(DPMC, 2021a)
[9 Mar 2021]

In Confidence

Office of the Minister for the COVID-19 Response

Chair, Cabinet

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MINISTERIAL ADVISORY GROUP: COVID-19 INDEPENDENT CONTINUOUS REVIEW, IMPROVEMENT AND ADVICE GROUP

Proposal

1 This paper asks that Cabinet:

1.1 **Note** that I intend to establish a Ministerial Advisory Group to provide me with advice and assurance on specific areas work of the COVID-19 response;

1.2 **Note** the proposed Terms of Reference a tached, Appendix A;

1.3 **Note** that I intend to appoint Sir Brian oche (as Chair), Rob Fyfe, Dr Debbie Ryan, Professor Phillip Hill, and D Dale Bramley as members the Group, pending consultation on the Group's membership with the Minister of Finance, Minister of Health and Associate Health Ministers.

Executive summary

2 The recent reviews on Conta t Tracing and the COVID-19 Surveillance Plan and Testing Strategy have iden ified the need for a continued focus on the whole-of-system response to COVID-19 and how this might be continuously improved over time Iteratively improving the border system and health response is nece sary in order to optimise New Zealand's response efforts, provide confidence in the end-to-end system, and support agencies to ensure that systems are obust and connected across broader response efforts. To continue his work, I am establishing a Ministerial Advisory Group (the Group) to prov de independent advice on the whole-of-system response.

3 Public trust and confidence are crucial for the success of the COVID-19 response in balancing the significant challenges of responding in a rapid, proportionate, and future-focused way.

4 I would like the Group's work to commence on 15 March 2021 with an anticipated term through to 01 June 2022.

5 I expect an initial report back to Cabinet on the Group's work programme and initial advice by 30 April 2021.

What the Ministerial Advisory Group will do

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6 The Group will provide me with independent advice on policy and operational aspects of the Elimination Strategy, and assurance on the performance and strategic direction of the COVID-19 response with respect to the following:

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6.1 Whole-of-system performance and impact;

6.2 Strategic direction of response;

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6.3 Identifying areas for system improvements and providing assurance for their implementation, including in particular

6.3.1 The managed isolation and quarantine system,

6.3.2 Planning for a COVID-19 community outbreak response,

6.3.3 Public communications,

6.3.4 Response to COVID-19 in the community; and

6.4 Making recommendations based on scenario based exercises across the response.

Proposed appointees

7 It is appropriate that I select and appoint s nior, experienced, well respected members of the community to the Group. The Group will have five members.

8 The term of appointment will be fo any period up to two years (to account for the Group's term needing to extend beyond 01 June 2022) with eligibility for reappointment. I will determine the makeup and renewal of the Group and I may revoke the appointment of the members or disestablish the Group at any time.

9 Members wil disc ose all actual, potential or perceived conflicts of interest as they relate to these Terms of Reference to myself.

10 Pending further consultation with the Minister of Finance, Minister of Health and Associate Health Ministers, I propose to appoint the following people to the Group

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10. Sir Brian Roche, KNZM, as Group Chair, who has extensive governance, leadership and business experience. He has held a number of senior leadership positions across the public and private sectors. He has held numerous Board Chairpersonships including with the Auckland Regional Transport Authority, the New Zealand Transport Agency, the Hurricanes Super Fifteen Franchise, and Antarctic New Zealand. Last year, Sir Brian jointly chaired an advisory committee to oversee the implementation of the New Zealand COVID-19 Surveillance Plan and Testing Strategy. In the 2017 New Year Honours, Sir Brian was appointed a Knight Companion of the New Zealand Order of Merit, for services to the State and business.

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P. 10.2 Mr Robert ("Rob") Fyfe, CNZM, who has extensive business experience including as former Chief Executive Officer of Air New Zealand and as Chief Executive Officer and Chairperson of New Zealand clothing manufacturing company Icebreaker. He was appointed in 2018 as independent advisor to Government on plans for the re-entry of the Pike River drift. In late March 2020, he was appointed as a liaison between government and the private sector for the New Zealand COVID-19 response. In the 2021 New Year Honours, Fyfe was appointed a Companion of the New Zealand Order of Merit, for services to business and tourism.

