



05 MAY 2020

Dear [REDACTED]

On 7 April 2020, you emailed the Ministry of Social Development (the Ministry) requesting, under the Official Information Act 1982, the following information:

- *A copy of the MSD pandemic plan from 2018/19.*

New Zealand government pandemic planning is based around the World Health Organisation's (WHO) five stages of a pandemic. The New Zealand Influenza Pandemic Plan (NZIPAP) provides a framework for action and outlines the All-of-Government measures that will be considered in the response to a pandemic. For more information, visit the Ministry of Health website: [www.health.govt.nz/our-work/emergency-management/pandemic-planning-and-response](http://www.health.govt.nz/our-work/emergency-management/pandemic-planning-and-response).

The Ministry employs the Ministry of Health framework and guidance as the basis for all pandemic preparation to ensure the safety and well-being of our people and clients. It is imperative that the Ministry can safely continue to provide essential services to New Zealanders and meet obligations to the Government during any crisis, natural disaster, or pandemic.

To this effect, the Ministry developed the following nine attached documents.

- *February 2020: Ministry of Social Development – Pandemic Arrangements*
- *3 February 2020: Alternative Service Delivery Pandemic Model\_V003*
- *3 February 2020: Alternative Service Delivery Pandemic Model\_Plan For It*
- *3 February 2020: Alternative Service Delivery Pandemic Model\_Keep It Out*
- *3 February 2020: Alternative Service Delivery Pandemic Model\_Stamp It Out*
- *3 February 2020: Alternative Service Delivery Pandemic Model\_Manage It*
- *3 February 2020: Alternative Service Delivery Pandemic Model\_Manage It – Post Peak*
- *3 February 2020: Alternative Service Delivery Pandemic Model\_Recover From It*
- *June 2019: MSD Critical Functions*

Please note that the above documents are subject to change when processes and functions within the Ministry change. The last change made is indicated in the title date of each document

You will note that information concerning Critical Functions in the *February 2020: Ministry of Social Development – Pandemic Arrangements* does not match information in *June 2019: MSD Critical Functions*. Since the development of *Ministry of Social Development – Pandemic Arrangements*, the Ministry has narrowed the scope of Critical Functions to those functions which, were they to be interrupted or stopped (and not reinstated within acceptable timeframes), will impact the Ministry's ability to respond appropriately and meet clients' needs.

You will note that in *February 2020: Ministry of Social Development – Pandemic Arrangements* the names of some individuals are withheld under section 9(2)(a) of the Act in order to protect the privacy of natural persons. The need to protect the privacy of these individuals outweighs any public interest in this information.

The principles and purposes of the Official Information Act 1982 under which you made your request are:

- to create greater openness and transparency about the plans, work and activities of the Government,
- to increase the ability of the public to participate in the making and administration of our laws and policies and
- to lead to greater accountability in the conduct of public affairs.

This Ministry fully supports those principles and purposes. The Ministry therefore intends to make the information contained in this letter and any attached documents available to the wider public. The Ministry will do this by publishing this letter and attachments on the Ministry of Social Development's website. Your personal details will be deleted, and the Ministry will not publish any information that would identify you as the person who requested the information.

If you wish to discuss this response with us, please feel free to contact [OIA\\_Requests@msd.govt.nz](mailto:OIA_Requests@msd.govt.nz).

If you are not satisfied with this response regarding the Ministry's Pandemic Plan 2018/2019, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz) or 0800 802 602.

Yours sincerely



Bridget Saunders  
**Manager**  
**Issue Resolution, Service Delivery**



# MINISTRY OF SOCIAL DEVELOPMENT

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## Pandemic Arrangements

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[Information for Managers](#)

[Communications Strategy](#)

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[Templates and Appendices](#)

[IN CONFIDENCE]





## Document Control

<b>Document owner</b>	Emergency Management and Business Continuity Group MSD
<b>Document author</b>	<sup>9(2)(a)</sup> Emergency Management Advisor
<b>Review Frequency</b>	Annually
<b>Date of last review</b>	
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## Review History

<b>Version number</b>	<b>Date reviewed</b>	<b>Reviewed by</b>	<b>Changes made:</b>
1.0			





## Ministry of Social Development – Pandemic Arrangements

### Print Version

Please note: this plan is designed to be hosted on Doogle, so the design and wording of this document is as per the Doogle style guide.

