on lead agency resources being 'surged' into support implementation activities - Agreements in place to support areas where the largest risk exists - Secondments from across government will be relied on due to the context of the activation of the Readiness Plan.
<ul style="list-style-type: none"> - The timeframes detailed in the Readiness Plan may not be achievable given the context of the situation when utilised. 	<ul style="list-style-type: none"> - The Readiness team will continue to update the Readiness Plan, which will keep it more relevant to the context of the day - Retention/surge and partnership agreements will be actively managed - The assumption of a border restriction activating the Readiness Plan is critical for the ability to deliver.
<ul style="list-style-type: none"> - Cross sector engagement and endorsement: Cross agency and Iwi partners are critical to the success of standing up an QIC. Non endorsement or a commitment to the Readiness Plan would compromise success. 	<ul style="list-style-type: none"> - Steering group of key partner agencies and Iwi has been established and these agencies have been provided the plan prior to finalisation - Future versions of the Readiness Plan will consult and gain endorsement from key partner agencies and Iwi - Partnership agreements with critical agencies and partners will be actively managed.
<ul style="list-style-type: none"> - Retention agreements have no funding past June 2023, so we have no suppliers ready for a warm start meaning our assurance to deliver the Readiness Plan is lessened. 	<ul style="list-style-type: none"> - Seek future funding, if required, through the NQC programme work to ensure on-going readiness for New Zealand - Use the contacts in the Supplier Directory to expediate new agreements with suppliers - Consider MOUs with key suppliers so base awareness of readiness and initial activities is in place.

Appendix 1: Key Links & Documents

Policy and Legal

Legislation: <http://www.pco.govt.nz/covid-19-legislation/>

- COVID-19 Public Health Response Act
- COVID-19 Public Health Response (Air Border) Order 2020 + amendments
- COVID-19 Public Health Response (Maritime Border) Order 2020 + amendments
- COVID-19 Public Health Response (Isolation and Quarantine) Order 2020 + amendments
- COVID-19 Public Health Response (Required Testing) Order 2020 + amendments
- COVID-19 Public Health Response (Vaccinations) Order 2021 + amendments
- COVID-19 Public Health Response (Self-Isolation and Permitted Work) Order 2022 + amendments
- COVID-19 Public Health Response (Managed Isolation and Quarantine Charges) Regulations 2020 + amendments

Powers of Medical Officers of Health exercised under s70 of the Health Act 1956 (i.e. s70 mechanism used to quarantine community cases):

- [Health Act 1956 No 65 \(as at 13 December 2021\), Public Act – New Zealand Legislation](#)
- [Epidemic Preparedness Act 2006 No 85 \(as at 03 November 2021\), Public Act Contents – New Zealand Legislation](#)
- [Epidemic Preparedness \(COVID-19\) Notice 2020 - 2020-go1368 - New Zealand Gazette Crown Engagement with Māori](#)

Addressing MIQ challenges and opportunities

- [MIQ Rapid Assessment Report \(Exec Summary\)](#)

Border MOU

- [MOU – Immigration NZ & MIQ within MBIE \(March 2021\)](#)
- [Letter of Variation of the MOU](#)

Facility

- [Decommissioning Documents including facility photos, site security plans and lessons learned](#)

Variant of Concern Plan and DPMC Toolbox

To be included once the plan is finalised

Appendix 2: Capability Task List

FUNCTION: FACILITY IMPLEMENTATION

Context:	<p>What tasks are required at the NATIONAL / REGIONAL / FACILITY level for the Implementation of an QIC, comprising of:</p> <ul style="list-style-type: none"> - Leadership - Equipment - Workforce testing - Logistics - Property - Ventilation
Scope & Assumptions	LINKED HERE

PHASE 1

TASK:	REFERENCE:
NATIONAL LEVEL	
<p>Procure and set up work accommodation to allow co-location of all teams – utilising lead agency workspaces where possible</p> <ul style="list-style-type: none"> - Plan to accommodate up to 100+ personnel, likely cross agency, at the National level, to work in the same place - Regional office for each region - Ensure after-hours access 	
<p>Establish an Operations Command-and-Control Team</p> <ul style="list-style-type: none"> - Establish roles and functions that allow for 24/7 critical incident response - Review and update terms of incident reporting framework - Advise regional on the preferred escalation pathway (CAMMS)² - Schedule regular meetings with Regional Level to aid in implementation and operationalising policy changes. 	- [insert incident reporting framework]
<p>Identify facility leadership roles</p> <ul style="list-style-type: none"> - Confirm facility leadership roles – when operating as QIC (recommend using hotel management staff) 	
<p>Recruit regional office leadership roles</p>	

² CAMMS used by MBIE as the enterprise risk and compliance event and declaration tool

TASK:	REFERENCE:
<p>Workforce testing</p> <ul style="list-style-type: none"> - Review legislative requirements and public health advice - Collaborate with Health provider regarding provision and delivery of tests to facilities and regional workforce - Agree process for testing with Health provider, including timing - Understand from Health provider the process for test results to be reported - Understand the requirement and process for staff who test positive - Collaborate with Health provider to automate compliance reporting (e.g., Border Worker Testing Register (BWTR)) 	
<p>Establish relationships with national stakeholders:</p> <ul style="list-style-type: none"> - Health providers - NZPOL - Private security providers (if using) - Fencing providers - Ports of entry - Transport providers - NZDF - AVSEC 	
REGIONAL LEVEL	
<p>Establish an Operations Team</p> <ul style="list-style-type: none"> - Establish roles and functions that allow for 24/7 critical incident response - Implement terms of Command Critical Incident Reporting (CCIR) and incident reporting framework as stipulated by National Office - Advise facilities on the preferred escalation pathway - Implement the information management process – developed by national office 	
<p>Set up regional offices to allow co-location of all teams</p>	
<p>Establish relationships with regional stakeholders</p> <ul style="list-style-type: none"> - Hotel Managers - Health providers - NZPOL - Private security providers (if using) - Fencing providers - Port of entry - Transport providers - NZDF (if using) - AVSEC 	
<p>Work with People and Culture to establish staffing requirements at regional and facility level</p>	<ul style="list-style-type: none"> - MIQ Staff Guide

TASK:	REFERENCE:
<ul style="list-style-type: none"> - Facility level information will come from the facility - Ensure any staff that may interact with unaccompanied young persons (UCYP) have undergone NZ Police vetting not only standard MOJ criminal record checks for employment 	
Establish logistics team to provide logistics support to the region and facilities	
Establish an Asset Register to track all items within regional office and provide to national office	
Maintain a small amount of stock within Regional office for urgent requests <ul style="list-style-type: none"> - PPE - Collateral - Stationary 	
Establish methods of communicating the most up to date and critical information to staff based on national office guidelines: <ul style="list-style-type: none"> - Consider implementing a face-to-face daily briefing to provide updates and opportunities for questions for staff. This should be open to all agencies involved in the operation to ensure consistency of message. 	
Ensure each facility holds a specified quantity of personal amenities and essential items for returnees <ul style="list-style-type: none"> - Over the counter medications available and facility staff understand national guidelines for issue 	<ul style="list-style-type: none"> - Operations Framework – Section 10 During a person’s stay: 10.8 Essential Items - SOP Stay – Section 5 Returnee Wellbeing: 5.6 Requests for essential items
FACILITY LEVEL	
Establish Asset register to keep track of all QIC items within facility and deliver to regional office	
Identify furniture and IT requirements for the facility, request additional items through regional logistics team to MBIE property <ul style="list-style-type: none"> - Consider number of monitors and docking stations - Number of duty phones required - Desks, chairs and shelving - Replacement of facility furniture to prevent damage and IPC issues 	
Establish a daily head of department meeting to ensure all agencies are kept up to date	
Ensure methods of communication are established to inform and engage with entire workforce <ul style="list-style-type: none"> - Consideration should be given to shift workers and language requirements - Instant messaging - Email 	

TASK:	REFERENCE:
<ul style="list-style-type: none"> - Notice boards (virtual and physical) 	
<p>Critical Incident Management</p> <ul style="list-style-type: none"> - Implement escalation pathway to ensure all incidents are captured and assessed at the right level within the facility both during work hours and after hours. - Adhere to guidance provided by national regarding reporting of incidents. 	
<p>Ensure all staff are aware of the Children’s policy and SOP for arrival and supervision of UCYP</p> <ul style="list-style-type: none"> - Ensure key staff that are vetted to work with children - One on one support should be set up within the facility - Establish contact with guardians outside of facility to engage on consent for testing and understand any special requirements. 	<ul style="list-style-type: none"> - UCYP Operations policy framework - UCYP SOP
<p>Set up fresh air / smoking areas</p>	<ul style="list-style-type: none"> - Operations Framework – Section 2 Site Requirements: 2.1.5 Outdoor areas & 2.1.6 Smoking areas - Operations Framework – Section 10 During a person’s stay: 10.10 Access to outdoors and exercise - SOP Stay – Section 5 Returnee Wellbeing: 5.3 Access to the outdoor area & 5.4 Smoking/vaping