P. 10.3 Dr Suitafa Deborah ("Debbie") Ryan, MNZM, who has dedicated more than 20 years of service to the health sector, with a focus on Pa ifi and public health outcomes. She helped establish South S a's Healthcare in 1999 and served as the organisation's Cl nical Director of General Practice and as Chief Executive Director. She w s also Senior Lecturer of the University of Auckland's Department of Medicine and Community Health and the Ministry of Health s Chief Advisor of Pacific Health. She founded Pacific Perspectives, a consultancy providing Pacific mentoring, strategy, policy and ca ability development to the public sector. Dr Ryan also has exten ive governance experience including Ministerial appointments to Counties Manukau District Health Board, the NZ Lotteries Commun ty Committee, and the Minister's Education Guardians Group. Dr Ryan was appointed as a Member of the New Zealand Order of Merit in 2018 for services to the Pacific Community and health.

P. 10.4 Professor Phillip Hill, who brings epidemiological and infectious diseases expertise, research skills, and international experience. He has led or co-investigated on various grants including with the Bill & Melinda Gates Foundation, the Global Fund, the European Commission, and the New Zealand Health Research Council. Professor H ll is the first holder of the McAuley Chair in International Health and Founding Director and Co-Director of the Centre for Global Health at the University of Otago, which he established in 2008. He is involved n research projects in Africa, Asia, Europe, South America and the Pacific.

P. 10 5 Dr Dale Bramley, who brings public health and governance experience alongside a Māori health perspective. Dr Bramley is currently Chief Executive Officer of Waitemata District Health Board, the New Zealand Chief Examiner of the New Zealand College of Public Health Medicine, and an Adjunct Professor at Auckland University of Technology. He was appointed by the Minister of Health to the Health Quality and Safety Commission Board in 2014, and appointed Chair in 2019. Dr Bramley also serves as board member of the Well Foundation, Northern Region Alliance and University of Otago Dietetics Programme external advisory board. His previous board appointments include to the National Health Commission and the National Ethics Committee. Dr

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Bramley was also a senior lecturer in public health for the School of Population Health at the University of Auckland.

11 I am satisfied that the appointment of these individuals will provide an appropriate mix of skills, expertise, and experience to advise me on the areas described.

12 Fees for members of the Group have been assessed in accordance with the Cabinet Fees Framework, according to Cabinet Office Circular (12)6. The Ministerial Advisory Group falls within Group 4 ('All other committees and other bodies'), Level 1. In addition, the Chair and members will be reimbursed for actual and reasonable travel, meal and accommodation costs.

13 In line with the Cabinet Fees Framework, I recommend a fee of $1 150/day for the Chair, and $865/day for members.

14 DPMC's COVID-19 Response Unit will provide administrative and secretariat support to the Group. In addition to sitting fees, ther will be costs associated with travel and accommodation, and an operating budget to enable the Group to carry out its functions. I propose that these costs, nd member fees, be met by DPMC's COVID-19 Response Unit.

Legislative Implications, Impact Analysis, Human Rights, Gender Implications, Disability Perspective

15 There are no such implications associated with this paper.

Consultation

16 This paper was prepared by the Department of Prime Minister and Cabinet (COVID-19 Response Unit). Consultation was undertaken with the Public Service Commission.

Publicity

17 I intend to announce the Terms of Reference and the members as soon as practicabl afte Cabinet's consideration.

Proactive Release

18 I intend to proactively release this paper at the time of public announcement of the Terms of Reference and Members.

Recommendations

19 I recommended that Cabinet:

19.1 **Note** that I intend to establish a Ministerial Advisory Group to provide me with advice and assurance on the work of the COVID-19 response, including; on the performance of the end-to-end response; and on the strategic direction of response;

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19.2 **Note** the proposed Terms of Reference attached, Appendix A subject to finalisation by me as Minister for COVID-19 Response;

19.3 **Note** that, pending further consultation with the Minister of Finance, Minister of Health and Associate Health Ministers, I intend to appoint Sir Brian Roche (as Chair), Rob Fyfe, Dr Debbie Ryan, Professor Phillip Hill, and Dr Dale Bramley as members of the Group;

19.4 **Note** the biographies of nominees attached, Appendix B;

19.5 **Authorise** me, as Minister for COVID-19 Response to make mino changes to membership of the Group as required;

19.6 **Note** the Chair will be paid at $1,150/day and members will be paid at $865/day, for the duration of their appointment; and,

19.7 **Note** that I intend to report back to Cabinet on progress a d findings of the Group by 30 April 2021.

