



Briefing

REPORT ON PROGRESS AGAINST REVIEWS AND RECOMMENDATIONS UPDATE

To [Minister for COVID-19 Response] (Minister Chris Hipkins)

Date	17/12/2021	Priority	Low
Deadline	24/12/2021	Briefing Number	DPMC-2021/22-1147

Purpose


- 1 There have been many reviews of the COVID-19 response, resulting in many recommendations for system improvements across the response. At your request, the Department of Prime Minister and Cabinet (DPMC) COVID-19 Group are coordinating a complete system-view of these recommendations and progress against recommended improvements, to provide transparency on continuous improvement on a regular basis.
- 2 This presents the third (Appendix A) and second (Appendix B) reports on the progress against recommendations.

Recommendations

1. **Note** the contents of the attached A3 reports December (Appendix A) and August (Appendix B) for the COVID-19 reviews and the progress against response recommendations.
2. **Agree** that the attached A3 reports for December (Appendix A) and August (Appendix B) will be provided to the COVID-19 Independent Continuous Review and Improvement Advisory Group (CICRIAG) for their information.
3. **Agree** that the attached A3 reports for December (Appendix A) and August (Appendix B) will be proactively published on the Unite Against COVID-19 website to provide transparency on real time continuous improvement, and that an appropriate date for publication will be confirmed with your Office.

YES / NO

YES / NO



Amber Bill
Head of System Assurance & Continuous Improvement
COVID-19 Group

17/12/2021



Hon Minister Chris Hipkins
Minister for COVID-19 Response

28 / 1 / 2022

Contact for telephone discussion if required:

Name	Position	Telephone	1st contact
Amber Bill	[Head of System Assurance & Continuous Improvement] [COVID-19 Group]	s9(2)(a)	✓
Siobhan Carmichael	[Senior Advisor, Risk and Assurance] [System Assurance and Continuous Improvement]	s9(2)(a)	

Minister's office comments:

- Noted
- Seen
- Approved
- Needs change
- Withdrawn
- Not seen by Minister
- Overtaken by events
- Referred to

REPORT ON PROGRESS AGAINST REVIEWS AND RECOMMENDATIONS UPDATE

Purpose

1. There have been many reviews of the COVID-19 response, resulting in many recommendations for system improvements across the response. At your request, the Department of Prime Minister and Cabinet (DPMC) COVID-19 Group are coordinating a complete system-view of these recommendations and progress against recommended improvements, to provide transparency on continuous improvement on a regular basis.
2. You received the first report on 15 July 2021 [DPMC-2020/21-1251 refers]. That report contained 1222 recommendations from 50 reviews and included an assessment of completed recommendations and some example subjects, against each theme. Recommendations have been grouped into themes to provide reporting on the system trends. 10 themes have been workshopped and developed by a group of representatives from key agencies/groups involved across the COVID-19 Response system.
3. These reports are intended to provide assurance to Ministers, and the public, that the COVID-19 Response system is learning and adapting over time.

Changes since last report

4. Reports from December and August are provided in Appendix A and B, respectively.
5. The scope of the December report now includes 1599 recommendations (up 200 since the August report) from 72 reviews (increased from 59). This report is contained in Appendix A.
 - a. The December 2021 report focuses on new and upcoming reviews.
 - b. The most common theme in the current recommendations is now “Strategy, Planning, Economic and Assurance” (a change from “Infection Protection Control”), and likely reflects the recent shift in focus of the system to the COVID Protection Framework and wider readiness and preparedness planning.
 - c. There are a number of reviews to be completed in the coming months, including a number of rapid reviews on the Delta outbreak on specific areas (such as on the maritime border or lab capacity), as well as ongoing regular assurance reviews, and it is clear that more recommendations will soon be added to this stocktake.
6. The August 2021 report was provided to CCB on 17 August (Appendix B).
 - a. The focus of the August report was on the “Superseded/not agreed” recommendations, and recommendations that have been categorised as such are considered closed.
 - b. As the country immediately went into a response to the August Delta outbreak further circulation of this report and future reports was put on hold. This is now being provided to you, along with this month’s report.
 - c. In the August report it was indicated that the planned focus for the December report was for recommendations that were 6 months old or more, however since the last report we

have changed this. In August there were 164 recommendations over 6 months old. Since then 71 of these recommendations have been closed, whilst 60 recommendations have been added into this category. The overall number of recommendations over 6 months old has decreased to 153 in December.