PHASE 2

TASK:	REFERENCE:
NATIONAL LEVEL	
<p>Order secure document bins for each of the facilities and regional offices</p>	
<p>Communicate work force testing requirements to relevant staff</p> <ul style="list-style-type: none"> - Ensure staff members know where to collect their tests - Ensure staff are aware of how to report and log their test results and what to do if they test positive 	
<p>Establish land review logistics process & procedures</p> <ul style="list-style-type: none"> - Liaise with all relevant stakeholders to develop a process and procedure for Logistics - Communicate process / procedure to all relevant stakeholders and staff 	

TASK:	REFERENCE:
<ul style="list-style-type: none"> - Regularly review current processes and procedures, update accordingly 	
<p>Determine ventilation requirements</p> <ul style="list-style-type: none"> - Liaise with Health NZ on ventilation requirements aligned with public health advice, and refer to partnership agreement for supply agreement - Implement a team to review facilities compliance with ventilation requirements - Determine the information required from facilities to carry out any ventilation work and consider creating a template to distribute to the facility managers - Liaise with the facility manager to establish a timeframe for any ventilation work to be carried out by - Consider establishment of a Technical Advisory Group to support ongoing ventilation activities and requirements 	<ul style="list-style-type: none"> - [insert Ventilation Programme Closure report]
REGIONAL LEVEL	
<p>Establish remaining critical teams that consider; logistics, public information, planning, health</p>	
<p>Maintain asset register for all items located within the regional office e.g., IT equipment</p>	
<p>Establish process for delivery of non-routine items to facilities e.g. if a facility runs out of masks prior to their next bulk order</p>	
FACILITY LEVEL	
<p>Maintain asset register for all items located at the facility e.g. IT equipment, radios.</p>	
<p>Maintain weekly stocktake of consumable items. E.g., PPE</p>	
<p>Provide Wi-Fi in the Facility</p> <ul style="list-style-type: none"> - Provide Wi-Fi for all returnees to ensure they can communicate with their family and friends while isolating - Provide clear instructions for how to set up Wi-Fi - Establish a phone number for returnees to call if they require technical support 	
<p>Allow Returnees to book appointments with onsite nurses</p> <ul style="list-style-type: none"> - Develop a booking system to enable returnees to make appointments with the onsite nurses, if they need to talk about or are worried about their mental health during isolation - Consider regular phone calls for returnees with identified mental health problems 	

PHASE 3

TASK:	REFERENCE:
NATIONAL LEVEL	
Maintain relationships with logistics providers <ul style="list-style-type: none"> - Ensure regular communication with logistics providers - Monitor deliverables - Liaise with supplier management national team on performance of providers or contract changes required 	
Conduct regular audits and reporting on work force testing <ul style="list-style-type: none"> - Ensure all staff members are testing on the required days - Consider the actions required if a staff member fails to test regularly - Provide reporting on compliance to PCBUs 	
Establish a facility Planned Maintenance Program. <ul style="list-style-type: none"> - Establish a facilities maintenance group to allow two-way communication with the facilities to determine their routine and urgent maintenance requirements - Liaise with planning cell to ensure any scheduled outages are accounted for in forecast allocations - Examples of scheduled maintenance includes ventilation reviews 	<ul style="list-style-type: none"> - SOP Change activation and designation of MIQF
REGIONAL LEVEL	
Set up process for requesting of ad-hoc and routine items specific to site <ul style="list-style-type: none"> - PPE - Collateral - Shelving - Shelters 	
Set up local process for printing of collateral e.g. Welcome packs.	
Source children’s material for welcome packs (consider multiple languages and ages)	
FACILITY LEVEL	
Identify signage requirements both inside and outside the facility <ul style="list-style-type: none"> - Consult Comms - Order through regional office 	

FUNCTION: GOVERNANCE

Context:	<p>What are the tasks required at the NATIONAL / REGIONAL / FACILITY level to establish, manage, and sustain a Governance Framework for an QIC. Including:</p> <ul style="list-style-type: none"> - Strategy & Planning - Performance reporting - Risk management and assurance - Portfolio Management - Governance support - Ministerial engagement - Steering and technical advisory groups
Scope & Assumptions	LINKED HERE

PHASE 1

TASK:	REFERENCE:
NATIONAL LEVEL	
Recruit leadership role for governance function	
<p>Review and update existing Governance framework</p> <ul style="list-style-type: none"> - Refine any templates that lead agency has where available - Start to develop internal governance requirements – prioritising leadership decision documentation and reporting - Ensure all decisions are recorded 	- Governance framework
<p>Leadership cadence and requirements</p> <ul style="list-style-type: none"> - Agree and implement cadence of meetings and purpose of each - Establish secretariat 	
<p>Ministerial engagement</p> <ul style="list-style-type: none"> - Utilise lead agency ministerial engagement team initially and consider scale up as required - Agree cadence and attendance at Ministerial meetings and reporting - Establish Private Secretary as required 	
<p>CE office support</p> <ul style="list-style-type: none"> - Establish communication channel with lead agency CE office - Agree reporting and meeting requirements - Agree method of providing briefings for meetings and stakeholder engagement - Agree approval process for Ministerial engagement 	

PHASE 2

TASK:	REFERENCE:
NATIONAL LEVEL	
Executive level / leadership team governance <ul style="list-style-type: none"> - Develop / refine Terms of Reference - Establish regular meeting cadence for LT to track actions and decisions 	- [insert Terms of reference]
Risk and assurance <ul style="list-style-type: none"> - Develop / refine risk and assurance framework - Establish incident reporting requirements from CAMMS 	- [insert Risk and assurance framework]
Establish relevant Advisory Bodies <ul style="list-style-type: none"> - Identify business priorities and determine whether an advisory group would be best to support these priorities - Determine relevant personnel and stakeholders to be included. Ensure regional representation 	- [insert list of Advisory Groups]
Initiate Sector Assurance Group <ul style="list-style-type: none"> - Refine purpose - Identify and invite Members - Develop terms of reference - Establish meeting cadence 	- Sector (CEs) assurance group TOR
Escalation (Phase 2) <ul style="list-style-type: none"> - Create a clear escalation pathway providing 24/7 critical incident advice - Ensure a reporting process has been established that meets the reporting requirements 	- MIQ Incident Reporting and Management SOP
Cross sector governance <ul style="list-style-type: none"> - Agree membership and support required for cross sector response governance groups 	

PHASE 3

TASK:	REFERENCE:
NATIONAL LEVEL	
Steering or Advisory capacity <ul style="list-style-type: none"> - Hold relevant steering or advisory meetings - Consider the need for steering groups for business priorities 	
Continue to oversee / govern:	

TASK:	REFERENCE:
<ul style="list-style-type: none">- Risk and assurance- Health and Safety- Delegations- Prioritisation- Link into Insights and Data / data within enabling functions	
Business planning / prioritisation <ul style="list-style-type: none">- Develop process to oversee strategy & business planning and prioritisation	

DRAFT

FUNCTION: OPERATIONAL SERVICES

Context:	<p>What are the tasks required at the NATIONAL / REGIONAL / FACILITY level to establish, manage and sustain the key QIC Operational Functions, comprising of:</p> <ul style="list-style-type: none"> - Inventory management - Allocations - Charges - Exemptions
Scope & Assumptions	LINKED HERE

PHASE 1

TASK:	REFERENCE:
NATIONAL LEVEL	
<p>Confirm facility designation</p> <ul style="list-style-type: none"> - Confirm how many quarantine / isolation (Q/I) rooms are required - Designate facilities to Q or I or dual (Q&I in a facility) – how many rooms of each and IPC requirements for separation - Consider allocating facilities to support specific groups e.g., Aircrew, Unaccompanied Minors, Medical needs, refugees, sports groups 	
<p>Allocations</p> <ul style="list-style-type: none"> - Understand operational availability (how many rooms do we have available to be allocated – isolation and quarantine) - Understand legislative requirements for allocations (does everyone need to go into quarantine on arrival into NZ?) - Consider different allocations for the operational availability (e.g., emergency, and general public) and how many rooms each allocation should be provided - Stand up Allocation team (National Planning) <ul style="list-style-type: none"> o Review and update guideline and SOPs o Work with ICT partners to reactivate booking system (MIAS)³ and ensure system is ready to operate <ul style="list-style-type: none"> o Review MIAS functionality in line with recommendations at the end of MIQ o Communicate with website teams to have link to MIAS and information about QIC (once ready) o Stand up priority booking application team - Review and update priority booking guidelines and SOPs 	<ul style="list-style-type: none"> - [insert system level allocation lessons] - [insert NP guide and SOPs] - [insert MIAS recommendations] - [insert EAR guidelines] - [insert system charges learnings]

³ Managed Isolation Allocation System – online booking platform that allowed returnees to book a place in a facility

TASK:	REFERENCE:
<ul style="list-style-type: none"> ○ Reactivate Case Management System (CMS) and review content and application forms ○ Reactivate customer portal – for returnee applications management 	
<p>Charges</p> <ul style="list-style-type: none"> - Work with policy to consider any recommendations that they will be making regarding charges for returnees stay ○ Consider whether anyone is exempt of charges and if anyone is eligible for a fee waiver ○ Refer to policy recommendations re fees at the end of MIQ ○ Work with finance to help them consider an invoicing system 	[insert charges insights]
<p>Exemptions</p> <ul style="list-style-type: none"> - Work with policy to understand legislative requirements and public health advice about exemptions and any recommendations they will be making - Consider different exemptions (medical, exceptional, transit, joining). - Considering policy and recommendations made at the end of MIQ 	- [insert exemptions learnings]

