

National Crisis Management Centre (NCMC) National Action Plan			
Incident: COVID-19 Pandemic	Action Plan No: 2.0		
National Crisis Management Centre Location: Ministry of Health ('National Crisis Management Centre North') / Vodafone House ('National Crisis Management Centre South')	Date/time of issue: 0830 hrs 01 April 2020		
Operational Period: 1221hrs 25 March 2020 (as of Declaration of State of National Emergency) until 1221hrs 22 April 2020 (initial four week period)	Incident Classification: N4		
Contact: phone: email:	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center; vertical-align: middle;">N [4]</td> <td style="text-align: center; vertical-align: middle;">↑ S ↓</td> </tr> </table> <p>N1 = A minor national level response N2 = A moderate national level response N3 = A major national level response N4 = A severe national level response</p>	N [4]	↑ S ↓
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Summary of Incident

In addition to Initial Action Plan¹.

On 21 March 2020, Prime Minister (PM) Rt Hon Jacinda Ardern introduced the National Four Stage Alert System for COVID-19, and announced that New Zealand was at COVID-19 Alert Level 2 – Reduce².

On 23 March 2020, the PM announced that New Zealand had moved to COVID-19 Alert Level 3 – Restrict.

The PM also advised that as at 2359hrs on 25 March 2020, the country would be under COVID-19 Alert Level 4 – Eliminate.

COVID-19 Alert Level 4 – Eliminate will be implemented for an initial four-week period. The situation will be monitored and reviewed during this time and could result in the COVID-19 Alert Level 4 – Eliminate period being amended. Level 4 – Eliminate is a COVID-19 suppression strategy that aims to ensure that the health system capacity is not exceeded by preventing widespread outbreaks.

Essential services and businesses are permitted to continue to operate across 15 sectors. These sectors are:

- Accommodation
- Border
- Building & Construction
- Courts, Tribunals and the Justice Sector
- Education
- Fast Moving Consumer Goods

¹ Initial Action Plan Summary – Refer to Appendix 1

² [National Four Stage Alert System](#) – Refer to Appendix 2

- Financial Services
- Health
- Local and National Government
- Primary industries, including food and beverage production and processing
- Public Safety and Emergency Services
- Science
- Social Services
- Transport and Logistics
- Utilities and Communications including supply chain

Guidance on what constitutes essential businesses and services within each sector are maintained and updated on the government COVID-19 website³.

New Zealanders who are not essential services and businesses employees, are required to stay at home for the duration of COVID-19 Alert Level 4 – Eliminate and stop all physical interactions with others outside their household.

Ministry of Health Case Summary (correct as at 0930 hours 31 March 2020):⁴

The combined total of confirmed and probable cases in New Zealand is 647, 58 more than yesterday. Today there are 48 new confirmed cases and 10 new probable cases.

- To date, 74 people have recovered from the COVID-19 infection.
- To date, there has been one fatality linked to COVID-19.
- There are currently 14 people being treated in hospital, two of whom are intensive care.

Response Activities

- The National Crisis Management Centre has been activated to coordinate the National response to COVID-19.
- Within the National Crisis Management Centre structure, an Operational Command Centre has been established at an alternative site to provide redundancy and additional capacity. The purpose of the Operational Command Centre is to provide oversight and day-to-day coordination of response activities across national agencies. A particular focus is to ensure that specific workstreams (i.e. tasks or activities across several response Pillars) are appropriately coordinated and, where required, resource allocation is prioritised.
- Central government directives, guidelines, and public education channels have been established and will continue to be communicated through:
 - official media stand-ups
 - COVID-19 Government website and Ministry of Health website
 - social media and media platforms
 - responsible agency websites.

Mission

To unite against COVID-19 to keep New Zealand and New Zealanders healthy and safe.

Together we will do this by:

- protecting people's health,
- slowing the spread, and

³ [Extensive List of Essential Businesses](#) – Refer to Appendix 3

⁴ [Ministry of Health Case Summary \(correct as at 0930 hours 31 March 2020\)](#)

- putting New Zealand in the best position for recovery

Legislative

The COVID-19 Ministerial Group (identifier CVD) is a special purpose Cabinet Committee, established by Cabinet to co-ordinate and direct the government response to COVID-19. The Ministerial Group has Power to Act to take decisions on the government response to COVID-19⁵.

On 24 March 2020, COVID-19 Ministerial Group passed the COVID-19 Response (Taxation and Social Assistance Urgent Measures) Bill⁶.

The policy proposals in this Bill are all aimed at assisting the Government's response to the economic impacts of the COVID-19 outbreak. The Bill includes targeted measures aimed at providing relief to those that have been economically affected by the COVID-19 outbreak. The Bill also includes measures aimed at addressing the broader economic impacts of the outbreak.

As of 25 March 2020, COVID-19 Ministerial Group passed the New Zealand Bill of Rights Act 1990: COVID-19 Response (Urgent Measures) Legislation Bill⁷.

The purpose of the Bill is to put in place the necessary arrangements for an effective response to COVID-19. The Bill is an omnibus bill that amends the following Acts:

- Education Act 1989⁸ (to enable the Secretary of Education to exercise all or any of the powers of a Board of Trustees, the professional leader of a registered school, or the manager of a private school and to issue specified binding directions to these people);
- Local Government Act 2002⁹ (to enable Civil Defence Emergency Management Groups to attend meetings by audio link or audio-visual link);
- Residential Tenancies Act 1986¹⁰ (to enact rent and eviction freezes); and
- Epidemic Preparedness Act 2006¹¹ (to add judges of the District Court to the list of those that can alter the rules of court).

At 1221hrs on the 25 March 2020, the Government declared a State of National Emergency¹² and issued an Epidemic Management (COVID-19) Notice 2020¹³ under the Epidemic Preparedness Act. A declaration of a State of National Emergency lasts for seven days and the extension for a further seven days comes into force at 1221hrs on Wednesday, 1 April 2020 and will expire at 1221hrs on Wednesday, 8 April 2020.

The Epidemic Notice allows for special powers of Medical Officers of Health – and immediately unlocked powers under the Corrections, Health, and Electoral Acts. The Epidemic Notice also allows for changes within the Immigration Sector particularly in respect of extending temporary visas.

For the social service sector, an Epidemic Notice means:

- The Ministry for Social Development can grant emergency benefits to people who would otherwise not be entitled to them (including temporary workers who lose a job) – this sits as a necessary partner to the Government's multi-billion dollar economic assistance package that

⁵ [\(CVD\) Ad Hoc Cabinet Committee \(CVD\) COVID-19 Ministerial Group](#)

⁶ [COVID-19 Response \(Taxation and Social Assistance Urgent Measures\) Bill](#)

⁷ [New Zealand Bill of Rights Act 1990: COVID-19 Response \(Urgent Measures\) Legislation Bill](#)

⁸ [Education Act 1989 - Provisions relating to outbreak of COVID-19](#)

⁹ [Local Government Act 2002 - Provisions relating to outbreak of COVID-19](#)

¹⁰ [Residential Tenancies Act 1986 – Provisions relating to outbreak of COVID-19](#)

¹¹ [Epidemic Preparedness Act 2006 - Provisions relating to outbreak of COVID-19](#)

¹² [State of National Emergency Notice](#)

¹³ [Epidemic Preparedness \(Epidemic Management-COVID-19\) Notice 2020](#)

aims to keep people in jobs and with an income – including wage subsidies for all workers working legally in New Zealand and a deployment package; and

- It also allows for extra flexibility in relation to the payment, reinstatement, grant, increase, cancellation, suspension, or variation of benefits.