Authorised for lodgement

Hon Chris Hipkins

Minister for COVID-19 Response

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APPENDIX A: Terms of Reference

COVID-19 Independent Continuous Review, Improvement and Advice Group

Terms of Reference

Context

1. The recent reviews on Contact Tracing and the COVID-19 Surveillance Plan and Testing Strategy have identified the need for a continued focus on the whole-of-system respon to COVID-19 and how this might be continuously improved over time. Additionally, we must continue to learn from our response to resurgences and ensure the system has understood the areas for improvement and that the adjustments have been m de as a result. To enable this and to provide a level of independent review, the COVID-19 Response Minister has established the COVID-19 Independent Continuous Review, Improvement and Advice Group (the Group).

Purpose of the COVID-19 Independent Continuous Review, Imp ovement and Advice Group

2. The purpose of the Group is to provide advice to the Minister for the COVID-19 Response on specific areas of the response wh re improvements could be made with the benefit of alternative and independent perspec ives.

3. The Group could;

    a. Consider the current COVID-19 respo se efforts across the Government's system-wide response, encompassing border managed isolation and quarantine, and public health response; and

    b. Provide an ongoing indepe dent perspective on the robustness of the COVID-19 response system and opportunities for continuous improvement on specific aspects o the response to give the Minister assurance that the necessary learnings hav been recorded and implemented by agencies.

Scope

4. It is expected that the Group will advise the Minister for COVID-19 Response on the extent to which t e Government response is performing efficiently and effectively and is based on best ractice and technical advice.

5. The Group will provide advice to the Minister for COVID-19 Response on priority areas for mprovement and learning. The Group will also provide advice on forward scenario planning, readiness and preparedness of the system.

Reporting and accountability

6. The COVID-19 Independent Continuous Review, Improvement and Advice Group will report to the COVID-19 Response Minister who will lead consultation with the Minister of Finance, Minister of Health, and Associate Ministers of Health.

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7. The Group will not be held accountable for any actions undertaken by agencies at the direction of the Minister as a result of their advice.

Membership

8. Members will be appointed by the responsible Minister and noted by Cabinet.
9. The Group will consist of a Chairperson (the Chair), and four members.
10. Membership is initially set as described in Appendix B. Membership may be amended as New Zealand's COVID-19 situation and strategy changes.
11. Members of the Group are individuals who represent sectors or are considered exp rt in a desirable field. Members are expected to engage with the sector, relevant agencies a d wider stakeholders (including Iwi, private sector, non-government organisations and vulnerable communities, as appropriate) via the secretariat to ensure that they have a system-wide view of response efforts.
12. Additional specialists may be invited to attend a Group meeting i a topic requires further expertise not provided for by existing members.

Secretariat

13. Secretariat support for the Group will be provided by DPMC's COVID-19 Response Unit. The secretariat will ensure that the conditions are in place for sound, independent advice by the Group, including supporting the Chair t identify agenda priorities and triage requests; manage the flow of information in and requests; ensure that items are well-framed to facilitate strategic discussions; support the development and preparation of written advice; and maintain sound board practices.

Meetings

14. The Group is expected to meet twice each month, at a minimum, with discretion to meet more frequently, subject to b dgetary constraints. It is expected that two days' effort will be required in preparation fo each meeting.
15. Members who are u able to attend a meeting of the Group cannot delegate attendance responsibilities.
16. A quorum of on less than total Group members is required for decision-making purposes.
17. The Chair will etermine the meeting processes.

Information requirements

18. The Group is likely to require information from other agencies and stakeholders on the response. The Group will regularly engage with the responsible Minister regarding information requirements and, at the direction of the Minister, the Minister's Office will liaise with the relevant agencies and officials to request such information.
19. A delegate from the Prime Minister's Chief Science Advisor's forum is to attend meeting as an observer in order to facilitate information collection and inputs for the Group. This will ensure that; existing technical advisory functions are utilised first where possible; duplication of effort is avoided; history and knowledge of best practice and technical

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information is readily available; and requests for new information or analyses are expedited where possible.