PHASE 2

TASK:	REFERENCE:
NATIONAL LEVEL	
<p>Allocations</p> <ul style="list-style-type: none"> - Expanding operations for allocations <ul style="list-style-type: none"> ○ Consider further priority allocation criteria ○ Recruitment, training and induction of team ○ Backend booking system use reviewed and training undertaken - Stand up regional team – reporting to National team - Returnee support inboxes created for booking changes and requests and guidelines reviewed and updated - Relationship with airlines developed for on-going support of flight changes and subsequent booking change requests - Create team to manage other allocations e.g., Time Sensitive Travel 	- [insert MIQ EAR criteria]
<p>Exemptions</p> <ul style="list-style-type: none"> - Stand up Exemptions team <ul style="list-style-type: none"> ○ Train staff on relevant systems and exemptions categories ○ Communicate with the website team ○ Reactivate CMS and review and update content and application forms 	<ul style="list-style-type: none"> - [insert PHRA tool] - [insert exemptions guidelines]

TASK:	REFERENCE:
<ul style="list-style-type: none"> ○ Work with Health provider to develop or update the public health risk assessment tool or other assessment tool as legislated – if required ○ Create a public facing shared inbox for Returnees to contact and be contacted regarding their application ○ Connect with RQICC - Stand up Exemption’s system <ul style="list-style-type: none"> ○ Reactive CMS and review and update content and applications ○ Reactivate Customer Portal to manage applications ○ Review guidelines and SOPs for exemption applications 	
REGIONAL LEVEL	
Allocations <ul style="list-style-type: none"> - Regional Planning staff trained by National Planning - Review guidelines and SOPs and update for regional team - Provide access for staff to all relevant systems 	
Exemptions <ul style="list-style-type: none"> - Establish regional exemptions support team – to support National Office team - Understand exemption guideline and SOPs 	
FACILITY LEVEL	
Charges <ul style="list-style-type: none"> - Familiarity with the website and where to find information on charges for Returnees 	
Exemptions <ul style="list-style-type: none"> - Familiarity with the website and where to find information on exemptions 	

PHASE 3

TASK:	REFERENCE:
NATIONAL LEVEL	
Allocations <ul style="list-style-type: none"> - Work with policy to review allocation categories - Establish reporting and forecasts for management - Work with ICT to ensure technology and forms are fit for purpose - Develop manual application forms in case of outage 	
Charges	

TASK:	REFERENCE:
<ul style="list-style-type: none">- Work with policy to review charges regularly- Establish reporting and forecasts- Develop manual application forms in case of outage- Work with ICT to ensure technology and forms are fit for purpose- Work with invoicing team to agree process for resolving queries on invoices- Work with invoicing team to ensure correct information is included on invoices	
<p>Exemptions</p> <ul style="list-style-type: none">- Work with policy to review exemption categories- Work with Health provider to review the public health risk assessment- Work with ICT to ensure technology and forms are fit for purpose- Develop manual application forms in case of outage	

DRAFT

FUNCTION: ENABLING

Context:	<p>What are the tasks required at the NATIONAL / REGIONAL / FACILITY level to establish, manage and sustain the QIC Enabling Functions, comprising of:</p> <ul style="list-style-type: none"> - People & Culture - Programmes & Change - Policy / Legal - Finance - Health & Safety - Complaints - IDI / Data and Reporting - Technology - Operational Policy - Māori - Supplier Relationship - Learning and development - Information Management
Scope & Assumptions	LINKED HERE

PHASE 1

TASK:	REFERENCE:
NATIONAL LEVEL	
<p>People & Culture</p> <ul style="list-style-type: none"> - Reference 'talent directory' and initiate discussions with identified individuals to bring in people with SME knowledge at pace - Activate key cross agency resource request for joint leadership e.g. MOH (<i>link implementation</i>) - Activate internal enabling function resource request (to source resources from existing teams within the organisation where applicable/available) - Work with Public Sector Commission to acquire resources from other government agencies 	<ul style="list-style-type: none"> - Talent directory - [insert MIQ Knowledge Transfer Playbook]
<p>Policy / Legal</p> <ul style="list-style-type: none"> - Expand Policy team - Connect with cross agency policy teams - Connect with Ministerial engagement team from lead agency - Pull legal resource from centre (refer above- P&C enabling functions resource request) - Review Legal settings (governing framework) and provide advice - Review, update and develop information sharing agreements with key agencies e.g. Immigration NZ, Customs, MOH, Health NZ 	<ul style="list-style-type: none"> - [Insert MAKO link]
<p>Finance</p> <ul style="list-style-type: none"> - Confirm delegations in line with lead agency - Confirm budget at an operational level 	<ul style="list-style-type: none"> - [insert MIQ delegations]
<p>IDI / Data and Reporting</p>	

TASK:	REFERENCE:
<ul style="list-style-type: none"> - Connect with lead agency technology branch to determine support requirements <ul style="list-style-type: none"> o Consider data analytics and reporting capabilities o Secure tech and business partners and relevant resources to support 	
<p>Ministerial services incl. OIA/privacy requests</p> <ul style="list-style-type: none"> - Connect with lead agency ministerial branch to determine support requirements and capacity - Secure ministerial team and stakeholder connections - Liaise with lead agency to agree management of privacy requests - Communicate process to regional teams 	
<p>Technology</p> <ul style="list-style-type: none"> - Connect with lead agency technology group, confirm business partner and support services - Review MIQ technology stocktake document - Ensure relevant technology is available for QIC staff nationally (laptops, phones, software, other) - Consider data governance in line with lead agency framework - Review and update privacy impact statements for relevant systems <p>Consider information storage systems (e.g., MAKO, Teams) including cross-agency accessibility, with Information Management team</p> <ul style="list-style-type: none"> - Work with functions to determine system requirements and updates 	<ul style="list-style-type: none"> - [insert MAKO link]
<p>Operational Policy</p> <ul style="list-style-type: none"> - Set up operational policy team - Review and update Operations Framework as required in reference to public health advice and legislation 	<ul style="list-style-type: none"> - Operational Policy Documents – OF, SOP, Collateral
<p>Māori</p> <ul style="list-style-type: none"> - Stand up Māori relationship and policy team – including representation on leadership team - Connect and update relevant Iwi in regions to be used by QIC – using existing Iwi Partnership group and Iwi Communications collective - Discuss options for support, relevant to the QIC functions and task list - Consider regional blessings of sites / facilities where appropriate 	<ul style="list-style-type: none"> - [insert Partnership agreement]
<p>Supplier Relationships</p> <ul style="list-style-type: none"> - Reference Supplier Directory and consider requirements for the response and procurement needs and process - Activate retention/surge agreements with suppliers and agencies - Reference supplier and contractual arrangements pathway that covers agency engagement - Run an analysis of the contracts required noting national contracts where possible 	<ul style="list-style-type: none"> - Supplier directory

TASK:	REFERENCE:
<ul style="list-style-type: none"> - Review and update facility requirements to start to identify possible facilities and the process for contracting with facilities to meet our full capacity 	
<p>Incident management</p> <ul style="list-style-type: none"> - Reactivate incident reporting system – CAMMS - Provide information to regions for implementation including guidance and training - Engage with FENZ for facility specific fire and evacuation plan guidance – communicate with regional offices to implement with facilities <p>Confirm process for emergency care – transport, escort etc... with health providers</p>	<ul style="list-style-type: none"> - CAMMS
<p>Complaints & Resolutions</p> <ul style="list-style-type: none"> - Appoint team leader - Reactivate CMS and review content - Review process documentation - Ensure information is included in the returnee Welcome Pack – compliments, feedback and complaints - SOP Incident reporting and management - Appendix Logging a complaint into CAMMs 	<ul style="list-style-type: none"> - [insert Resolution’s process] - [insert MIQ Welcome Pack] - [insert SOP incident reporting and management]
<p>Health and Safety</p> <ul style="list-style-type: none"> - Connect with lead agency health and safety team for immediate response support - Reactivate CAMMs for QIC 	<ul style="list-style-type: none"> - CAMMs
<p>Information Management</p> <ul style="list-style-type: none"> - Liaise with lead agency to agree information management requirements including privacy - Communicate to regional office - Review and update training, guidelines and process for managing information privacy and security and communicate to QIC workforce 	
REGIONAL LEVEL	
<p>IDI / Data and Reporting</p> <ul style="list-style-type: none"> - Ensure relevant system access 	
<p>Technology</p> <ul style="list-style-type: none"> - Provide information to national office on technology and access requirements - Work to implement systems approved by national office 	
<p>Operational Policy</p> <ul style="list-style-type: none"> - Review current SOPs, frameworks and guidance against legislation and public health advice and update as required - Reference previous Local Areas Policies as an exception only, and purely for site-specific anomalies - Undertake a gap analysis of SOPs to ensure all functions and areas are covered by current requirements 	<ul style="list-style-type: none"> - Operational Policy Documents – OF, SOP, Collateral