The plan refers to influenza as the main cause of a pandemic, but the approach can reasonably apply to any health based situation that impacts on staff, services and communities.

The screenshot shows the Ministry of Social Development (MSD) website. The header features the New Zealand coat of arms and the text 'Ko Aotearoa kēi te pūtake o tā mātou mahi'. The navigation menu includes links for 'ABOUT US', 'BUSINESS GROUPS', 'WHAT'S ON', 'WORKING HERE', 'HELPING YOU', and 'US VOUCHERS & FORMS'. The main content area is titled 'Pandemic planning at MSD' and includes a list of links: 'Introduction', 'The Ministry's role in a pandemic', 'Your role in a pandemic', 'Support for MSD staff in a pandemic', 'Support for clients in a pandemic', 'Keeping our Ministry operating in a pandemic', 'Important websites and resources', and 'FAQs'. The footer contains links for 'About this site', 'Sitemap', 'Terms of use', 'Accessibility', and 'New Zealand Government'.



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## **Doogle intranet Information for all staff: Pandemic Arrangements at MSD**

A pandemic is an outbreak of infectious disease (such as influenza) that spreads through human populations across a large region, for example multiple continents or even worldwide.

This page explains pandemic arrangements at MSD.

### **Introduction to pandemics**

This plan is designed to cover any health based event that impacts on our staff, clients and the wider community.

Pandemics by their nature are unpredictable in terms of timing, severity and the population groups that are most affected. At the most severe side of the scale, a pandemic could potentially impact up to 40% of the New Zealand population (more than 1.9 million people and up to 38,000 deaths) over a period of eight to twelve weeks. In the 1918 influenza pandemic, New Zealand experienced over 8600 deaths. No event has killed so many New Zealanders in such a short time.

A pandemic often has a slow onset, large geographical range and long recovery time. In a moderate to severe pandemic, there will be an impact on the whole economy. Not only does a pandemic impose huge infrastructure demands on health care systems, but it exacts substantial economic costs in terms of sickness-related absenteeism, disrupted work schedules and lost productivity to society as a whole.

Influenza is the most likely pandemic that we will experience in New Zealand. However this page covers the planning, response and recovery from any health based event that has the potential to impact our population.

#### *Potential impacts on our Ministry*

- The loss of up to 40% of staff will put immense pressure on the ministry to continue to deliver essential services. The measures that can be put in place in a pandemic (e.g. school closures, closure of public transport) will further reduce our staff numbers as many people will need to stay home to look after children and some staff will not be able to travel to work.
- Our workload will increase significantly. A pandemic event will impact on people's ability to work and maintain an income; many businesses will struggle to remain open with reduced staffing levels. This will mean that MSD will see many



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new clients presenting a need for financial assistance. *See new clients in a pandemic*

- We may need to work differently. Many of our staff members work in frontline/public facing roles. The way we interact with clients and each other may need to change temporarily. *See Keeping our Ministry operating in a pandemic*
- Some of our MSD staff and business units have very specific skilled roles. We need to ensure that we can continue these in their absence.

It is important to remember that not all pandemics will impact us on this scale. MSD deals with staff absences (for example over the Christmas break) quite often. We have good mechanisms to ensure we can continue to provide our essential services in times of disruption. This plan assumes the worst case scenario.

The Ministry of Health have provided a summary of the pandemic phases as in the New Zealand Influenza Pandemic Action Plan (NZIPAP) and they can be found [here](#) (appendix 1)

### *How will we be notified of a pandemic?*

The Ministry of Health actively monitors the pandemic threat to New Zealand through communication with the World Health Organisation (WHO). In the event of an emerging threat, MSD will be notified through the National Security System Directorate and advice will be disseminated to staff as soon as possible.

This advice will be distributed through a range of communication channels. These may include; Email, Doogle, Facebook, Twitter, 0800 MSD Staffline and posters throughout our buildings.

Find a potential pandemic scenario [here](#) (appendix 2)





## Keeping our Ministry operating in a pandemic

### The Ministry's role in a pandemic

MSD has important responsibilities in a pandemic event, both to keep our own business running as usual but also to support the all of government response.