7. For the next report, detailed analysis will be undertaken to maximise the value that can be extracted from the recommendations which are older than 6 months, and how some of them can be rationalised.

Circulation and communication

8. The first report was published on the Unite Against COVID-19 [website](#) on the week of the 2nd of August. We intend to publish each subsequent report here also. We will work with your Office to find an appropriate date for publication.
9. Note that the content of the report does not change significantly, and to ease the workload for the system, we will move to a quarterly reporting cycle. The next report is expected to be in March 2022.

Reporting of the progress against Recommendations – December 2021 Data as at 22/11/2021

1

Overview

This reporting tracks progress made against recommendations from 72 major reviews (conducted by external audits, independent parties or internal reviews) completed during March 2020-October 2021. Recommendations have been categorised into 10 system themes.

It was originally planned to focus on the open recommendations that are 6 months old or more, however due to the time gap since the last report we have changed the focus of this report to be on the new and upcoming reviews. Since the last report there have been 13 reviews added to the stocktake. We have highlighted the recent most significant reviews and provided an outline of the review. It has been identified that there is change in focus in the more recent reviews from the "IPC" being the largest theme to "Strategy, Planning, Economic and Assurance" being the largest. Regular assurance continues to be sought with a number of reviews expected to be finalised over the coming months.

Quick stats

- 72 reviews included
- 13 more reviews than last report
- 1599 recommendations captured
- 200 more recommendations captured than last report

77% of recommendations completed (1231 with 204 completed since last report)

6% of recommendations have been superseded/not agreed

16% of recommendations are in progress

Review Title	Dated	Report writer	# of recs	Summary
Observations from the Recent Delta Outbreak and their Impact on Reconnecting New Zealanders	23/09/21	CICRIAG	34	Observations are categorised into 4 areas: vaccination, border processes, public health measures, Capacity/capability of the health system.
SPHAG19 Letter 5: Strategy for a Highly Vaccinated New Zealand, 8 October 2021	08/10/21	SPHAG19	9	The primary recommendation involves a shift in the overarching strategic direction of the response, from COVID-19 'elimination' to 'minimisation and protection'.
Absconder from MIQ Novotel Ibis Ellerslie	14/10/21	MIQ Risk and Assurance	11	Identified system vulnerabilities in relation to a MIF resident's unauthorised departure.
Border Worker Saliva Testing Programme	15/10/21	Meta Consulting Ltd	22	To assess the success of the rollout of saliva testing for border workers.

Open recommendations, by agency and age

Note, due to the sustained resurgence, not all agencies have been able to provide a recent update to the status of their recommendations.

2

All Recommendations categorised by their themes and their status (updated)

Status: ■ Completed ■ Superseded / Not agreed ■ No status provided ■ In progress

*Footnote: The 10th theme is Equipment e.g. Facilities and capital pieces, there are currently no recommendations in this theme.

Recommendations that are less than 3 months old, categorised by their themes and their status

This table shows the more recent reviews (less than 3 months old) have a different focus with the largest themes changing significantly. The trend tends to have an emphasis on longer term impacts such as the Strategy, Planning, Economic and Assurance theme. This naturally reflects the recent situation with the change from the Elimination strategy to the Minimisation and Protection strategy and the supporting recommendations and work (e.g. policy and process, and the data and technology work to implement the strategy).