Fees and reimbursements

20. Letters of appointment will detail the remuneration and reimbursement arrangements for the Chair and Members.

Media

21. The Chair will be responsible for any public statements on behalf of the Group. The Cha should inform the Minister's Office of any requests to comment prior to releasing a ublic statement, operating under a principle of 'no surprises'.

Declarations of conflict

22. The Chair and Members are responsible for declaring any real or potentia conflict of interest to the other members of the Group, as soon as the conflict arise . Any real or perceived conflicts will be discussed by the Chair and/or responsib e Ministers, and mitigations put in place if necessary.

General confidentiality requirements

23. Members of the Group must maintain confiden iality f matters discussed at meetings, and any information or documents (not otherwis publicly available) provided to the Group.

Removal of Members

24. Any serious breach of any of these Terms of Reference may result in responsible Ministers removing a member from the Group at their discretion. Serious breaches of the Terms of Reference include, but are not imi ed to, a breach of confidentiality, unauthorised communication with media abo t the Group, or a failure to declare, or appropriately manage, a conflict of interest.

25. Any member rem ved from the Group can be replaced with a new member at the discretion of the responsible Ministers.

Disestablishment of the Group

26. The Group wil be operational until 01 June 2022 unless otherwise extended. The Group may be d sestablished at any time prior to this date at the discretion of responsible M nister

27 The Group, including membership, scope and terms of reference will be reviewed in October 2021 by DPMC.

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Annex A: Membership of the COVID-19 Continuous Improvement Ministerial Advisory Group

Name	Role	Term
Sir Brian Roche	Chair	From date of establishment until 01 June 2022
Rob Fyfe	Member	From date of establishment until 01 June 2022
Dr Debbie Ryan	Member	From date of establishment until 01 June 2022
Professor Phillip Hill	Member	From date of establishment until 01 June 2022
Dr Dale Bramley	Member	From date of establishment until 01 June 2022

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APPENDIX B: SUMMARY OF PROPOSED APPOINTEES

Sir Brian Roche, KNZM – Chair | Public sector organisation and performance

Sir Brian brings extensive governance, leadership and business experience. He has held a number of senior leadership positions across the public and private sectors, including as a senior partner in what is now PricewaterhouseCoopers, as Chief Crown Negotiator for Te Tiriti of Waitangi settlements, as leader of the 2011 Rugby World Cup hosting rights bid and as Chief Executive of the New Zealand Post Group. Sir Brian has also held numerous Board Chairpersonships including with the Auckland Regional Transport Authority, the New Zealand Transport Agency, the Hurricanes Super Fifteen Franchise, and Antarctic New Zealand.

Last year Sir Brian jointly chaired an advisory committee to oversee the implementation o the New Zealand COVID-19 Surveillance Plan and Testing Strategy.

In the 2017 New Year Honours, Sir Brian was appointed a Knight Companio of the New Zealand Order of Merit, for services to the State and business.

Mr Rob Fyfe, CNZM – Member | Business and tourism

Mr Rob Fyfe brings extensive business experience including as fo mer Chief Executive Officer of Air New Zealand and as Chief Executive Officer and Chai perso of New Zealand clothing manufacturing company Icebreaker. In the wake of the 201 Christchurch earthquake he oversaw Air New Zealand's provision of cheap and flexi l flights in and out of Christchurch. He was appointed in 2018 as independent advisor to Government on plans for the re-entry of the Pike River drift. He has previously been General Manager of the Bank of New Zealand and Chief Operating Officer of ITV Digital. Mr F fe has been a Director of Jeweller Michael Hill International since 2014, an independ nt Di ector of Trilogy International ltd, Chairman of the CEO Board of Star Alliance, a member of the Board of Governors at the International Air Transport Association, a Director of Antar tica New Zealand, and is a current Director of Hammerforce and Advisor to Crag y Range.

In the 2021 New Year Honours, Fyfe was appointed a Companion of the New Zealand Order of Merit, for services to business and tourism.