### Legislated responsibilities

The Civil Defence Emergency Management Act 2002 states that 'Every department must ensure that it is able to function to the fullest possible extent, even though this may be at a reduced level, during and after an emergency (*Link to CDEM act*)

The Ministry also has specific roles and responsibilities under the National Civil Defence Emergency Plan 2015. This Doogle page outlines these in detail:

<http://doogle.ssi.govt.nz/working-here/keeping-healthy-and-safe/emergency-management/msds-role-in-all-of-government-response-to-an-emergency.html>

The role of The Ministry of Social Development in a pandemic event as per the New Zealand Influenza pandemic plan (NZIPAP):

- To continue to deliver ongoing payments to existing clients
- To provide financial assistance to new clients
- Activating the 0800 Government Helpline

The Ministry has a suite of extra financial assistance measures that can be activated in an emergency. These measures need to be approved by National Office in consultation with our Minister before they can be used.

These measures can be found [here](#)

<http://doogle.ssi.govt.nz/working-here/health-safety/emergency-management/assistance-for-clients.html>

### Keeping our Ministry operating

Our Ministry plays an essential role in the New Zealand economy. We help New Zealanders to help themselves to be safe, strong and independent. When an event like a pandemic is affecting our communities, people need extra assistance and support. We need to work differently to ensure we can continue to provide services when staff resources are depleted.

MSD has identified the critical functions it would need to maintain or resume within five days of a major event or business disruption. These form the basis of our business continuity planning, and together with the Crisis Management Plan it ensures we can continue to provide our essential services.





The Ministry's critical functions can be found here:

<http://doogle.ssi.govt.nz/working-here/health-safety/emergency-management/business-continuity/critical-functions.html>

Unlike other emergency events, a pandemic could be widespread across all regions of New Zealand. In a severe pandemic, all areas of MSD will likely be impacted.

Below is a table to show the Ministry's critical functions, the **estimated** number of people required to carry these out and whether those people are able to work from home:

*Please note: these are only estimates and have not been adequately tested.*

Critical Function	Lead Team	Staffing considerations	Work from home?	# staff required
<i>Tier one: 0-24 hours following business disruption</i>				
Account for safety, security and wellbeing of MSD staff	Health, Safety and Security	Senior Regional Advisors – Health Safety and Security are located in each region, so if a particular region is impacted by an event, then other Senior Regional Advisors can work remotely  Function can be undertaken remotely from any site with minimum of telecommunications, data and email capability. Key HSS staff have laptops / mobile devices	Y	N/A
Provide Human Resources Crisis Management advice	Human Resources	HR Consultants are located in Auckland, Hamilton, Wellington, ChCh and Nelson Both HR advisory and consultancy roles can be undertaken remotely, providing access to relevant files and data is available	Y	Depends on scale of event
Provide IT Service Desk support, including systems access	IT Customer Services	Contact members of Service Desk Disaster Recovery cover group to fill shortfall. Use ITCS contact list to make contact with ITCS Manager, Manager Customer Support, and Manager Service Desk	Y	3
Provide legal advice to Ministers and MSD Senior Managers	Legal Services	Specialised function requiring staff members with legal expertise. If legal staff are not available in one site/region, most work can be picked up at other sites. Some work may need to be outsourced depending on availability of internal resources. There is a particular issue with a lack of expertise for some types of work outside Wellington	N	2
Provide property information and advice	Property and Facilities	NAC already provides facilities management across NZ. They do not get involved in complex issues/modifications but could step up to provide this service	Y	3



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		Auckland based staff member can provide back up Our Structural Engineer can provide advice on buildings		
Issuing of PSD cards for systems access	Human Resources (AUM card team)	Software could be loaded onto an alternate device by the vendor, a hot-swap printer can be available if needed, a store of .NET cards needs to be held offsite – this needs to be organised	N	3
Ensure security of premises and information	Health, Safety & Security	Senior Regional Advisors – Health Safety and Security are located in each region, so if a particular region is impacted by an event, then other Senior Regional Advisors can work remotely Building access card can be provided by Waterfords if not affected	Y	1
Provide payroll services for MSD staff	Human Resources	If no HRI Systems Advisors/Chris System Administrators are available then the previous EFT files should be used to pay staff	N	2
Provide payment systems for clients	IT Applications	SWIFT and Prod Support teams have multiple BAs who are cross skilled. Key support processes are documented and available via EDRMS	N	16
Support key business unit deliverables through the availability of IT services	IT Infrastructure & Services	Primary staff involved would be the Network Services Voice and Data Teams – core team of 2 * Data, 2 * Voice plus a coordination / Central Comms role IT Customer Services or Vendor Field force staff are also critical to the delivery of this requirement with respect onsite support / delivery Staff can work from home	Y	5
Ensure IT security	IT Infrastructure & Services IT Performance & Risk (security advice)	All key staff are Wellington based. The Ministry's hardware and equipment is housed between Wellington and Auckland data centres However the management of the hardware and equipment is controlled from Wellington. This poses a people risk to the Ministry if an incident or emergency were to impact the capital	Y	22
Create and maintain an online presence, including social media, during responses	National Communications	Function requires authorisation to update MSD/Work and Income Seniors and Students/MCOT websites and administrative access to MSD Facebook page and twitter accounts. Can be undertaken by regional CLAs with additional training. EMBCG staff can access Facebook and twitter accounts	Y	2
Engage with key stakeholders (incl staff, clients and media)	National Communications	Function requires staff members with communications and management experience. Can be undertaken by regional CLAs with additional training	N	2
Provide representation on All-of-Government	National Communications	Function requires senior staff member(s) with communications and management experience	N	2