The State of National Emergency allows the Director of Civil Defence & Emergency Management (CDEM) /National Controller and local controllers, as needed, to:

- conserve and supply food, fuel and other essential supplies;
- regulate land, water and air traffic;
- close roads and public places;
- evacuate any premises, including any public place; and
- exclude people or vehicles from any premises or place

Intent of this National Action Plan

The coordination for the National response approach is conducted through the National Crisis Management Centre. This will ensure workstream coordination, information sharing, planning and resource allocation Operational Command Centres to enable appropriate and timely effort across the response Pillars and at regional and local government levels.

To achieve this, John Ombler has been appointed to lead the National response, supported by:

- Director-General of Health, Dr Ashley Bloomfield
- National Strategy and Policy, Dr Peter Crabtree
- Director CDEM, Sarah Stuart-Black
- Strategic Operations Oversight, Police Commissioner Mike Bush¹⁴

Together, the above group forms the COVID-19 leadership team.

At the local level, Regional CDEM Groups coordinate local level response across agencies in support of Health in accordance with national level direction.

Strategic Objectives

1. Maintain public trust and confidence.
2. Enable a phased transition between COVID-19 Alert Levels in response to epidemiological evidence.
3. Maintain essential services and mitigate National response workstream issues identified by the Leadership Team
4. Identify and implement all necessary measures to support and maintain a suppression strategy while enhancing our capability to mitigate rapid case increases through isolated clusters.
5. Identify and implement measures to preserve the capability and capacity of the health system and increase to the fullest extent possible, the capacity and readiness of the health sector in anticipation of a peak 'Manage It' worst case scenario.
6. Coordinate the provision of an integrated National welfare response and ensure welfare agencies continue to provide essential services during the event.
7. Identify and address welfare issues such as the provision of accommodation, the delivery of food to vulnerable households, financial assistance and the care of children.
8. Assess the economic consequences and minimise impacts to businesses and households.
9. Preserve and, where required, coordinate essential services in support of the National response.

¹⁴ Mike Bush will remain in role after relinquishing position as commissioner of Police

10. A cohesive national response enabled by an effective relationship between Government and the Private Sector.
11. New Zealand is viewed as a global leader through an appropriate and example-setting response.
12. Ensure the provision of open and transparent communication to the public.
13. Provide consistent communication across national, regional, and local response levels to ensure the widest dissemination of accurate information.
14. Maintain a functioning supply chain in support of essential services and national critical equipment.
15. Ensure the protection of lifelines infrastructure commensurate with the response.
16. Implement measures for the sustainment of deceased and coronial processes and increase the capacity and capabilities under a peak 'Manage It' pandemic scenario.
17. Maintain law and order and take all measures within their authority or enacted legislation to protect life and property, and to assist with the movement of rescue, medical, fire and other essential services
18. Provide direction and coordination across regional Civil Defence emergency Management (CDEM) Groups.
19. Maintain border restrictions and provide support to the National response to limit the spread and impact of COVID-19.
20. Coordinate New Zealand's international engagement to effectively provide for New Zealanders overseas and international/overseas citizens within New Zealand affected by the response to COVID-19.
21. Be prepared to facilitate New Zealand's contribution to international efforts to responding to the pandemic, including providing assistance to partners to support preparedness as well as responding to requests for assistance from developing countries in conjunction with other countries and agencies.

Purpose

The purpose of this Action Plan is to direct the national response during the current COVID-19 Alert Level 4 - Eliminate period and to ensure operational alignment with the strategic intent.

Key Tasks under this Action Plan

The National Crisis Management Centre has been established to lead the national response including support to the collection, collation and management of information, operational level oversight, decision-making, and coordination of national responses.

To enable this, all mandated agencies are required to:

1. Identify critical equipment and resource requirements and communicate issues or gaps to National Crisis Management Centre.
2. Continue to identify, and provide appropriate staff to both the National Crisis Management Centre and workstreams to enable the response. Requests will originate from both the National Crisis Management Centre and appropriate agencies.
3. Support workstream leads to ensure effective solutions are delivered in support of the response.
4. Ensure information is provided to the National Crisis Management Centre that will inform workstreams, operational actions, and ongoing planning.
5. Ensure business continuity plans are current, and incorporate contingency planning for the potential impacts of COVID-19 alongside of other hazard events.
6. Initiate health, safety and wellbeing measures to mitigate risk in respective workplaces.
7. Develop a response plan to manage the risks associated with COVID-19 exposure to essential staff within the work place.

8. Develop contingency plans for unexpected events, in accordance with identified hazards, that may Operational Command Centre during the current COVID-19 response period.

End State

- a. Awareness of the extent and range of impacts has been accurately and transparently communicated across the national response.
- b. Accurate and transparent public communication from the national response has been communicated outwardly to the public.
- c. A functioning and robust national and international supply chain remains open, and resources to meet the immediate needs of the impacted people and families are available.
- d. The deceased have been managed in an effective and culturally appropriate way, and the required coronial and mortuary capabilities have been able to conduct all necessary action within available capacity levels.
- e. International engagement has been effectively maintained and has benefitted the national response and recovery.
- f. Policy and legislative gaps in response to, and recovery from, COVID-19 were identified and managed.
- g. Response efforts are postured to continue to combat the COVID-19 pandemic following the stated four week COVID-19 Alert Level 4 - Eliminate or are prepared to enable the transition to recovery.

Concept of Operations

The national response has been guided by the New Zealand Influenza Pandemic Action Plan (NZIPAP) framework and expanded to proactively manage the changing nature of this event. This national approach incorporates the breadth, interdependencies, and complexity of the different areas to one succinct agile response and is grouped under specific Pillars.

The COVID-19 Pillars and their lead agencies are:

- Health: Ministry of Health (MoH)
- Supply chains & Infrastructure: Ministry of Business, Innovation and Employment (MBIE)
- Welfare: National Emergency Management Agency (NEMA)
- Education: Ministry of Education (MoE)
- CDEM: NEMA
- Economic: Treasury
- Border: Customs NZ
- International: Ministry of Foreign Affairs and Trade (MFA/T)
- Law & Order: NZ Police
- Workplaces: MBIE

Coordination of effort across COVID-19 response Pillars is achieved by workstreams that are coordinated within the Operational Command Centre. The workstreams focus on specific 'themes' of the response and designated workstream leads are responsible for informing the Leadership Team of specific resourcing or coordination requirements to ensure the required output is being delivered. This information is contained within the **Integrated Response Plan**¹⁵ that is updated daily, maintained, and distributed by the Operational Command Centre. The leadership team will prioritise resource allocation and provide decisions and guidance in accordance with the Integrated Response Plan.

¹⁵ An example of the Integrated Response Plan – Refer to Appendix 5

Fundamental to the workstreams is recognition that the private sector has an equal responsibility and role in ensuring the success of the national response. This is facilitated through a designated coordination channel with the private sector.¹⁶

It is expected that the overall impact of the outbreak will only be quantifiable in retrospect; however, the situation will be continuously monitored. Ongoing surveillance activities will provide an indication of the extent and nature of the outbreak to highlight weaknesses in the response and inform necessary changes. Such information will need to be continually updated as data is available. This information will be used to assist decision-makers to:

- prioritise resourcing (including forecasting demand);
- put in place strategies to supplement likely shortfalls (e.g. innovative options);
- reduce the risk to the most vulnerable people;
- Identify opportunities for industry engagement;
- minimise the disruption to the community; and
- execute a response that is proportionate to the level of impact.