TASK:	REFERENCE:
FACILITY LEVEL	
IDI/Data and Reporting <ul style="list-style-type: none"> - Ensure relevant system access for staff 	
Technology <ul style="list-style-type: none"> - Ensure all technology equipment in place (laptops, phones etc) 	
Operational Policy <ul style="list-style-type: none"> - Adhere to SOPs once facility operational 	- Operational Policy Documents – OF, SOP, Collateral
Māori <ul style="list-style-type: none"> - Facilitate regional blessings of sites/ facilities where appropriate - Form strong relationships with local iwi - Work collaboratively on operational matters 	
Health and Safety <ul style="list-style-type: none"> - Establish QIC leadership - Reactive CAMMS reporting system for QIC use 	

PHASE 2

TASK:	REFERENCE:
NATIONAL LEVEL	
People & Culture <ul style="list-style-type: none"> - Refer to resourcing information from MIQ to understand possible resourcing numbers - Develop sourcing / recruitment strategy - all roles (based on implementation - structure) - Scale up P&C recruitment team, utilising lead agency resources and systems - Approval and preparation of position management - Initiate recruitment campaign - focus leadership roles at National/Regional/Facility levels - Refinement of induction materials – with support from communications team - Expedited recruitment of national, regional, local leadership roles - Commence recruitment of other key roles required - Rapid onboarding of leadership and other roles 	- [insert FTE estimates]
Programmes and Change <ul style="list-style-type: none"> - Stand up Programmes and Change team 	

TASK:	REFERENCE:
<p>Policy / Legal</p> <ul style="list-style-type: none"> - Continue to review Legal settings (governing framework) and provide advice - Continue collaborative work with cross agency policy teams – consider having MOH/Health NZ policy person collocated to assist with consistency and visibility 	<ul style="list-style-type: none"> - Supplier directory
<p>Finance</p> <ul style="list-style-type: none"> - Allocating budgeting to functions and communicating with leaders - Forecast refined and financial reporting commenced 	<ul style="list-style-type: none"> - Financial forecast
<p>IDI/Data and Reporting</p> <ul style="list-style-type: none"> - Plan and establish key operational and reporting data – internal and external use - Develop and implement the process and requirement for regular reporting - Identify and establish data toolsets, management systems and processes appropriate to data required - Agree ‘source of the truth’ systems and datasets 	
<p>Operational Policy</p> <ul style="list-style-type: none"> - Establish communication method for sharing operational policy documentation (consider regional and national) - Publish policies to the QIC workforce 	
<p>Māori</p> <ul style="list-style-type: none"> - Regular engagement and consultation with Iwi partners group and Iwi communications collective – ensuring senior representation from QIC 	
<p>Supplier Relationship</p> <ul style="list-style-type: none"> - Negotiating for supplier contracts (regional and national), services identified as required - Complete the development of new agreements with key suppliers and seek financial authorisation - Notify regional offices of commercial arrangements to be used and scope of agreements, including process for access and budget and delegation considerations 	<ul style="list-style-type: none"> - Supplier directory
<p>Learning and Development</p> <ul style="list-style-type: none"> - Establish QIC team - Review Learn@MIQ⁴ and update where appropriate in reference to legislation and public health advice - Set up users in Learn@MIQ – internal and external – and start reporting on usage and compliance 	

⁴ MIQ’s learning management system used for compliance learning

TASK:	REFERENCE:
<p>Complaints</p> <ul style="list-style-type: none"> - Reactivate CMS (Complaints and Feedback version) - Review and update complaints process - Review Ombudsman / Optional Protocol to the Convention Against Torture (OPCAT) Act process and guidance for regions - Establish relationship with Ombudsman office complaints and OPCAT functions - Communicate complaints process on website 	<ul style="list-style-type: none"> - [insert MAKO links]
<p>Health and Safety</p> <ul style="list-style-type: none"> - Establish QIC team - Set up users in CAMMS – whole QIC workforce - Review and update instructions and guidance for use to QIC workforce - Start reporting to management and PCBUs on incidents and reports - Plan establishment of Health and Safety committees for all QIC sites - Ensure appropriate PCBU worker participation is established - Manage incidents and reports received 	
<p>Information Management</p> <ul style="list-style-type: none"> - Establish QIC team - Work with technology partner to agree information sharing systems and guidelines (including inter agency) - Review and update physical and electronic record management guidelines - Communicate to regional team 	
REGIONAL LEVEL	
<p>Supplier Relationships</p> <ul style="list-style-type: none"> - Activate / initiate regional and local supplier relationship agreements where relevant and directed by national office - Manage relationships with national suppliers in regions 	
<p>Health and Safety</p> <ul style="list-style-type: none"> - Establish regional teams - Train regional staff in CAMMS reporting requirements - Start to establish Health and Safety committees at all QIC sites 	
<p>Learning and Development</p> <ul style="list-style-type: none"> - Establish regional teams - Train regional staff on Learn@MIQ and provide reporting to National Office 	
FACILITY LEVEL	
<p>Operational policy</p>	

TASK:	REFERENCE:
<ul style="list-style-type: none"> - Feedback loop to region and then national levels if changes are required from an operational delivery perspective 	
Supplier and partners <ul style="list-style-type: none"> - Feed information up through appropriate escalation pathway 	
Health and Safety <ul style="list-style-type: none"> - Onsite Health and Safety committee to be established 	
Complaints <ul style="list-style-type: none"> - Onsite process for management of complaints created, including a register and resolutions to record all complaints for future reference 	

PHASE 3

TASK:	REFERENCE:
NATIONAL LEVEL	
People & Culture <ul style="list-style-type: none"> - Establish regional P&C roles / activate organisational P&C resource - Induction materials completed and sent to National Office and regions for use 	
Legal / Policy <ul style="list-style-type: none"> - Work with complaints team to develop and manage process for Ombudsman and OPCAT interactions and activities 	
Programmes & Change <ul style="list-style-type: none"> - Relationship management matrix developed (internal at regional and facility level / external - e.g., Health) - Confirm Project Delivery Framework and practice- tools, templates, lifecycle and project methodology – utilising lead agency tools - Pipeline management <ul style="list-style-type: none"> o Create pipeline of Programmes and Change activities o Create template to enable EPMO view of change across national / regional / local levels - Supply: Demand pipeline capability management <ul style="list-style-type: none"> o Determine what capability and capacity is required for Programmes and Change o Recruit, onboard, induct capabilities o Establish funding for Programmes and Change initiatives - Connect with lead agency risk and assurance team to establish a portfolio issue/risk register and high-level schedule 	<ul style="list-style-type: none"> - Refer lessons learnt - MBIE methodology and templates - Project Server - Supply / demand tool - CAMMS

TASK:	REFERENCE:
<p>IDI / Data and Reporting</p> <ul style="list-style-type: none"> - Automate reporting - Feedback loops in place for continuous improvement - Develop and implement a data request process and consider the mandatory information required to produce a data report - Consider a shared mailbox 	
<p>Supplier relationships</p> <ul style="list-style-type: none"> - Management of contract implementation nationally with contract milestones managed and relationships built 	
<p>Complaints</p> <ul style="list-style-type: none"> - Review serious complaints report - Upskilling of team on legislation and process - Upskilling of team on Ombudsman and OPCAT activities – assign a lead - Consider reactivation of ‘Treat me Fairly’ process – for QIC staff to complain about discrimination / stigma in their communities 	<p>[insert serious complaints report]</p>
<p>Learning and Development</p> <ul style="list-style-type: none"> - Management of compliance with legislative and other requirements for QIC workforce 	
REGIONAL LEVEL	
<p>People & Culture</p> <ul style="list-style-type: none"> - Complete recruitment, onboarding, induction 	
<p>Programmes & Change</p> <ul style="list-style-type: none"> - Regional change <ul style="list-style-type: none"> o Attract and recruit Regional Change Advisors with clear roles and responsibilities - Involvement <ul style="list-style-type: none"> o Active involvement in change initiatives (scoping, delivery, benefits reporting) 	
<p>Health and Safety</p> <ul style="list-style-type: none"> - Health and Safety committees inducted and operating, members undertaking training - CAMMS reporting considered by leadership and reported to National Office 	
<p>Complaints</p> <ul style="list-style-type: none"> - Liaise with regional management to provide information on OPCAT activities – including guidance for engagement - Liaise with regional management for complaints involving facility or facility staff 	

TASK:	REFERENCE:
FACILITY LEVEL	
<p>Health and Safety</p> <ul style="list-style-type: none"> - Health and Safety committees inducted and operating, members undertaking training 	
<p>Complaints</p> <ul style="list-style-type: none"> - Provide information to regional office to support response to complaints about facility or its staff - Support OPCAT information requests and site inspections working with OPCAT directly - Provide information to national office for recommendations made by OPCAT so that a national response can be provided 	
<p>Learning & Development</p> <ul style="list-style-type: none"> - Management of compliance with legislative and other requirements for facility workforce 	

DRAFT

FUNCTION: HEALTH

Context:	<p>What are the tasks required at the NATIONAL / REGIONAL / FACILITY level to establish, manage and sustain QIC Health Operations considering:</p> <ul style="list-style-type: none"> - Liaison with Health provider and MOH - Returnee health services - Returnee wellbeing - QIC staff health services (as required by legislation) - IPC including cleaning standards
Scope & Assumptions	LINKED HERE