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Communications Group				
Disaster recovery for vital records, including access to records held by offsite storage providers	Information Privacy, Policy & Practice	Would need to be covered by non- staff or external records consultancy providers	N	2
Provide financial support to meet immediate needs (eg emergency payments and hardship)	Client Service Delivery (Contact Centre Services)	For clients, we will maximise the use of online and phone services during the event (re 4-1-2 Receive and respond to calls). Consider delivering hardship assistance by myMSD and phone (CSRs) – see Workflow – systems considerations and actions spread sheet in Workarounds on Doogle. Use overtime, CSRs from other business units. Roster shifts within full contractual windows (eg 6am-10pm)	N	Depends on area of business
Receive and respond to calls made to the general enquiries, housing enquiries, study link and seniors lines	Client Service Delivery (Contact Centre Services)	Use overtime, CSRs from other business units or unaffected sites. Roster shifts within full contractual windows (e.g. 6am – 10pm). Seniors are only contact centre located in Wellington CBD. These staff are usually all located in Kordia House, but currently split between Kordia House and Manners St. Some overflow can be handled by Whangerei. 71 staff includes three management roles. Note: currently 120 displaced CC staff located in 56 TT as at Nov 2016). These staff are not business critical in first three days	N	91
Operate the 0800 Government Helpline on available services and assistance in an emergency	Client Service Delivery (Contact Centre Services)	Use overtime, CSRs from other business units, and temp staff. Roster shifts within full contractual windows SD Contact Centres are geographically dispersed. Call routing technology is High Availability, and key platform infrastructure is duplicated between Auckland and Wellington. This provides resilience	N	4
Provide services to clients of the Remote Client Unit	Client Service Delivery (Contact Centre Services)	Use overtime. Roster shifts within full contractual windows (e.g. 6am – 10pm). RCU staff use pseudonyms set up via payroll system – consideration to be given as to whether these can be set up in advance and information held securely in Auckland	N	2
Coordinate emergency management and support significant business continuity responses	Emergency Management & Business Continuity Group	Coordination and reporting can be undertaken by senior staff with authority to liaise with Ministers' offices (eg IMSG)	Y	2
Coordinate existing payments (eg	Client Service Support	Other staff could work with the template of emergency management	N	5





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process benefit reviews to ensure they don't suspend/expire) & facilitate the availability of business critical IT and non IT systems	(Systems & Channel Support)	actions liaising with IT people as appropriate		
Provide policy advice on employment income support	Employment & Income Support	Requires staff member(s) with business knowledge and policy advice experience. If Social Policy staff not available, see Social Policy BCP for list of current regional staff with policy background. Ideally require at least two staff members, one at GM level and a Policy Manager. May also require staff member(s) with business knowledge and policy advice experience	Y	2
Provide policy advice on housing	Housing Policy	Requires staff member(s) with business knowledge and policy advice experience. If Social Policy staff not available, see Social Policy BCP for list of current regional staff with policy background	Y	2
Tier two: 24-72 hours following business disruption				
Employee, NGO and guard checking and vetting systems	Human Resources Health, Safety & Security (guard checking)	Can work remotely with laptop or i-pad, provided there is access to systems and multifunctional device	N	3
Office relocations and/or IT hardware provisioning	IT Infrastructure & Services (Lead)	Can call on IT regional support staff from unaffected regions	N	4
Provide official information/respond to Parliamentary Questions (oral & written)	Ministerial & Executive Services	OIAs/PQs: Can be undertaken remotely if IT systems are operational. Otherwise would require facilities within walking distance to Ministers' offices. POIs: Can be undertaken by other MSD offices providing they have access to IT systems	N	4
EDRMS administration and operational support	Information Privacy Policy & Practice	Can be undertaken from alternate MSD facility or from home, providing EDRMS is available	Y	2
Site assessments for damaged/closed sites	Property & Facilities	Property staff have laptops and all bar two have cellphones. If NO unavailable, staff could work from Kordia House or Lower Hutt Contact Centre, or from home	Y	2
Explore accommodation alternatives	Property & Facilities	Property staff have laptops and all bar two have cellphones. If NO unavailable, staff could work from Kordia House or Lower Hutt Contact Centre, or from	N	2