While our knowledge of COVID-19 grows daily, there is still much we do not know and this makes it difficult to predict the level of impact. Evidence from overseas will give some indication, however this will not take into account the New Zealand context and international reports of epidemiology, clinical severity and virology of the disease from overseas may be unreliable. The Joint Insights Group (JIG) is responsible for providing current situational understanding and forecasting possible scenarios in order to inform the response actions.

Risks

- I. Information is not shared in a timely manner across agencies, key stakeholders, and the general public.
- II. Information is not available and accessible to all people, including people with disabilities, and is not culturally and linguistically diverse.
- III. Operations are not coordinated or executed to meet the changing situation and response requirements.
- IV. There is insufficient information to enable the response, planning, and decision-making activities at all levels.
- V. Welfare capacity to deliver essential needs cannot meet demand.
- VI. Human capacity to respond and recover is diminished due to infection or risk of infection.
- VII. Response activities and interventions result in, or exacerbate, immediate, medium and long-term consequences on communities’.

Sustained Response

There is likelihood that the response will have to be sustained over a protracted period before a transition to recovery can be considered.

Public Information

National Crisis Management Centre and affected CDEM Group Public Information Managers are to engage with national and local media across all mediums (including social media) to:

1. Provide advice to affected people and communities on the type of support available and how to access it.

¹⁶ Industry engagement managed through

2. Reassure affected people and communities through the provision of updates on the response, and how people can support the response.

National Level Spokespeople

- Prime Minister
- Director-General of Health
- All of Government Controller
- Director CDEM
- Commissioner of Police

Designated Objectives

The following Designated Objectives are listed by function and are in addition to BAU and tasks listed in the national CDEM Plan 2015.

Control

Priorities for this operational period:	To achieve these priorities we will:	Responsible:
Leadership through the response	<ul style="list-style-type: none"> Act as designated spokesperson(s) to inform the public on response actions. Make decisions in a timely manner which are clearly communicated and continually reviewed against the evolving situation. Communicate regularly with Cabinet; Cabinet Committee, Prime Minister's and other Minister's Offices and The Officials Committee for Domestic and External Security Coordination (ODESC). 	National COVID Response Leadership Team
Management through the response	<ul style="list-style-type: none"> Execute the response in accordance with the intent set by the Leadership Team Endorse an Action Plan for the initial four weeks COVID-19 Alert Level 4 - Eliminate. Keep affected people, communities, and businesses at the forefront of the response. Make decisions in a timely manner which are clearly communicated and continually reviewed against the evolving situation. Maintain momentum and tempo in the response. 	Response Manager
Co-ordinate and manage Response and Recovery	<ul style="list-style-type: none"> Direct and monitor the response. Apply a risk management approach to ensuring public safety and minimising spread of COVID - 19. Maintain oversight of response expenditure. Be prepared to initiate discussion with the Recovery Manager to identify when/if can begin transition from response to recovery. 	Response Manager
Manage the National Crisis Management Centre	<ul style="list-style-type: none"> Manage the National Crisis Management Centre and facilitate briefings to maintain awareness of all aspects of response and allow all functions to have situational awareness. Provide guidance to the National Crisis Management Centre. 	Response Manager

Priorities for this operational period:	To achieve these priorities we will:	Responsible:
Ensure appropriate engagement with Te Puni Kōkiri	<ul style="list-style-type: none"> Engage with whānau, hapū, iwi Māori individuals, Māori Organisations, and Māori Communities to ensure their needs are being met. Work as required, with the relevant Government agencies to facilitate and coordinate support for Māori. Assist with the preparation and distribution of key communication messages to whānau, hapū, iwi, Māori individuals, Māori organisations, and Māori communities. 	Te Puni Kōkiri - Liaison Officer
Maintain function log	<ul style="list-style-type: none"> Record all functional decisions and high level activities. 	Response Manager and Team

Safety and Risk

Priorities for this operational period:	To achieve these priorities we will:	Responsible:
Health and Safety Information	<ul style="list-style-type: none"> Collect, collate, and analyse safety, health, and wellbeing information related to the National Crisis Management Centre response. Provide regular updates on how to keep essential workers in the National Crisis Management Centre safe. Maintain a log and record of incidents, near misses, and activities pertaining to health and safety. Ensure that there are response risk registers and that risks are understood and controlled. Ensure that dynamic safety risk assessments are being completed and documented where appropriate. 	Safety and Risk Manager / National Crisis Management Centre Clinical Advisor
Maintain function log	<ul style="list-style-type: none"> Record all functional decisions and activities conducted. 	Safety and Risk Manager and Team

Priorities for this operational period:	To achieve these priorities we will:	Responsible:
Support the operational response	<ul style="list-style-type: none"> • Ensure daily communication with function leads, enabling arrangements for control, monitoring, and reporting of safety, health, and wellbeing issues. • Attend the National Crisis Management Centre briefings meetings and keep the controller and wider National Crisis Management Centre informed of safety and risk aspects of the response. • Provide safety, health, and wellbeing advice and recommendations for the Action Plans and other response plans. • Ensure continuity of safety activities across the shift changes. • Provide Health and Safety teams to establish and consult on the nature of safety at the front line of the operations. • Determine staffing requirements and any Health and Safety Technical Advisors required, reviewing these as required during the response. • Establish Safety Liaison Officers or Safety sub-managers. • Attend the National Crisis Management Centre briefings and keep the Response Manager/National Controller, and wider National Crisis Management Centre informed of safety and risk aspects of response. • Mitigation of risk related to multiple National Crisis Management Centre sites (Ministry of Health and Vodafone House) through facilitation of co-location where possible. 	Safety and Risk Manager

Intelligence (COVID-19 Joint Insights Group)

Priorities for this operational period:	To achieve these priorities we will:	Responsible:
Collect Information	<ul style="list-style-type: none"> • Action intelligence requirements in support of decision makers. • Oversee the collection of information that will help meet those requirements. • Collate and manage collected information. • Evaluate the reliability of the information and record appropriately. • Process information for analysis. 	Insights Manager

Priorities for this operational period:	To achieve these priorities we will:	Responsible:
Analyse and Provide Information	<ul style="list-style-type: none"> Analyse information and create intelligence products (e.g. Tactical Insights Reports). Coordinate daily National Crisis Management Centre SITREP constructed from collated intelligence and circulate this throughout the National Crisis Management Centre teams. Identify and analyse key issues. Forecast (scenarios) and identify emerging risks (including their probability and impact). Provide implication(s) of key decisions for the attention or action of decision makers. 	Insights Manager
Support the operational response	<ul style="list-style-type: none"> Contribute to the planning process including the developments of the National Action Plan. Attend the National Crisis Management Centre briefings and keep the Response Manager/National Controller and wider agencies informed of intelligence aspects of response. 	Insights Manager
Maintain function log	<ul style="list-style-type: none"> Record all functional decisions and activities conducted. 	Insights Manager and Team