PHASE 1

TASK:	REFERENCE:
NATIONAL LEVEL	
<p>Establish a Health Liaison Function to determine appropriate communication and governance inclusions</p> <ul style="list-style-type: none"> - Define collaboration at the strategic, operational and tactical level - Connect with MOH, Health NZ and Māori Health Authority to agree collaborative ways of working - Agree Health provider representatives for QIC leadership team 	
<p>Health services guidelines and requirements</p> <ul style="list-style-type: none"> - Discuss and agree support model for delivery of health services to QIC facilities and workforce - Review and update existing guidelines and SOPs in reference to legislative requirements and public health advice - Connect with relevant health agency to implement a team of clinical health professional to each facility - Liaise with relevant health agency to determine the number of staff required for each facility - Consider developing a 1–2-week rotating roster with 24/7 coverage, including allocated rooms for each health professional in the facility during their rotation period 	<ul style="list-style-type: none"> - Section 4 Staffing in Operations Framework. Also see Section 4.4 Health staff resourcing
<p>IPC Protocols</p> <ul style="list-style-type: none"> - Work with Health provider to review and update national IPC guidelines and SOP in reference to legislative requirements and public health advice - Work with Health provider to review and update existing IPC training in Learn@MIQ – update as required in reference to public health advice and IPC advice. - Communicate to Regional Offices for implementation with facilities - Agree IPC support to be provided to facilities and regions 	<ul style="list-style-type: none"> - Section 3 Infection Prevention and control in Operations Framework. Including Section 3.5.1 Staff training regarding IPC and use of PPE. - SOP: Infection Prevention and control

TASK:	REFERENCE:
	<ul style="list-style-type: none"> - Section Your Health and Safety in MIQ Staff Guide - Section 3.6.2 Storage and resourcing of IPC stock in Operations Framework
<p>Cleaning standards for facility housekeeping</p> <ul style="list-style-type: none"> - Work with Health provider to review and update current national guidelines and SOPs in reference to public health advice and IPC guidance - Procure all required cleaning products and PPE - Estimate the time needed to clean each room once returnee vacates a room - Ensure appropriate time allocated between cleaning and next returnee - Communicate to Regional Offices for implementation with facilities 	<ul style="list-style-type: none"> - Section 3 Infection Prevention and control in Operations Framework. Including Section 3.5.1 Staff training regarding IPC and use of PPE. - Section 3.6.2 Storage and resourcing of IPC stock in Operations Framework - Section 8 Cleaning in SOP: Infection prevention and Control
<p>Define expected level of primary healthcare</p> <ul style="list-style-type: none"> - Liaise with Health provider to define the level of health care the facilities are expected to be able to provide to returnees 	<ul style="list-style-type: none"> - Section 10 During a person's stay and Section 11 Testing for COVID-19 in MIQFs in Operations Framework. - Section 4 MIQF Site Health Management and Section 5 Returnee Wellbeing in SOP: Stay in an MIQF - MIQ Returnee Daily Health Check Form (collateral)
<p>Returnee health checks</p> <ul style="list-style-type: none"> - Work with Health provider to review and update current SOPs and guidelines in reference to public health advice - Communicate to Regional Offices for implementation with facilities 	<ul style="list-style-type: none"> - Section 10.2 Regular health and wellbeing checks in Operations Framework - Section 11 Testing for COVID-19 in MIQFS in Operations Framework - Section 4.3 Daily health checks for staff in Operations Framework - MIQ Returnee Daily Health Check Form (collateral) - MIQ Screening Checklist before Engaging Staff Form (Collateral) - MIQ Staff Daily Health Declaration Form (collateral)

TASK:	REFERENCE:
<p>Welfare policy for returnees</p> <ul style="list-style-type: none"> - Work with Health provider to review and update process for regular welfare check-ups - Ensure that all returnees can be contacted daily - Review and update guidance for requirements for exercise areas in facilities - Review and update guidance for supporting smokers in facilities 	<ul style="list-style-type: none"> - Section 10.5 Wellbeing, psychosocial and welfare needs in Operations Framework - Section 2 Entry to a MIQF in SOP: Entry into a MIQF - Section 5 Returnee Wellbeing in SOP: Stay in a MIQF - Welcome Pack
<p>Welfare process for Unaccompanied Child and Young Persons (UCYP)</p> <ul style="list-style-type: none"> - Review and update Children’s Policy and SOP - Ensure accommodation available on separate floor or separate facility - Ensure all staff are trained and have undergone the NZPOL vetting to work with vulnerable people - Review and update process for child that become unaccompanied while already at the facility e.g. Guardian goes into hospital - Set up relationship with Oranga Tamariki (OT) for support when required - Ensure Immigration NZ Refugee Centre is included in any discussions 	<ul style="list-style-type: none"> - UCYP Operations policy framework - UCYP SOP
<p>Welfare process for vulnerable persons</p> <ul style="list-style-type: none"> - Review and update SOP for vulnerable persons - Consider additional support in the room (exemption joining application may be applicable) - Ensure all staff are appropriately trained and vetted - Ensure any special medical equipment or similar is ready for when the returnee arrives 	<ul style="list-style-type: none"> - SOP Stay – Section 5 Returnee Wellbeing - Clinical equipment required for swift stand up
REGIONAL LEVEL	
<p>Ensure approved training is available to all staff</p> <ul style="list-style-type: none"> - Managers to review Learn@MIQ registers to ensure compliance with required training <p>*Note registered nurses are not required to complete this training</p>	<ul style="list-style-type: none"> - Learn@MIQ - Section 3 Infection Prevention and control in Operations Framework, Including Section 3.5.1 Staff training regarding IPC and use of PPE. - Section Your Health and Safety in MIQ Staff Guide
<p>Implement national higher emergency care process</p> <ul style="list-style-type: none"> - Liaise with Health providers to confirm higher emergency care process including: - Local Emergency Departments, Ambulance providers and other transport providers to establish a process for transferring returnees to a hospital or other medical facility, noting IPC requirements, when higher level care is required 	<ul style="list-style-type: none"> - Security escort interim guidance - Section 4 Unplanned Transfer to a Health Care Facility for urgent medical care & Section 5 Planned Healthcare Admission or Appointment in

TASK:	REFERENCE:
<ul style="list-style-type: none"> - Implement the national matrix for determining the requirement for an escort - Advise the facilities on the process for reporting events (CAMMS) - Implement the national process for tracking the movements of the returnees (BCMS)⁵ - Engage with Fire & Emergency New Zealand (FENZ) for facility specific fire and evacuation plans in line with national guidelines 	<ul style="list-style-type: none"> - SOP: MIQ Transport Procedures - Section 10.7 Transfer of a person during their stay in Operations Framework - Section 9 IPC requirements: Transport and Section 14 Medical Emergencies (Cardiac arrest) and Section 13 Emergency Evacuations in SOP: MIQ Infection protection and control - Section 6.1 Returnee requires urgent medical care in SOP: MIQ Stay in a MIQF - Section 2.0 Reporting incidents at MIQF Level in SOP: MIQF Incident Reporting and Management - Learn@MIQ – CAMMs learning module - MIQ Ops Incident Reporting Matrix - Section 6.3 Building Evacuations in SOP: MIQ Stay in a MIQF - Section 6.7 Evacuation in Operations Framework
<p>Cleaning standards for facility housekeeping</p> <ul style="list-style-type: none"> - Work with Health provider to review and update current national guidelines and SOPs in reference to public health advice and IPC guidance - Carry out training for all housekeeping staff in line with established IPC protocols - Order all required cleaning products and PPE 	<p>[insert cleaning SOP]</p>
FACILITY LEVEL	
<p>Implement IPC requirements into facility</p> <ul style="list-style-type: none"> - Utilise the checklist in SOP to ensure the facility has the correct measures in place to meet the IPC requirements - Conduct final walkthrough with IPC specialist prior to designation and confirm result to Regional Office 	<ul style="list-style-type: none"> - Annex B MIQF Re-designation Checklist in SOP: Change the activation status and designation of a MIQF - Section 3.6.2 Storage and resourcing of IPC stock in Operations Framework

⁵ Border Clinical Management System used to facilitate health & wellbeing care and workflows across facilities

TASK:	REFERENCE:
	<ul style="list-style-type: none"> - SOP: Change the activation status and designation of a MIQF - SOP: Infection Prevention and Control
<p>Primary and emergency health care</p> <ul style="list-style-type: none"> - Ensure sufficient supplies to be able to provide primary health care as stipulated by Regional office - Implement national process for receiving emergency services and transporting returnees to and from the facility 	<ul style="list-style-type: none"> - Section 4 Unplanned Transfer to a Health Care Facility for urgent medical care & Section 5 Planned Healthcare Admission or Appointment in SOP: MIQ Transport Procedures - Section 10.7 Transfer of a person during their stay in Operations Framework - Section 9 IPC requirements: Transport and Section 14 Medical Emergencies (Cardiac arrest) and Section 13 Emergency Evacuations in SOP: MIQ Infection protection and control - Section 6.3 Building Evacuations in SOP: MIQ Stay in a MIQF - Section 6.7 Evacuation in Operations Framework - Section 4 Unplanned Transfer to a Health Care Facility for urgent medical care & Section 5 Planned Healthcare Admission or Appointment in SOP: MIQ Transport Procedures
<ul style="list-style-type: none"> - Returnee testing and health screening - If a form of returnee testing will take place (i.e., PCR⁶ or RAT⁷ testing) then consider where this will take place – aligned with SOP and public health advice 	<ul style="list-style-type: none"> - Section 10.2 Regular health and wellbeing checks in Operations Framework - Section 11 Testing for COVID-19 in MIQF in Operations Framework