Dr Suitafa Deborah ("Debbie) Ryan, MNZM – Member | Pacific health policy and public sector

Dedicating over 20 years of service to the health sector, with a focus on Pacific and public health outcomes, Dr Debbie Ryan helped to establish South Sea's Healthcare in 1999. She served as South Sea's Clinical Director of General Practice for three years and as Chief Executive Director from 2001 to 2003. She was also Senior Lecturer of the University of Au kl nd's Department of Medicine and Community Health and the Ministry of Health's Chief A visor of Pacific Health. In 2008 she founded Pacific Perspectives, a consultancy providing Pacific mentoring, strategy, policy and capability development to the public sector. She is a past member of the Governance Group for the Ageing Well National Science Challenge and of the Expert Advisory Group of the Medical Council of New Zealand's Best Outcomes for Pacific Peoples project. Dr Ryan also has extensive governance experience including Ministerial appointments to Counties Manukau District Health Board, the NZ Lotteries Community Committee, and the Minister's Education Guardians Group.

In 2016 Dr Ryan was presented with a Life Award by the Pasifika Medical Association for her exceptional and outstanding commitment to health service organisation or community. Dr

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Ryan was appointed as a Member of the New Zealand Order of Merit in 2018 for services to the Pacific Community and health.

Professor Phillip Hill – Member | Medical practitioner and epidemiologist

Professor Philip Hill is a medical practitioner who brings epidemiological and infectious diseases expertise, research skills, and international experience, including having worked for six years as a clinical epidemiologist at the Medical Research Council (UK) research unit in The Gambia, working on tuberculosis (TB) and pneumonia projects. He has led or co-investigated on various grants including with the Bill & Melinda Gates Foundation, the Global Fund, the European Commission, and the New Zealand Health Research Council.

Professor Hill is the first holder of the McAuley Chair in International Health and Fo nding Director and Co-Director of the Centre for Global Health at the University of Otago, which he established in 2008. He is involved in research projects in Africa, Asia, Europe, South America and the Pacific.

Dr Dale Bramley – Member | Public Health, governance and Māori health

Dr Dale Bramley, brings public health and governance expe ence and a Māori health perspective. He is currently Chief Executive Officer o W itemata District Health Board, the New Zealand Chief Examiner of the New Zealand College of Public Health Medicine and an Adjunct Professor at Auckland University of Technology. He was appointed by the Minister of Health to the Health Quality and Safety Commission Board in 2014, and appointed chair in 2019. Dale also serves as board member o the Well Foundation, Northern Region Alliance and University of Otago Dietetics Programme external advisory board. Dale's previous board appointments include to the National Health Commission and the National Ethics Committee. Dr Bramley was also a enior l cturer in public health for the School of Population Health at the University of Auckland.

Dr Bramley was awarded the International Harkness Fellowship in 2003 and has had over 50 published papers in peer eviewed medical journals.

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CAB-21-MIN-0055

Cabinet

Minute of Decision

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Ministerial Advisory Group: COVID-19 Independent Continuous Review Improvement and Advice Group

Portfolio **COVID-19 Response**

On 8 March 2021, Cabinet:

1 **noted** that the Minister for COVID-19 Response (the Minister) intends to establish a Ministerial Advisory Group (the Group) to provide him with advice and assurance on the work of the COVID-19 response, including the perfo man e of the end-to-end response and strategic direction of the response;

2 **noted** the draft Terms of Reference attached to the submission under CAB-21-SUB-0055, which are subject to finalisation by the Minister;

3 **noted** that, pending further consultation with the Minister of Finance, Minister of Health and Associate Health Ministers, the Minister i tends to appoint Sir Brian Roche (as Chair), and Rob Fyfe, Dr Debbie Ryan Professor Phillip Hill, and Dr Dale Bramley as members of the Group;

4 **authorised** the Minister t make minor changes to membership of the Group as required;

5 **noted** the Chair will be paid at $1,150 a day and members will be paid at $865 a day, for the duration of their appointment;

6 **noted** that the Minister intends to report back to Cabinet on progress and findings of the Group by 30 April 2021.

Martin Bell
for Secretary of the Cabinet

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