Planning

Priorities for this operational period:	To achieve the above priorities we will:	Responsible:
Action Planning	<ul style="list-style-type: none"> Translate the Leadership Team's intent and objectives into the National Action Plan. Convene and facilitate planning meetings for Action Planning and support Contingency Planning. Forecast medium to long term resourcing requirements, in conjunction with Logistics and other functions as required. Be prepared to initiate discussion with the Recovery function on moving from Response to Recovery when directed. 	Planning Manager
Maintain function log	<ul style="list-style-type: none"> Record all functional decisions and high level activities. 	Planning Manager and Team

Priorities for this operational period:	To achieve the above priorities we will:	Responsible:
Support the operational response	<ul style="list-style-type: none"> • Ensure planning alignment with the Operational Command Centre to support the workstreams. • Identify possible support agency tasks in accordance with medium to long term planning. • Develop other specific plans as directed by members of the Leadership Team, or Response Manager. • Attend the National Crisis Management Centre briefings and keep the Response Manager/National Controller and wider National Crisis Management Centre informed of planning aspects of response. 	Planning Manager

Operations

Priorities for this operational period:	To achieve these priorities we will:	Responsible:
Support and enable the workstreams through the Operational Command Centre	<ul style="list-style-type: none"> • Establish horizontal workstreams to ensure timely and coordinated response actions. • Providing direction to the workstreams and monitoring their effect. • Contribute to the collection of information for the Intelligence function Joint Intelligence Group 	Mark Evans, Deputy Chief Executive - Service Delivery, NZ Police - Operational Command Centre
Offers of assistance	<ul style="list-style-type: none"> • Maintain liaison and linkage with the Operational Command Centre to ensure that national and international offers of assistance are coordinated. 	Operations Manager
Be prepared to provide national oversight to Co-ordinate volunteers (including spontaneous volunteers and emerging groups)	<ul style="list-style-type: none"> • Monitor volunteer activities in conjunction with the Safety function to ensure volunteers are safe. 	Operations Manager in conjunction with the Volunteer Workstream Manager
Maintain function log	<ul style="list-style-type: none"> • Record all functional decisions and high level activities. 	Operations Manager and Team

Priorities for this operational period:	To achieve these priorities we will:	Responsible:
National Crisis Management Centre Operations	<ul style="list-style-type: none"> • Establish and manage the official point of communications into and out of the National Crisis Management Centre. • Ensure operational alignment with the Operational Command Centre to support the workstreams. • Maintain the National Crisis Management Centre operational tasking log. • Maintain the National Crisis Management Centre request for information (RFI) database. • Undertake the coordination of Support Agency Representatives (Liaison Officers). • Contribute to the collection of information from support agencies to the Intelligence Function. • Engage with national agencies to understand capability and capacity requirements and/or shortfalls. • Coordinate national level support to the nationwide response. • Contribute to the planning process including the development of the Action Plan. • Attend National Crisis Management Centre briefings and keep the Response Manager and wider National Crisis Management Centre informed of Operational aspects of response. • Undertake the execution of the National Action Plan, including operational tasking. 	Operations Manager

Logistics

Priorities for this operational period:	To achieve these priorities we will:	Responsible:
Support and enable the National Crisis Management Centre	<ul style="list-style-type: none"> • Arrange transportation and accommodation for response personnel. • Arrange catering for the National Crisis Management Centre. • Maintain information technology networks in conjunction with Central Agencies Shared Services (CASS). • Ensure the maintenance of communication tools, as appropriate. • Provide record keeping and administrative support. 	Logistics Manager

Priorities for this operational period:	To achieve these priorities we will:	Responsible:
Oversight of National Critical Equipment and Supply Chains	<ul style="list-style-type: none"> • Maintain visibility and management of designated national critical equipment holdings. • Maintain visibility and management of viable and robust international and domestic supply chains. • Be prepared to conduct immediate planning to coordinate National response action to 'triage' a deficiency in national critical equipment holdings or a gap in the requisite supply chain. 	Logistics Manager
Support the operational response	<ul style="list-style-type: none"> • Action authorised resource requests and procure the resources and facilities to meet response actions. • Ensure alignment with the Operational Command Centre to support the workstreams through a national logistics coordination point. • Receive, store, maintain and issue resources. • Identify and managing critical resources. • Track resource use and financial expenditure. • Contribute to the planning process including the development of the National Action Plan • Attend National Crisis Management Centre briefings and keep the Response Manager/National Controller and wider National Crisis Management Centre informed of Logistics aspects of response. 	Logistics Manager
Maintain function log	<ul style="list-style-type: none"> • Record all functional decisions and high level activities. 	Logistics Team

Staffing

Priorities for this operational period:	To achieve these priorities we will:	Responsible:
Needs identification	<ul style="list-style-type: none"> • Liaise with Control and functions to identify staffing gaps. • Identify and/or recruit appropriately skilled staff to support the National Crisis Management Centre. • Confirm with staff and function leads that staff skills are aligned to their allocated roles. • Receive, store, and maintain new staff information. 	Recruitment Advisor

Priorities for this operational period:	To achieve these priorities we will:	Responsible:
On-boarding and induction	<ul style="list-style-type: none"> • Liaise with Logistics function to ensure new staff have appropriate access and are seated and fed. • Meet and greet new National Crisis Management Centre staff. 	Recruitment Advisor
Relationship Management	<ul style="list-style-type: none"> • Oversee communications with point of contacts from parent agencies. • Maintain relationships with new staff. 	Staffing Manager
Co-ordinate and manage staff development and well-being	<ul style="list-style-type: none"> • Carry out induction of new National Crisis Management Centre staff. • Identify skill and experience gaps in new staff. • Provide specific training or shadowing opportunities to aid development within current role. • Support function leads in their role as managers. • Support development opportunities within the National Crisis Management Centre. • Update current training opportunities to enable remote training. • Refine processes on continuous development improvement, performance management, and off-boarding. 	Capability Team
Rostering	<ul style="list-style-type: none"> • Prepare daily rosters. • Prepare future rosters, ensuring safety of National Crisis Management Centre staff. 	Rostering Administrator
Medical support	<ul style="list-style-type: none"> • Ensure that National Crisis Management Centre Personal Health declarations are cleared as required prior to people entering the National Crisis Management Centre. • Advise on National Crisis Management Centre sanitation requirements. • Provide guidance and clarity to National Crisis Management Centre staff on COVID-19 clinical questions or other matters. • Provide guidance and clarity to National Crisis Management Centre personnel or other response agencies on medical literature and/or language. • Support the CDEM pillar on medical matters. 	Medical Director

Public Information Management (PIM)

Priorities for this operational period:	To achieve these priorities we will:	Responsible:
Strategic communications	<ul style="list-style-type: none"> • Manage strategic communications through collaboration and alignment across all of Government activity. 	PIM Manager
Prepare information for sharing	<ul style="list-style-type: none"> • Collaborate with media agencies to create content to provide context and understanding (including photography, imagery, etc.). • Prepare speaking points and interview locations (where relevant). • Collaborate with Government agencies to gather and distribute information through appropriate channels. 	PIM Manager
Share information with the Public	<ul style="list-style-type: none"> • Identify and liaise with key partners, media, and trusted third parties. • Co-ordinate online channels and help lines of communication to ensure they are updated frequently with current public information and key messages. • Co-ordinate with agency PIM functions to ensure consistent and co-ordinated messages and to avoid duplications. 	PIM Manager
Share information with Media	<ul style="list-style-type: none"> • Work with Operations and Controller to arrange media conferences and accreditations. 	PIM Manager
Behaviour change	<ul style="list-style-type: none"> • Promote desired behavioural outcomes through the public facing campaign, stakeholders, Government agencies, and external channels. 	PIM Manager
Site visits	<ul style="list-style-type: none"> • Liaise with VIPs and their staff about site visits to response operational centres (e.g. Operational Command Centre and National Crisis Management Centre and other related sites). • Ensure a health risk assessment is provided to National Crisis Management Centre and Operational Command Centre staff before authorising any visit. 	PIM Manager
Maintain function log	<ul style="list-style-type: none"> • Record all functional decisions and high level activities. 	PIM Manager and Team