⁶ Polymerase chain reaction

⁷ Rapid Antigen Test

TASK:	REFERENCE:
	<ul style="list-style-type: none"> - Section 4 MIQF Site Health Management in SOP: Stay in a MIQF
<p>Personal Protective Equipment Stores and stations</p> <ul style="list-style-type: none"> - Ensure sufficient storage for up to 2 weeks (estimated) of PPE and supplies (e.g., sanitiser) - Ensure storage conforms with IPC requirements (for example masks are required to be off the ground) - Ensure storage conforms to Health and Safety requirements (e.g. liquids stored at the quantity and appropriate location) - Ensure each PPE station has all required PPE and signage as defined by National Level 	<ul style="list-style-type: none"> - SOP: IPC - Section 4.2 IPC precautions for all MIQF Staff in SOP: IPC - Section 3 Infection Prevention and control in Operations Framework.
<p>Ensure welfare needs can be provided at facility level.</p>	<ul style="list-style-type: none"> - Operations Framework – Section 10 During a person’s stay: 10.2 Regular health and wellbeing checks - SOP Stay – Section 4 MIQF Site Health Management: 4.2 Returnee Regular Health and Wellbeing Checks

PHASE 2

TASK:	REFERENCE:
NATIONAL LEVEL	
<p>Monitor facility adherence to relevant legislation</p> <ul style="list-style-type: none"> - Establish a leadership role to oversee this function - Liaise with WorkSafe to carry out inspections on each facility - Implement regular reviews with WorkSafe - If any issues arise, liaise with WorkSafe and the facility manager to remedy the situation 	<ul style="list-style-type: none"> - Refer to Health and Safety at Work Act - Section 5 Risk Management and Section 5.1 Health and Safety at Work Act obligations in Operations Framework - SOP: IPC
<p>Create an escalation pathway to be followed if a returnee does not meet the requirements to depart the facility – if a health check is a trigger</p> <ul style="list-style-type: none"> - Liaise with operations to establish the process to be followed including reporting requirements 	<ul style="list-style-type: none"> - Section 13 Exit from a MIQF in Operations Framework - Section 11.4 Test refusal and exemptions of viral testing in Operations Framework
<p>Establish a process for assessing IPC bubble breaches if they are to be considered</p>	<ul style="list-style-type: none"> - ARIQ Bubble Breaches flow chart

TASK:	REFERENCE:
<ul style="list-style-type: none"> - Review and update current guidelines and SOP in reference to public health advice - Create a flow chart to be used at the facility level providing guidance on the different levels of bubble breaches and how they are to be reported (CAMMS). - Create delegation of authority to enforce bubble breach outcomes – provide to Regional Offices 	<ul style="list-style-type: none"> - MIQ Ops Incident Reporting Matrix - Section 2.0 Reporting incidents at MIQF Level in SOP: MIQF Incident Reporting and Management - Section 10.1.4 Bubble breaches in Operations Framework - Section 4.4 Managing Bubble Breaches in SOP: Stay in an MIQF
<p>Unique health equipment</p> <ul style="list-style-type: none"> - Source national access to disability and other health related items such as wheelchairs, medical fridges - Provide list of preferred suppliers to regional offices 	<ul style="list-style-type: none"> - Section 15.3 Training in Operations Framework - Section 3.4.7 IPC requirements for the use of CPAPs and Section 3.4.8 IPC requirements for the use of nebulisers in SOP: IPC
REGIONAL LEVEL	
<p>Review Children’s policy and guidelines</p> <ul style="list-style-type: none"> - Review UCYP SOP and guidelines - Capture information on UCYPs during the planning phase - Engage with UCYP guardians prior to arrival to arrange a guardian to join in the facility where possible 	<ul style="list-style-type: none"> - UCYP Operations policy framework - UCYP SOP - Insert Children’s Policy
FACILITY LEVEL	
<p>Provide estimates for PPE usage to Regional Log</p> <ul style="list-style-type: none"> - Implement log provided by National Office to log PPE estimated and actual usage - Consideration should be given to holding larger stores of the most common mask while holder reduced stock of other masks to reduce the space required to store them - Ensure storage of any flammable products is aligned with requirements 	<ul style="list-style-type: none"> - Section 3.6.2 Storage and resourcing of IPC stock in Operations Framework
<p>Bubble breach reporting</p> <ul style="list-style-type: none"> - Ensure staff are trained and aware of the requirements and escalation pathways to report bubble breaches 	<ul style="list-style-type: none"> - MIQ Ops Incident Reporting Matrix - Section 2.0 Reporting incidents at MIQF Level in SOP: MIQF Incident Reporting and Management

PHASE 3

TASK:	REFERENCE:
NATIONAL LEVEL	
<p>IPC audit and assessment capability</p> <ul style="list-style-type: none"> - Work with Health provider and IPC specialists to establish audit assessment criteria and schedule - Ensure facilities are made aware of the schedule in advance 	
<p>Ongoing review of health services with Health provider to ensure it remains aligned with public health advice</p>	
<p>PPE Training</p> <ul style="list-style-type: none"> - Consider utilising local training providers to create and deliver a 'train the trainer' package to capture a wider audience 	<ul style="list-style-type: none"> - Learn@MIQ - Section 3 Infection Prevention and control in Operations Framework. Including Section 3.5.1 Staff training regarding IPC and use of PPE. - Section Your Health and Safety in MIQ Staff Guide
REGIONAL LEVEL	
<p>PPE training</p> <ul style="list-style-type: none"> - Implement required PPE training and keep a register 	
FACILITY LEVEL	
<p>Personal Protective Equipment</p> <ul style="list-style-type: none"> - Nominate staff from several agencies/sections to become PPE 'champions'. They will undergo train the trainer training and be able to provide regular and bespoke training at the facility level - Schedule regular continuation training sessions at varying times to account for shift workers. 	

FUNCTION: ACCOMMODATION AND FACILITY SERVICES

Context:	<p>What tasks are required at the NATIONAL / REGIONAL / FACILITY level for the provision of Facility Services to an QIC including:</p> <ul style="list-style-type: none"> - Food choice and delivery - Laundry - Site layout - Baggage - Deliveries - Alcohol - Site assessments - Wi-Fi <p>Note: A number of tasks relating to accommodation will be covered under Operational and Enabling Functions.</p>
Scope & Assumptions	LINKED HERE

PHASE 1

TASK:	REFERENCE:
NATIONAL LEVEL	
<p>Facility services – national guidelines</p> <ul style="list-style-type: none"> - Establish management role and leadership team - Review and update guidelines for facility services in reference to public health advice and IPC guidelines - Communicate to regions for implementation at facilities 	
<p>Supplier contract requirements</p> <ul style="list-style-type: none"> - Work with supplier relationship team to identify requirements for supplier contracts for facility services 	
<ul style="list-style-type: none"> - Food choices and delivery - Review and update SOP - Returnee ordering system - Menus and number of choices – including children and nutritional requirements - Dietary requirements – including religious and medical requirements - Returnee notification of dietary requirements - Delivery methods and restrictions – considering food warmth, IPC, timing, management of special requirements 	<ul style="list-style-type: none"> - Operations Framework – Section 10 During a person’s stay: 10.12 Food and beverage - IPC SOP – Section 8 Cleaning:8.12 Kitchen / Meal collection - SOP Stay – Section 5 Returnee Wellbeing: 5.5 Daily meals
<p>Laundry services</p>	<ul style="list-style-type: none"> - IPC SOP -Section 7 General Services: 7.1 Laundry, 7.2

TASK:	REFERENCE:
<ul style="list-style-type: none"> - Review and update SOP - Aligned with IPC and public health advice - Frequency and method of collection – including any cost associated - Cleaning standards 	Personal Laundry, 7.3 Room Linen
<p>Site layout</p> <ul style="list-style-type: none"> - Review and update guidelines - Aligned with IPC and public health advice - Consideration should be given to co-locating health and operations teams to provide a cohesive workforce - Location of testing site (if not testing at room) - Fresh air/exercise and smoking areas - Erect protective screening between ‘green’ and ‘red’ zones - Protective screens on returnee facing desks - Signage requirements – including in multiple languages and action pictures 	<ul style="list-style-type: none"> - Operations Framework – Section 2 Site Requirements
<p>Baggage</p> <ul style="list-style-type: none"> - Connect with baggage suppliers to provide guidance and requirements 	<ul style="list-style-type: none"> - Transport SOP
<p>Site condition assessments</p> <ul style="list-style-type: none"> - Determine process for initial site assessments (to assist with ‘make good’ contractual requirements at the end of QIC use) - Communicate to regional offices for implementation with facilities 	
REGIONAL LEVEL-	
<p>Work with Hotel Managers to implement the method for occupants to order food aligned with national guidelines</p>	
<p>Liaise with hotel laundry service providers to ensure they have the ability to adhere the national guidelines</p>	<ul style="list-style-type: none"> - IPC SOP -Section 7 General Services: 7.1 Laundry, 7.2 Personal Laundry, 7.3 Room Linen
<p>Assess current state of each facility aligned with national guidelines</p> <ul style="list-style-type: none"> - Capture photos specifically noting areas of damage - Consider marking this on a floor plan - Create a summary and provide to National Office 	
FACILITY LEVEL	
<p>Implement site layout aligned with national guidelines</p> <ul style="list-style-type: none"> - All key stakeholders should liaise onsite to establish a plan that is agreed upon by all parties (Hotel, RIQ, Health and facility management) - Consideration should be given to co-locating health and operations teams to provide a cohesive workforce 	<ul style="list-style-type: none"> - Operations Framework – Section 2 Site Requirements

