



**DEPARTMENT OF THE
PRIME MINISTER AND CABINET**
TE TARI O TE PIRIMIA ME TE KOMITI MATUA

Proactive Release

The following item has been proactively released by the Rt Hon Jacinda Ardern, Prime Minister:

Noting Paper: All of Government System

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Noting Paper

ALL OF GOVERNMENT SYSTEM

To	Ad Hoc Cabinet Committee on COVID-19 Response		
From	Brook Barrington, CE DPMC	Date	11/03/2020

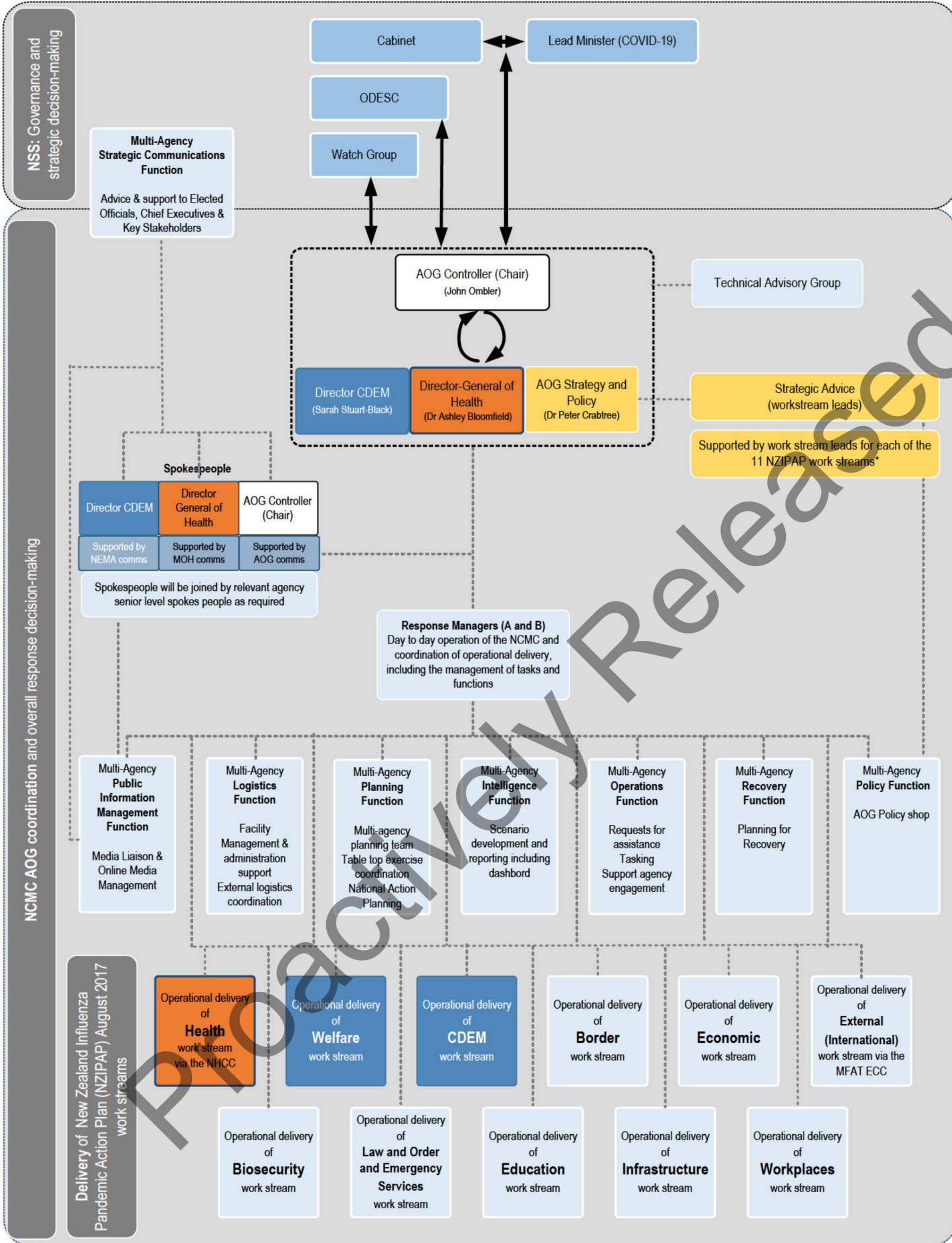
Purpose

1. This supporting document sets out the all of government system and structure that was activated on Friday 6th March to respond to the COVID-19 event.

Background

2. To meet the scale and complexity of the COVID-19 event, I have activated the National Crisis Management Centre (NCMC) system and structure to strengthen and deepen our cross government coordination (refer attached diagram).
3. The NCMC system is well placed to optimise:
 - a. Information gathering, management and sharing across the system from local to national
 - b. Coordination and direct response operations, planning and support
 - c. Liaison between the operational response and the national strategic response
 - d. Strategic level oversight and decision-making
 - e. Issuing of public information and conduct media liaison
 - f. Support to the Prime Minister, Ministers and Cabinet, and
 - g. Coordination and management of national resources and international assistance (if required)
4. The NCMC will operate in accordance with a framework that has been designed and tested to respond to major crises in New Zealand: the Coordinated Incident Management System (CIMS). Trained officials from across government are being called in to fill roles in the NCMC.
5. I have appointed John Ombler as All of Government Controller. He will act as the pivot point between the national security system and the operational response. He will be supported by the Director General of Health and the Director of Civil Defence and Emergency with their relevant statutory powers, and by an All of Government Coordinator for Strategy and Policy. The Ministry of Health will continue to lead the public health response to COVID-19.
6. I expect to have the NCMC operating with key roles filled from March 10. We are close to confirming a location that will stand us in good stead for the six to nine months we estimate we will need.
7. The local level will connect with the national coordination structure through the Civil Defence Emergency Management work stream (for councils), the Health work stream (for DHBs), the Education work stream (for schools), and the Infrastructure work stream (for key infrastructure).

COVID-19 National Response Structure



All of Government Controller
 Directs the overall response.
 Supported by the Director General of Health, the Director CDEM, and the COVID-19 AOG Coordinator

Strategic/Technical Advice
 Led by Peter Crabtree
 Representation by work stream leads.
 Responsible for Strategic & Ministerial Advice & Cabinet Papers

For consideration AOG Regional hubs' e.g. Auckland
 These hubs position in this structure would depend on their roles and responsibilities

All work streams will need to be represented in at least one of the NCMC CIMS Functions to ensure SME advice to all functions is readily available.
 Representation may shift over time as response priorities change e.g. moving from a focus in Planning to Operations during the Manage It phase)

All work streams will link into the response at multiple levels.
 Day to day activity will be through NCMC CIMS functions including operations, planning, intelligence and logistics.
 Work stream leads will engage at the Control and Governance level

*Work stream leads are the SRO for the work stream they are responsible for:
 -ensuring day to day delivery of the work stream; and
 -providing strategic advice to COVID-19 AOG coordinator

NSS: Governance and strategic decision-making

NCMC AOG coordination and overall response decision-making

Delivery of New Zealand Influenza Pandemic Action Plan (NZIPAP) August 2017 work streams