Priorities for this operational period:	To achieve these priorities we will:	Responsible:
Support the operational response	<ul style="list-style-type: none"> • Monitor public and media reactions and pass information to Intelligence and other relevant functions. • Support other functions (particularly Welfare and Operations) to ensure all staff involved in public facing activities have up to date and relevant information to share with the public. • Contribute to the planning process including the development of the Action Plan • Attend National Crisis Management Centre briefings and keep the Response Manager/National Controller and wider National Crisis Management Centre informed of PIM aspects of response. 	PIM Manager

CDEM

Priorities for this operational period:	To achieve these priorities we will:	Responsible:
Establish effective Welfare coordination	<ul style="list-style-type: none"> • Support Health and Border Agencies establish an effective end-to end process for managed isolation and quarantine. • Support the delivery of coordinated welfare services to affected people. 	CDEM workstream lead
Establish and support effective CDEM Group Coordination	<ul style="list-style-type: none"> • Support CDEM Groups to coordinate the multi-agency response at Regional level and local level. <ul style="list-style-type: none"> ○ CDEM Groups should continue to support DHBs and PHUs in management of the pandemic in the community. ○ Specifically, the role of the CDEM Group Controller is to work with the local Health Coordinator and local Medical Officer of Health to coordinate and direct CDEM response, resources and functions under CDEM Group Plans. ○ CDEM Group Controllers will report to the National Controller; this will be managed day to day through the CDEM workstream. ○ Support CDEM Groups as necessary to establish co-located ECC facilities (or sufficient Liaison Offer capacity) with Health to ensure integrated response 	CDEM workstream lead

Priorities for this operational period:	To achieve these priorities we will:	Responsible:
Provide national direction	<ul style="list-style-type: none"> • Direct Group Controllers where required and utilise emergency powers at national and regional level where required. <ul style="list-style-type: none"> ○ Note: CDEM Groups must not: exercise any power conferred under the CDEM Act in any manner contrary to any priorities for the use of resources and services that have been determined by the Director/National Controller, (s28(4)) and • Must not act inconsistently with any directions given by the Minister or the Director/national Controller (s 85(2)). 	Director CDEM
Support and enable the CDEM Group operational response	<ul style="list-style-type: none"> • Ensure sufficient systems are available to support CDEM Groups' growing requirements for information, communications and resources including: <ul style="list-style-type: none"> ○ Providing or arranging the provision of suitably trained and competent personnel (including volunteers) and an organisational structure for the CDEM Group in its area ○ Providing, arranging the provision of, or making available materials, services, information and any other resources necessary to support the health-led response to pandemic • Supporting CDEM Groups to: <ul style="list-style-type: none"> ○ Respond to and managing the non-health CDEM adverse effects of pandemic in its area ○ Reporting on the coordination of CDEM welfare, infrastructure and lifeline utility aspects of the pandemic by establishing reporting requirements to meet the expectations of the National Controller whilst balancing with Group operational capacity 	CDEM workstream lead

Welfare

Priorities for this operational period:	To achieve these priorities we will:	Responsible:
Prioritise Welfare Services	<ul style="list-style-type: none"> • Identify Welfare priorities and provide strategic and operational advice to the Controller. 	Welfare workstream lead

Priorities for this operational period:	To achieve these priorities we will:	Responsible:
Plan and coordinate Welfare Services	<ul style="list-style-type: none"> Ensure the welfare needs of New Zealanders and international visitors are identified and met through the response. Ensure the welfare needs of 'at risk' communities are identified, prioritised, and met through response. Co-ordinate with other pillars and/or organisations on the provision of welfare services to ensure delivery is integrated, timely, and aligned. Plan, co-ordinate, and integrate welfare activities with other National Crisis Management Centre functions and activities. Provide timely and accurate welfare services information through PIM to affected New Zealanders and international visitors. 	Welfare workstream lead
Support the operational response	<ul style="list-style-type: none"> Contribute to the planning process including the development of the Action Plan Attend National Crisis Management Centre briefings and keep the Response Manager/National Controller and wider National Crisis Management Centre informed of welfare aspects of response. 	Welfare workstream lead
Maintain function log	<ul style="list-style-type: none"> Record all functional decisions and high level activities. 	Welfare workstream lead and Team

Recovery

Priorities for this operational period:	To achieve these priorities we will:	Responsible:
Creation of team	<ul style="list-style-type: none"> Establish a team to support the recovery activities. 	Recovery Manager
Understand Consequence	<ul style="list-style-type: none"> Start to identify immediate, medium, and long term consequences to New Zealand, including identifying information gaps. Work with intelligence function to request this information. Engage with strategy and policy across government to consider the longer term recovery strategy. 	Recovery Manager

Priorities for this operational period:	To achieve these priorities we will:	Responsible:
Governance and Co-ordination	<ul style="list-style-type: none"> • Assess the level of intervention government will need to have in recovery. • Scope national recovery governance and coordination arrangement options to manage and support recovery. • Begin initial recovery planning. 	Recovery Manager
Support the operational response	<ul style="list-style-type: none"> • Contribute to the planning process including the development of the Action Plan • Attend National Crisis Management Centre briefings and keep the Response Manager/National Controller and wider National Crisis Management Centre informed of Recovery aspects of response. 	Recovery Manager
Maintain function log	<ul style="list-style-type: none"> • Record all functional decisions and high level activities. 	Recovery Manager and Team

Approval and Distribution			
Action Plan prepared by:	National Crisis Management Centre Planning Manager		
Action Plan approved by:	John Ombler All of Government Controller		
Distribution:	ODESC All CDEM Groups NZDF MFAT MBIE NZ Customs DIA NEMA	DPMC NZ Police MoH Treasury SSC MfE FENZ MPI	NWCG Agencies MetService MoT MBIE TPK MoE MSD

Appendix

Appendix 1: Initial Action Plan Summary

In December 2019, China reported cases of a viral pneumonia caused by a previously unknown pathogen that emerged in Wuhan, a city of 11 million people in central China. The initial cases were linked to exposures in a seafood market in Wuhan where a large range of live animal and animal products were sold. The pathogen was identified as a novel (new) coronavirus (recently named Severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2)), which is closely related genetically to the virus that caused the 2003 outbreak of Severe Acute Respiratory Syndrome (SARS). SARS-CoV-2 causes the illness now known as Coronavirus disease 2019 (COVID-19). Currently, there is no specific treatment (no vaccine and no antiviral) against the new virus.

On 31 January 2020 WHO declared a Public Health Emergency of International Concern (PHEIC). On 11 March 2020, the WHO characterised COVID-19 as a pandemic, advice from the WHO is that a shift from containment to mitigation would be wrong and dangerous and that this is a controllable pandemic.