TASK:	REFERENCE:
<ul style="list-style-type: none"> - Location of testing site (if not testing at room) - Fresh air / exercise and smoking areas (consultation with IPC required) - Erect protective screening between 'green' and 'red' zones - Place protective screens on returnee facing desks - Establish signage requirements and notify regional office 	
<p>Implement food delivery process aligned with national guidelines and IPC</p> <ul style="list-style-type: none"> - Implement method of attaining dietary requirements. - Implement process for ordering food - Implement procedure for contactless delivery 	<ul style="list-style-type: none"> - Operations Framework – Section 10 During a person’s stay: 10.12 Food and beverage - IPC SOP – Section 8 Cleaning:8.12 Kitchen / Meal collection - SOP Stay – Section 5 Returnee Wellbeing: 5.5 Daily meals
<p>Develop laundry service process</p> <ul style="list-style-type: none"> - Review and update existing guidelines and SOP in reference to public health advice - Establish contactless method of collecting and delivering laundry to occupants who require the service. 	<ul style="list-style-type: none"> - IPC SOP -Section 7 General Services: 7.1 Laundry, 7.2 Personal Laundry, 7.3 Room Linen
<p>Create additions for welcome packs</p> <ul style="list-style-type: none"> - Collaborate with Hotel Management to create a leaflet to add to the welcome pack with hotel specific information such as Wi-Fi, laundry services, meal ordering process and other relevant information 	<ul style="list-style-type: none"> - Welcome Pack
<p>Packout and remove any furniture that the hotel does not want to be used by occupants or staff and place into storage. Replace this with hard waring furniture.</p>	

PHASE 2

TASK:	REFERENCE:
NATIONAL LEVEL	
<p>Develop a baggage reconciliation process in the event of lost baggage:</p> <ul style="list-style-type: none"> - Special attention should be paid to liability - Consider connecting with Regional Office to develop and implement this contract and process 	<ul style="list-style-type: none"> - Transport SOP
<p>Deliveries</p> <ul style="list-style-type: none"> - Review and update guidelines and SOP for receipt of delivery's from outside of facilities e.g., Uber eats and supermarket deliveries. 	<ul style="list-style-type: none"> - Operations Framework – Stay SOP - Section 3.2 Receiving deliveries at an MIQF

TASK:	REFERENCE:
Alcohol <ul style="list-style-type: none"> - Implement national guidelines for alcohol deliveries and consumption in facility 	<ul style="list-style-type: none"> - [insert alcohol SOP]
Wi-fi <ul style="list-style-type: none"> - Review Wi-Fi service at facilities and consider upgrades to support returnee use 	<ul style="list-style-type: none"> - Welcome Pack - Services in your facility
REGIONAL LEVEL	
Conduct a review of hotel provided services to ensure implementation is aligned with national guidelines	
FACILITY LEVEL	
Implement facility specific baggage reconciliation process. <ul style="list-style-type: none"> - Consider unloading and sorting of baggage and space available that is weatherproof. If no undercover facilities are available, then consider erecting cover - Develop and implement a path and process for delivering baggage from the sorting area to returnees' rooms. Careful consideration should be given to using occupant facing elevators 	<ul style="list-style-type: none"> - Transport SOP
Develop a local process for receipt of delivery's from outside of facilities that meets the requirements as defined by National Office e.g., Uber eats and supermarket deliveries.	<ul style="list-style-type: none"> - Operations Framework – 10.8.1 Deliveries to people in MIQ - Stay SOP - Section 3.2 Receiving deliveries at an MIQ

PHASE 3

TASK:	REFERENCE:
NATIONAL LEVEL	
Ongoing review and update of SOPs and guidelines with public health and IPC guidelines <ul style="list-style-type: none"> - Develop feedback loops with Regional Offices and facilities 	
Reporting <ul style="list-style-type: none"> - Discuss reporting requirements with supplier relationship team and QIC leadership - Develop reporting templates and systems and process - Communicate to regional offices for implementation 	

TASK:	REFERENCE:
REGIONAL LEVEL	
Establish regular stakeholder meetings with the hotel GMs and Facility Managers	
FACILITY LEVEL	
Look to implement facility specific occupant welfare initiatives <ul style="list-style-type: none"> - Online interactive engagement that creates a sense of community - Drawing / art competitions - Birthday cakes for occupant’s birthdays - Work with local Iwi to explore cultural activities 	

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FUNCTION: SECURITY

Context:	<p>What are the security requirements at the FACILITY / REGIONAL / NATIONAL level including:</p> <ul style="list-style-type: none"> - Physical, including support assets - Workforce incl. roster, technology - Policy and procedures - CCTV
Scope & Assumptions	LINKED HERE

PHASE 1

TASK:	REFERENCE:
NATIONAL LEVEL	
<p>Establish protective security leadership</p> <ul style="list-style-type: none"> - Connect with NZPOL, AVSEC, NZDF, Immigration, MSD & other government agencies to implement a review of security requirements appropriate to the operating environment - Determine what security is required across all areas, aligned with legislative requirements 	<ul style="list-style-type: none"> - Section 6, MIQF Operations Framework V10.0.pdf
<p>Security workforce</p> <ul style="list-style-type: none"> - Liaise with AVSEC, s 9(2)(b)(ii) to implement surge agreements (with supplier relationships team) - Establish a rostering system – utilising lead or partner agency system - Note that if using external agencies to provide security workforce they may have different roster requirements 	
<p>Design and implement facility entry procedure</p> <ul style="list-style-type: none"> - Review and update SOP and guidelines - Reactivate entry system (s 9(2)(b)(ii)⁸ System compliance of testing etc. 	<ul style="list-style-type: none"> - Link to s 9(2)(b)(ii) - [insert security guidance]
<p>Communication - Radio</p> <ul style="list-style-type: none"> - Determine radio requirements across security workforce - Work with supplier relationship team to procure radios – consider cross agency, partner suppliers 	
<p>Physical security</p> <ul style="list-style-type: none"> - Review and update facility security guidelines - Review relevant facility site security plans 	<ul style="list-style-type: none"> - [insert links to SOPs]

⁸ Perimeter Credential Management tool, used to ensure workers accessing a facility meet compliance requirements

TASK:	REFERENCE:
<ul style="list-style-type: none"> - Review and update security fencing in accordance with SOP, review and update as required <ul style="list-style-type: none"> o Consider signage / static guards and barriers in dual use zones (e.g., public and MIF sharing fire escapes) – working with Communications function 	
REGIONAL LEVEL	
Liaise with National Office to implement facility security requirements <ul style="list-style-type: none"> - Site entry - Physical security 	
Coordinate regional site surveys and plans	
Coordinate work force induction and training	
FACILITY LEVEL	
Physical Security <ul style="list-style-type: none"> - Implement facility boundary (delineation between QIC facility and public zones) - Consider signage/static guards and barriers in dual use zones (e.g., public and MIF sharing fire escapes) - Erect barriers to indicate off-limits areas for returnees - Signs should be placed on the barriers to indicate as an off-limits area 	- MIQF National Site Security V1.0.pdf
Staff induction and initial training <ul style="list-style-type: none"> - Ensure staff have a solid understanding of the roles they will be undertaking - Ensure all staff have undertaken required training prior to commencing work - Ensure all staff understand IPC requirements and the definitions and reporting requirements of bubble breaches (if using) 	
Implement onsite communications plan <ul style="list-style-type: none"> - Decide who needs access to radios - Assess radio equipment capability for the facility - Request radios, earpieces and docking stations through Regional Office. Ensure there are enough radios for each security guard as well as sufficient batteries to continuously have charging 	
Establish static guard positions and roving guard routes. <ul style="list-style-type: none"> - Consider putting two guards in areas of high expected traffic for example entry / exit points and fresh air areas 	
<ul style="list-style-type: none"> - Implement and review Site Specific Security Plan (SSP) 	- Link to template