Status: ■ Completed ■ No status provided ■ In progress

3

Upcoming Reviews: Regular assurance activity and a system-view of review activity in relation to the August Delta Outbreak

There is a number of reviews expected to be finalised over the coming months including:

- An MoH internal review on "Rapid Learnings from Delta Outbreak - Independent review by Dovetail Consulting Ltd Over November to December 2021"
- An MIQ/MIF review of the "In-MIF Transmissions System Review" led jointly by MoH/MIQ review is underway.
- Border Worker Testing and Vaccination (Maritime and Aviation) Phase Two by Venter Consulting is near finalisation.
- An independent review of the "MIQ Governance" by Murray Jack and Katherine Corich is underway.
- A "Joint review of maritime COVID-19 incidents since July 2021" by MoH and NZCS/BEB. This is near finalisation.

Reporting of the progress against Recommendations – August 2021

Data as at 14/07/2021

Overview Quick stats

This reporting tracks progress made against recommendations from 59 major reviews (conducted by external audits, independent parties or internal reviews) completed during March 2020-June 2021. Recommendations have been categorised into 10 system themes. The most common system themes are: Infection Prevention & Control (IPC); Policy & Process Review; Data, Information, Privacy & Technology; Workforce Sustainability & Resilience; Strategy, Planning, Economic, & Assurance.

The focus of this report is on recommendations with the status "Superseded / not agreed". There are 64 recommendations in the Superseded / Not agreed status category.

- Five of these 64 are in relation to the CICRIAG latest "Review of the Auckland February 2021 COVID-19 Outbreak and New Zealand's current COVID-19 Outbreak Response Capability".
- Almost half (30) recommendations are in the theme of IPC, which reflects that IPC knowledge and practice has evolved quickly and tends to involve quite detailed recommendations. For example there are a number of recommendations on the protocols for closing windows prior to interactions however, for some facilities these windows are locked in returnee rooms.
- 17 of these recommendations are from three reviews that are almost 12 months old. Agencies have assumed that the recommendations from these reports have been superseded. Agencies have been focusing on the more recent reviews first, and further investigative work is still to be done to confirm some recommendations.
- We have summarised the different reasons behind each recommendation in this "superseded/not agreed status" and have displayed these below.

59 reviews included 9 more reviews than last month 1399 recommendations captured 177 more recommendations captured than last month

73% of recommendations completed 18% of recommendations in progress

74% of recommendations are 6 months old or more, making up 11% of the recommendations still open