Given what we know about pandemic preparedness, response and the significant global impacts of the SARS outbreak in 2003, the influenza pandemic in 2009 and the Middle East Respiratory Syndrome (MERS) in 2013 and again in 2015, New Zealand cannot afford to be complacent. The risk of transmission of COVID-19 in health and social institutions with large vulnerable populations is considered high. The impact of transmission in health and social institutions can be mediated by the application of effective infection prevention and control and surge capacity.

On 14 March 2020 Cabinet announced additional border measures to take effect from 16 March 2020. In addition to (then) existing border restrictions for mainland China and Iran, all travellers (New Zealanders and foreign nationals) arriving from anywhere in the world (category 1B) are expected to self-isolate for 14 days from when they departed from the overseas country. Category 2 travellers are from all Pacific Islands Forum members including Tokelau, Wallis and Futuna but not including French Polynesia. All these travellers are expected to self-monitor (but not self-isolate) for 14 days from when they depart from the Pacific Island country or territory. Air and marine crew (including positioning crew) who have taken appropriate infection control and PPE measures are exempt. These measures will be reviewed by Monday 30 March 2020.

Strict new health measures have also been introduced at the border for people departing to the Pacific. Other measures are under development to facilitate containment of potential transmission including assistance for those in self-isolation and directives on mass gatherings.

The only isolation location in the country has now been closed. (157 people who arrived from the Chinese city of Wuhan were isolated at a base in Whangaparaoa). As of 17 March, there are over 5,700 people who have self-isolated and have returned to work or the community. A further 2,500 people are actively self-isolated.

Ministry of Health case summary as at 17 March 2020:

- 10 confirmed cases
- 2 probable cases
- 571 negatives
- 213 cases classified as under investigation

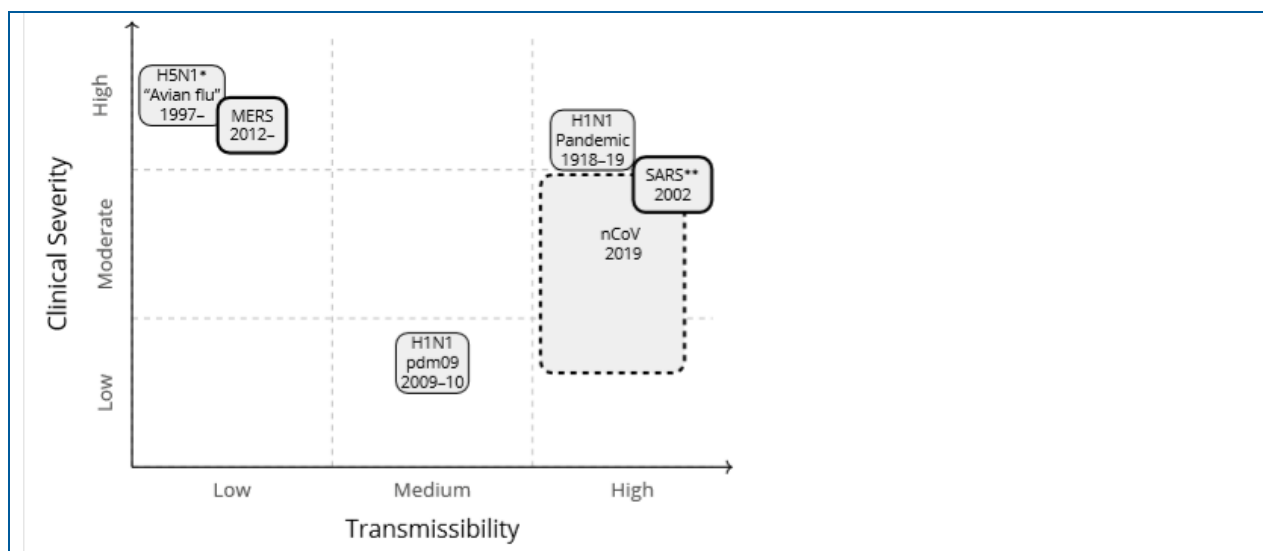


Figure 1: Contribution of transmissibility and severity on population impact of estimated range of

COVID-19 to other respiratory outbreaks

Australian Government DoH Emergency Response Plan for Novel Coronavirus (COVID-19)

- The level of impact that the outbreak has on the New Zealand community will depend on a number of factors:
 - The clinical severity of the disease will affect the number of people that present to primary care, and who need to be hospitalised (and consequently the burden on the health system). The clinical severity also affects the number of deaths and the level of concern within the community. As clinical severity increases, the visibility of the disease (i.e. how easy it is to be aware of cases) is likely to increase. Greater visibility of cases to medical services makes them more amenable to measures to manage the disease's impact.
 - The transmissibility of the virus between humans will affect the breadth and speed of spread across the globe and the New Zealand community.
 - The capacity of the health system will influence the way that healthcare is provided. New Zealand has an excellent health system. However, there is a limit to the services that are able to be provided, which may well be tested during an outbreak of a Covid-19 with pandemic potential. In some areas, the health system already reaches capacity at peak times. A major outbreak will increase the demand on specialist expertise, particularly in acute care, such as intensive care nursing, emergency medicine and ambulance services. It may also increase the demand on specialist equipment. Demand on primary health care will also increase, exacerbated by the need to attend to patients affected by the changes in availability of services at hospitals.
 - The vulnerability of our population will influence the spread and clinical severity of the disease. Vulnerability is unique and will make comparisons with the experience of the outbreak overseas indicative only. As the outbreak is caused by a novel virus, the lack of immunity in the population will make it more vulnerable than would be the case with diseases such as seasonal influenza (where there is usually some cross-immunity from previous seasonal strains). Case information to date has indicated that people with underlying illness or immunocompromised conditions are likely to experience more severe outcomes.

Appendix 2: National Four Stage Alert System

New Zealand COVID-19 Alert Levels



- These alert levels specify the public health and social measures to be taken.
- The measures may be updated on the basis of (i) new scientific knowledge about COVID-19 and (ii) information about the effectiveness of intervention measures in New Zealand and elsewhere.
- The alert levels may be applied at a town, city, territorial local authority, regional or national level.
- Different parts of the country may be at different alert levels. We can move up and down alert levels.
- In general, the alert levels are cumulative, e.g. Level 1 is a base-level response. Always prepare for the next level.
- At all levels, health services, emergency services, utilities and goods transport, and other essential services, operations and staff, are expected to remain up and running. Employers in those sectors must continue to meet their health and safety obligations.