PHASE 2

TASK:	REFERENCE:
NATIONAL LEVEL	
<p>Communication</p> <ul style="list-style-type: none"> - Review and update guide for how to operate the radios - Standardised phraseology to be developed for use e.g., absconder = code red - Develop radio sign out sheet - Communicate expectations to Regional Offices 	<ul style="list-style-type: none"> - [insert radio guide]
<p>Security policies & protocols</p> <ul style="list-style-type: none"> - Security team to liaise with NZPOL, NZDF, MoH, GCSB, & other government agencies to review and update appropriate security policies / protocols - Liaise with Legal to ensure regulatory compliance - Produce implementation priorities by location/facility - Review and update site security plans - Liaise with regional and identified facilities to determine what security protocols are in place - Complete facility survey's & complete Security plan for each facility covering, Physical, personnel, electronic & personal, security - Determine security testing protocols - Establish a Security Compliance team to monitor security standards through testing 	
<p>Procure weather protective equipment for staff who will be exposed to the elements</p> <ul style="list-style-type: none"> - Working with supplier relationship team - Cold weather jackets – uniforms (only for lead agency employed staff, if applicable) - Physical shelter e.g., security huts, gazebos etc 	
<p>CCTV training and review</p> <ul style="list-style-type: none"> - Review and update CCTV requirements and guidelines - Review CCTV systems readiness in facilities - Review and update CCTV training - CCTV Operation and CCTV Software - CCTV Software – How to physically operate the cameras and system - CCTV Operation – Manipulation of camera angles, distances, light vs dark 	<ul style="list-style-type: none"> - MIQ Ops_SOP MIQF CCTV Operation V2.0.pdf
REGIONAL LEVEL	
<p>Establish regional security teams</p>	
<p>Create training registers to track staff training has been carried out.</p>	
<p>Implement CCTV review for suitability in the facilities Consider blind spots, storage capacity, processor speed (optimal 27-32fps), quality of cabling (cat 6 or fibre), style and type of camera.</p>	

TASK:	REFERENCE:
FACILITY LEVEL	
Test and adjust all security plans and processes	
Test and adjust incident reporting process	

PHASE 3

TASK:	REFERENCE:
NATIONAL LEVEL	
<p>Security Specialists Team</p> <ul style="list-style-type: none"> - Periodic review of security requirements (timely, appropriate, compliant) with the operating environment - Ongoing compliance survey's (quality assurance) at each facility in accordance with security policy, SOP & protocols - Ongoing development & implementation of enhanced security requirements (CCTV) as required. - Monitor implementation priorities by location/facility 	
<p>Ongoing monitoring / implementation of:</p> <ul style="list-style-type: none"> - Security Monitoring / compliance - Security requirements - Development of Policy, SOP's, Protocols - Staff Security Clearances - Training development & compliance 	
<p>Security Policies & protocols</p> <ul style="list-style-type: none"> - Continuing development/refinement, publication of Policies, SOP's protocols to ensure currency/relevance with legislation - Liaise with Legal to ensure regulatory compliance 	
<p>Liaise with Regions</p> <ul style="list-style-type: none"> - On-going staff security clearances - Security implementation plans - Training & sign off & approval 	
<p>Create train the trainer packages</p> <ul style="list-style-type: none"> - Utilise and external provider to develop a training package to allow sites to autonomously train staff 	
<p>Streamline onboarding process for security workforce (aim for 8-10 days)</p> <ul style="list-style-type: none"> - Induction - Issuing uniform 	

TASK:	REFERENCE:
<ul style="list-style-type: none"> - Issuing equipment - Staff resources i.e., emails and timesheets - Site training 	
<p>Conduct a review of the long-term suitability of the security workforce</p> <ul style="list-style-type: none"> - Are stakeholders adhering to contract KPIs – reporting to supplier relationship team - Are rosters providing full coverage 	
REGIONAL LEVEL	
<p>Peer review SSP</p> <ul style="list-style-type: none"> - Physically go to site and assess the suitability of perimeter fencing, CCTV processes, guard placements etc. - Consider conducting this review quarterly 	
<p>Create a feedback loop to provide lessons learned to security workforce</p> <ul style="list-style-type: none"> - Use data captured by Information and Data Insights team 	
FACILITY LEVEL	
<p>Erect semi-permanent structures for guards</p> <ul style="list-style-type: none"> - Guards that will be exposed to the conditions for extended periods of time 	
<p>Review ongoing requirements for CCTV and any upgrades required</p>	
<p>Conduct a review of SSP</p> <ul style="list-style-type: none"> - This needs to be done every time SOPs and the Framework is updated. 	<ul style="list-style-type: none"> - [Link to template]

FUNCTION: COMMUNICATIONS

Context:	<p>What are the communication requirements at the FACILITY / REGIONAL / NATIONAL level? This function considers:</p> <ul style="list-style-type: none"> - Internal stakeholders - External stakeholders (including media) - Returnees, including website - Cross agency - Media
Scope & Assumptions	LINKED HERE

PHASE 1

TASK:	REFERENCE:
NATIONAL LEVEL	
<p>Determine resourcing needs for the communications function</p> <ul style="list-style-type: none"> - Consider what resource can immediately be re-assigned from the lead agency enterprise Communication function - Commence recruitment for leadership roles 	
<p>Planning</p> <ul style="list-style-type: none"> - Create Communications Plan - Reference archived stakeholder analysis and previous engagement plans - Refine stakeholder analysis and created stakeholder engagement and communications plan (multiple audiences) 	
<p>Website</p> <ul style="list-style-type: none"> - Consider MIQ website and whether it can be reused and rebranded, or whether a new site is required - Develop critical information for the site commencement 	
<p>Communications</p> <ul style="list-style-type: none"> - Determine the cadence and method of regular communication across the whole QIC workforce (National, regional and facility level) - Consider distribution lists to easily communicate with a specific group (e.g., the leadership team or the operations team) - Consider a distribution list for all employees - Consider Microsoft Teams channels - Consider a weekly stand-up meeting on Microsoft Teams for LT to provide an update on any significant events from the past week - Consider cadence and method of communication for other agencies and relevant stakeholders 	

TASK:	REFERENCE:
<ul style="list-style-type: none"> - Determine, develop and implement external communication channels (including web presence) - Establish media team - Collaborate with cross agency communications teams to determine purpose, function of each response website - Create initial content for website to provide critical information on QIC for the public and returnees - Establish a timeframe for the website to go live - Consider what the social media presence should be 	
<p>Information access</p> <ul style="list-style-type: none"> - Establish a process to disseminate new information to all stakeholders and entire QIC workforce (Noting the QIC workforce will be from different agencies and private organisations): - Utilise a system that can be accessed by all stakeholders e.g., Cloud system - Consider providing an online document library where information and operational procedures and policy are stored and available to all staff. (MS Teams, cloud option) - Determine appropriate level sign-off, authorising and distribution of the release of collateral 	
<p>Media and information releases</p> <ul style="list-style-type: none"> - Determine any proactive communications that should be released - Media releases - Statements from lead agency CE or the Minister 	
<p>Collateral</p> <ul style="list-style-type: none"> - Plan initial collateral required for returnees including Welcome Pack - Establish a process for authorising and distributing the release of collateral - Review existing and update - welcome letters; test results; departure letters and establish these online for access 	<ul style="list-style-type: none"> - [insert MAKO link]

PHASE 2

TASK:	REFERENCE:
NATIONAL LEVEL	
<p>Implement regular meetings for all QIC staff members</p> <ul style="list-style-type: none"> - Consider a weekly stand-up meeting on Microsoft Teams for LT to provide an update on any significant events from the past week and any relevant information for the upcoming week - Consider a more focused operations weekly meeting to discuss different areas of operations, focusing more on particular cases, data and risk and assurance 	

TASK:	REFERENCE:
<p>Create a regular email update</p> <ul style="list-style-type: none"> - Distribute to all QIC lead agency employees - Consider if there is a need to send to all QIC workforce - Consider including positives from the week, an update on any relevant policy decisions, a shout out section and a welcome to new employees and goodbye to current employees' section 	
<p>Lead the regional Comms team in the design and promulgation of National Welcome Pack and region-specific information packs that enhances pre-arrival information (assumed to be provided online as part of booking process)</p> <ul style="list-style-type: none"> - Decide what languages the packs will be made available in - Consider what key points of interaction during arrival into the country will require answers to questions - Make National Welcome Pack available on website 	
<p>Create document library for storage of key communications artifacts</p> <ul style="list-style-type: none"> - Consider providing an online document library where information and operational procedures and policy are stored and available to all staff. (MS Teams, cloud option) 	
<p>Produce initial collateral required for returnees</p> <ul style="list-style-type: none"> - Establish a process for authorising and distributing the release of collateral - Update existing - welcome letters; test results; departure letters and establish these online for access 	
REGIONAL LEVEL	
Establish regional communications teams	
Liaise with National Office to identify approved SMEs which comms can use to ensure clarity and consistency of messaging across the operation.	
Implement the responsibilities of sign-off as set by National Office and delegate to Regional Office communications teams	
Build and manage relationships with regions stakeholders	

PHASE 3

TASK:	REFERENCE:
NATIONAL LEVEL	
On-going review and updates of collateral, website as required, aligned with public health advice	
On-going collaboration with cross agency communication teams to ensure consistency and alignment of communications	

TASK:	REFERENCE:
On-going engagement with Minister’s communications liaison to ensure information sharing is well established both ways.	
REGIONAL LEVEL	
Establish regular collaboration between agencies to ensure consistency	
Represent regions in national communications activities	

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