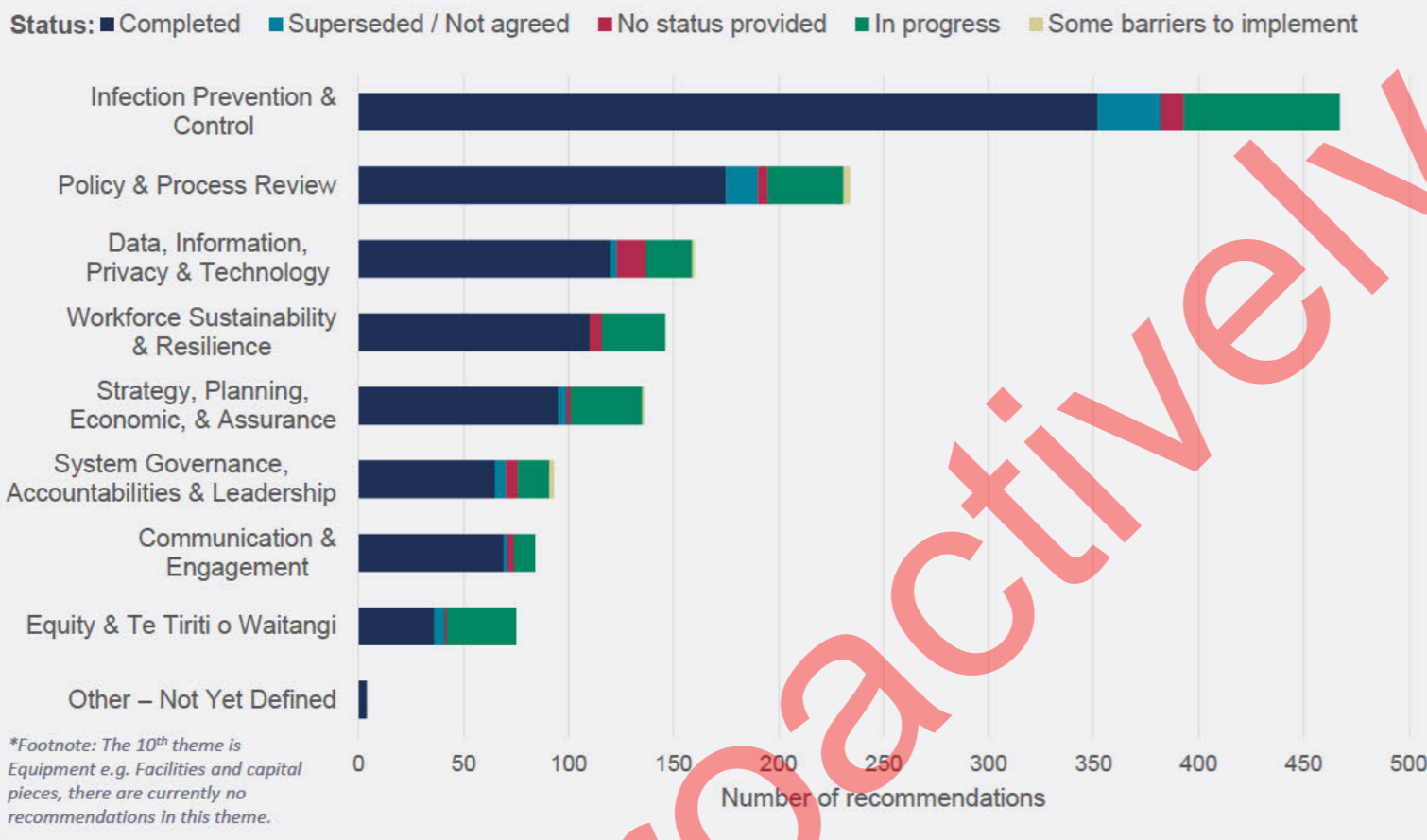
13% of recommendations are between 3-6 months old, making up 4% of the recommendations still open

13% of recommendations are less than 3 months old, making up 6% of the recommendations still open

[48 recommendations without status update yet*]

*Footnote: As this reporting is in its early stages, some recommendations do not yet have a status update provided.

All Recommendations categorised by their themes and their status (updated)



Superseded/Not agreed recommendations and the reasons behind not implementing

Of the list of 1399 recommendations, 64 recommendations have the status of "superseded / not agreed". The below is the outcome from summarising the reasons behind each agencies rationale for each of these recommendations.

# of recs	Reasons the recommendations are "Superseded/Not agreed"
10	Recommendation considered not necessary as agency already had measures in place.
9	The recommendation does not reflect current operation practices i.e. not possible or necessary to implement.
7	Recommendation has been addressed elsewhere by a different recommendation.
5	Recommendation no longer relevant, as the circumstances for the recommendation have changed.
4	Accept general intent of the recommendation, but the call to action is too vague to address
3	Recommendation duplicated in other reports
3	More effective approach to solving the recommendation
3	The benefit of the change to address the recommendation is not worth the cost i.e. minor risk
2	Ownership of the recommendation still to be determined
1	Longer term work required - solution being tracked elsewhere
47	Note this does not include the 17 recommendations from three reports that have not yet been investigated.

Next Report: Focus on recommendations that are 6 months old or more

There are 164 open recommendations that are 6 months old or more. The date has been based off the report the recommendation has been contained in. The largest three themes that are still open are IPC, Equity & Te Tiriti o Waitangi and Strategy, Planning, Economic, & Assurance.

Further work with key agencies across the system will be undertaken this month to understand whether progress can be made to complete these older recommendations.

Notes of importance: CICRIAG Auckland February 2021 Outbreak review

The COVID-19 Independent Continuous Review and Improvement Advisory Group (CICRIAG) Auckland February 2021 Outbreak review has been publicly released and included in this reporting. This report identified a range of areas of improvement, comprised of eight key recommendations and 22 other recommendations. The proposed actions for each recommendation have been developed with representatives from agencies across the system.