LEVEL	RISK ASSESSMENT	RANGE OF MEASURES (can be applied locally or nationally)
Level 4 - Eliminate Likely that disease is not contained	<ul style="list-style-type: none"> • Sustained and intensive transmission • Widespread outbreaks 	<ul style="list-style-type: none"> • People instructed to stay at home • Educational facilities closed • Businesses closed except for essential services (e.g. supermarkets, pharmacies, clinics) and lifeline utilities • Rationing of supplies and requisitioning of facilities • Travel severely limited • Major reprioritisation of healthcare services
Level 3 - Restrict Heightened risk that disease is not contained	<ul style="list-style-type: none"> • Community transmission occurring OR • Multiple clusters break out 	<ul style="list-style-type: none"> • Travel in areas with clusters or community transmission limited • Affected educational facilities closed • Mass gatherings cancelled • Public venues closed (e.g. libraries, museums, cinemas, food courts, gyms, pools, amusement parks) • Alternative ways of working required and some non-essential businesses should close • Non face-to-face primary care consultations • Non acute (elective) services and procedures in hospitals deferred and healthcare staff reprioritised
Level 2 - Reduce Disease is contained, but risks of community transmission growing	<ul style="list-style-type: none"> • High risk of importing COVID-19 OR • Uptick in imported cases OR • Uptick in household transmission OR • Single or isolated cluster outbreak 	<ul style="list-style-type: none"> • Entry border measures maximised • Further restrictions on mass gatherings • Physical distancing on public transport (e.g. leave the seat next to you empty if you can) • Limit non-essential travel around New Zealand • Employers start alternative ways of working if possible (e.g. remote working, shift-based working, physical distancing within the workplace, staggering meal breaks, flexible leave arrangements) • Business continuity plans activated • High-risk people advised to remain at home (e.g. those over 70 or those with other existing medical conditions)
Level 1 - Prepare Disease is contained	<ul style="list-style-type: none"> • Heightened risk of importing COVID-19 OR • Sporadic imported cases OR • Isolated household transmission associated with imported cases 	<ul style="list-style-type: none"> • Border entry measures to minimise risk of importing COVID-19 cases applied • Contact tracing • Stringent self-isolation and quarantine • Intensive testing for COVID-19 • Physical distancing encouraged • Mass gatherings over 500 cancelled • Stay home if you're sick, report flu-like symptoms • Wash and dry hands, cough into elbow, don't touch your face

Appendix 3: Extensive List of Essential Businesses (as at 1900 25 March 2020)**What are essential businesses?**

The following services are considered essential. That means businesses carrying out these functions can remain open, including any critical suppliers in their supply chains, e.g. a firm repairing IT and data infrastructure for an essential service is okay to remain in operation.

This list will evolve over time. It was last updated at **7pm, 25 March 2020**.

Sectors	Entities providing essential services (including their supply chains)
Accommodation Lead agency: Ministry of Business, Innovation and Employment	<ul style="list-style-type: none"> Any entity that provides accommodation services for essential workers, isolation/quarantine, and emergency housing Retirement villages.
Border Lead agency: Customs New Zealand	<ul style="list-style-type: none"> Customs New Zealand, Immigration New Zealand and the Ministry for Primary Industries.
Building and construction Lead agency: Ministry of Business, Innovation and Employment	<ul style="list-style-type: none"> Any entity involved in building and construction related to essential services and critical infrastructure Any entity involved in building and construction required immediately to maintain human health and safety at home or work Any entity that performs or is involved in building and resource consenting necessary for the above purposes.
Courts, tribunals and the justice system Lead agency: Ministry of Justice	<ul style="list-style-type: none"> Courts of New Zealand, tribunals Critical Crown entities (e.g. Electoral Commission).
Education Lead agency: Ministry of Education	At Alert Level 3 only: <ul style="list-style-type: none"> Any person employed or contracted as teaching, nursery and childcare staff, including specialist education professionals and others who provide support (e.g. to disabled children) Any person employed by or contracted to an educational facility

	<ul style="list-style-type: none"> Any entity supplying educational facilities or educational materials (e.g. printers)
Fast-moving consumer goods Lead agency: Ministry of Business, Innovation and Employment	<ul style="list-style-type: none"> Any entity involved in the supply, delivery, distribution and sale of food, beverage and other key consumer goods essential for maintaining the wellbeing of people. This includes the online sales and contactless delivery of alcohol.
Financial services Lead agencies: Financial Markets Authority and Reserve Bank of New Zealand	<ul style="list-style-type: none"> Banks, insurers and other financial institutions, including any entity that contracts or provides services to them (e.g. secure money delivery services) Securities registries NZX.
Health Lead agency: Ministry of Health	<ul style="list-style-type: none"> District Health Boards (and all of their facilities), Pharmac, New Zealand Blood Service, Health Promotion Agency, Health Quality and Safety Commission Any person employed or contracted as a doctor, nurse, midwife, pharmacist, paramedic, medical laboratory scientists, kaiāwhina workers, social workers, aged care and community workers, and caregivers more generally Hospitals, primary care clinics, pharmacies, medical laboratories, care facilities (e.g. rest homes) Emergency dental care services Any entity providing ambulance services Any entity involved with the deceased/tūpāpaku (e.g. funeral homes, crematories, cemeteries) Any entity producing health sector equipment, medicines and PPE.
Local and national government Lead agencies: Department of Internal Affairs (local government) and State Services Commission (national government)	<ul style="list-style-type: none"> Any entity involved in COVID-19 response, enforcement, planning or logistics or that has civil defence/emergency management functions (including any entity that supplies services for these purposes) Key public services.
Primary industries, including food and beverage production and processing Lead agency: Ministry for Primary Industries	<ul style="list-style-type: none"> Any entity involved in the packaging, production and processing of food and beverage products, whether for domestic consumption or export Any entity involved in relevant support services, such as food safety and verification, inspection or associated laboratory services, food safety and biosecurity functions Any entity providing veterinary services

	<ul style="list-style-type: none"> Any entity whose closure would jeopardise the maintenance of animal health or welfare standards (including the short-term survival of a species).
Public safety and national security Lead agency: National Emergency Management Agency	<ul style="list-style-type: none"> The Department of Corrections, Fire and Emergency New Zealand, Ministry of Defence, Ministry of Justice, New Zealand Defence Force, New Zealand Police, New Zealand Security Intelligence Service, Government Communications Security Bureau Courts of New Zealand Any person employed or contracted in a public safety or national security role.
Science Lead agency: Ministry of Business, Innovation and Employment	<ul style="list-style-type: none"> ESR, GNS, GeoNet, NIWA, MetService Any entity (including research organisations) involved in COVID-19 response Any entity (including research organisations) involved in hazard monitoring and resilience Any entity (including research organisations) involved in diagnostics for essential services like biosecurity, public health Laboratories and Physical Containment level 3 (PC3) facilities that could provide essential services and products that could be used to respond to COVID-19 Other significant research facilities including animal facilities, clinical trials and infrastructure that requires constant attention (e.g. samples, collections and storage facilities) that are important to New Zealand.
Social services Lead Agency: Ministry of Social Development/Oranga Tamariki	<ul style="list-style-type: none"> Those entities, including non-government organisations that provide welfare and social services to meet immediate needs, to be specified jointly by the Ministry of Social Development and Oranga Tamariki.
Transport and logistics Lead agency: Ministry of Transport	<ul style="list-style-type: none"> The Ministry of Transport has provided specific advice for the transport sector. This may be updated as the response evolves. Ministry of Transport: Essential services(external link) Any small passenger service vehicle driver (who holds the relevant licence) such as ride-share or taxi drivers Any entity providing services to keep vehicles operational for essential work purposes (e.g. vehicle testing, mechanics, tyre services) Ministry of Transport, New Zealand Customs, New Zealand Transport Agency, Civil Aviation Authority (including Aviation Security Service), Maritime New Zealand (including the Rescue Coordination Centre),

	<p>Airways NZ, MetService, KiwiRail (including Interislander), and any entity which is contracted by these entities</p> <ul style="list-style-type: none"> • Any entity that provides, or is contracted to an entity that provides, logistics services, including New Zealand Post and courier services • Any entity providing, or is contracted by an entity that provides, transport services to the Ministry of Health, a District Health Board, a Medical Officer of Health, or a Controller (as defined in section 4 of the Civil Defence and Emergency Management Act 2002) • Any entity which provides services related to the maintenance and ongoing operation of critical infrastructure (e.g. roads, rail, ports, airports) • Any entity which operates or is contracted by an entity listed in Schedule 1 of the Civil Defence and Emergency Management Act 2002, an aerodrome, a passenger and/or freight aviation service, a passenger and/or freight shipping service, a road freight service, a rail freight service, a vehicle recovery service; or a public transport service (under contract with a Regional Council).
<p>Utilities and communications, including supply chains Lead agency: Ministry of Business, Innovation and Employment, and Ministry for Culture and Heritage (for broadcasting)</p>	<ul style="list-style-type: none"> • Any entity involved in the production, supply, sale distribution or disposal of electricity, gas, water, waste water (e.g. sanitation), waste (e.g. rubbish collection), fuel, telecommunication services, and any entity that is contracted by these entities • The delivery of firewood for immediate needs (e.g. home heating) or fulfilling existing orders, is an essential service. • News (including news production) and broadcast media • Internet service providers • Any entity that provides maintenance and repair services for utilities and communications, including supply chains • Any entity supplying services to an essential workplaces that are required for the safe operation of that workplace (e.g. cleaning, security services) • Commercial cleaners that clean common areas of apartment buildings may also continue to operate, where there is high-traffic (e.g. lifts, stairwells).

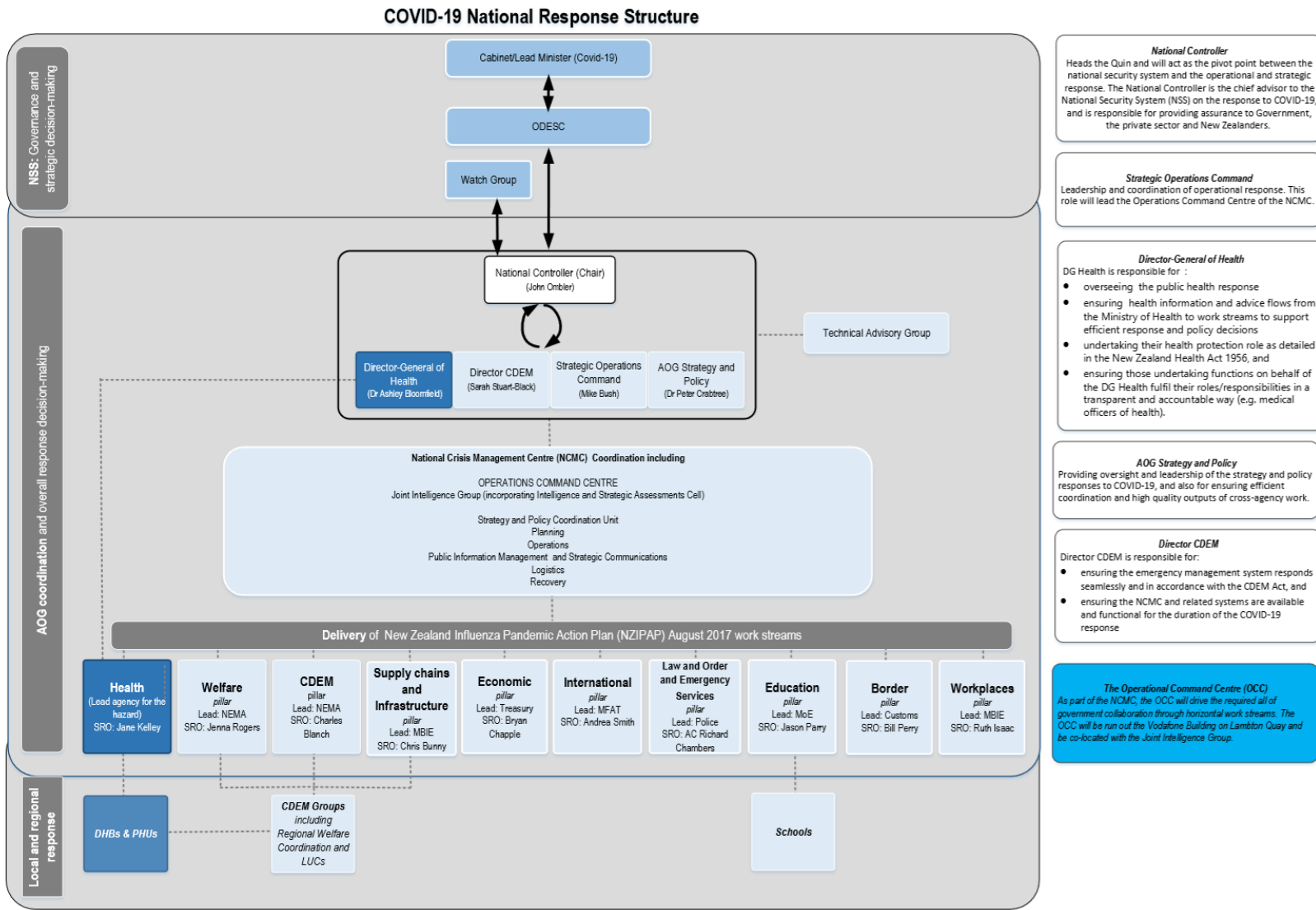
Additional decisions and exemptions – updated 7pm, 25 March 2020

- Butchers, bakeries and similar small-scale food retailers are considered non-essential, as similar products are readily available in supermarkets
- Natural health services are considered non-essential
- Security is considered an essential service, even if security services are being provided in relation to a premise for a non-essential service
- Critical support services to ensure businesses and workers can continue working from home are considered to be essential. This includes functions such as IT and Payroll
- Dairies can remain open, with a one-in-one-out rule, and cannot sell cooked food
- Food delivery is prohibited, except meals-on-wheels and whole food delivery (e.g. subscription food boxes are okay)
- Every restaurant, café and bar must close all aspects of their operation
- Liquor stores must close, unless they are within Licensing Trust areas (in which case they can operate with a one-in-one-out rule)
- Self-service laundries can stay open, with 2 metre physical distancing to be enforced
- Retirement villages are included as an essential service
- The Warehouse must close
- Bunnings, Placemakers, Mitre 10 and other retailers essential to the supply chain for building and construction can stay open to trade customers for essential purposes only
- The Tiwai Point smelter is exempt from closure
- NZ Steel is to shut down in a way that allows for production to recommence easily
- Pulp and paper plants are to shut down their non-essential elements in a way that allows for production to recommence easily, and while maintaining essential production
- Methanex can remain in production, but at a scale consistent with the stability of gas supply.

For the avoidance of doubt, sectors and Operational Command Centres specified in the following are also included in this list of essential services:

- Schedule 1 of the Civil Defence and Emergency Management CDEM Act 2002 Schedule 1 of lifeline utilities AND
- Employment Relations Act 2000 Schedule 1 of essential services.

Appendix 4: National Response Organisational Structure



Appendix 5: Template Example - Integrated Response Plan

NCMC New Zealand Government COVID-19 OPERATIONS COMMAND CENTRE		Integrated Response Plan						Return by 0800hrs to: COVID-19workstreams@police.govt.nz Next update to be sent at 1700hrs		1 April 2020 0900hrs	
		SCOPE		AGENCY CONTACT AND MISSION				ALERT LEVEL ACTIONS			
Lead	Work stream	Work stream Description (in scope and out of scope)	What scope gaps need attention?	Work stream Owner	Pillar SRO	Assisting Agencies	Mission Statement	What is your current state?	What are you planned actions (next 3 days)?	What do you need assistance with today?	