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		home		
Provide legal input to policy and legislative responses, and provide urgent legal representation in the courts	Legal Services	Specialised function requiring staff members with legal expertise. If legal staff are not available in one site/region, most work can be picked up at other sites. Some work may need to be out-sourced depending on availability of internal resources. There is a particular issue with a lack of expertise for some types of work outside Wellington	N	2
Provide secretariat support to the Leadership Team	Strategy & Governance	Prefer office space within walking distance of Minister's offices. But can be undertaken remotely providing IT systems are available	N	2
Provide Helpline policy assistance for staff	Client Service Support (Client Service Quality)	A minimum of 8 staff are required to deliver the Helpline/DIU service. Less than 8 would significantly increase the delay in responding to calls or emailed queries from staff. Staff undertaking this role will need considerable experience with key Ministry service delivery systems such as CMS and SWIFT	N	8
Process student applications for financial support (student loan, student allowance, Jobseeker Student Support Hardship, extra help)	Client Service Support (Housing & Income Support Services)	Work could be reallocated until affected site(s) were operational. Centralised Services StudyLink has Outreach staff in a number of Work and Income sites that could be utilized to process as well as trained Contact Centre staff 10 Collections staff from Christchurch are also being trained in StudyLink products Summer season would require a minimum of 200 SLO's to put students into payment	N	
Process new/on hand applications (eg work in queues)	Client Service Delivery (Client Service Delivery Support)	0.5/1 staff member per Service Centre/Welfare Centre/Alternate MSD site to collect applications from clients. Requires staff member (s) with financial assistance eligibility, processing and authentication knowledge and staff member (s) with Flexi-wage processing and authentication knowledge: <ul style="list-style-type: none"><li>To ensure clients continue receiving a service and affected staff are supported, consideration will be given to moving frontline staff from other Regions into the affected area to provide some type of frontline service to clients and/or existing work can be processed by other non-affected Regions, and</li><li>To ensure wage subsidies are continued and processed as required, consideration will be given to training CS staff in appropriate actions in other areas.</li></ul> Alternative options for support could be	N	1 per Service Centre





		explored through other channels such as the Service Support Team (Contact Centre) and Intensive Client Support trial CPOs (Centralised Services), and Centralised Services processing staff (Centralised Services).		
Make payments to suppliers	Client Service Support (Housing & Income Support Services)	Managed at regional level, partnering with Centralised Services		
Process critical inter-government agency work in relation to public safety, urgent queries from other agencies, and maintaining payments (eg NZ Police info requests and warrants to arrest, NZ Customs)	Client Service Support (Housing & Income Support Services, Debt & Fraud)	Centralised Services operates from a number of sites. Work could be reallocated or staff moved to alternate sites until affected site(s) were operational	N	2-4
Identify new programmes/services (incl costings) to address issues or needs for financial assistance arising from emergencies	Community Partnerships & Programmes (Partnerships & Programmes, Community, Partnerships & Programmes)	Requires staff with business knowledge and policy advice experience. The number of staff required to deliver this function will be determined by the severity and complexity of need. It would be reasonable to allow for 2-4 staff Enlist regional staff with national office experience (particularly Service Delivery projects or Operational Policy backgrounds)	N	2-4
Ensure correct administration of social security agreements	Client Service Support (Housing & Income Support Services)	If calls diverted to Lower Hutt Contact Centre, then ten staff would be required for NZS Portable Clients Complex Line and ten staff for NZS Domestic Clients Complex Line Centralised Services operates from a number of sites. Work could be reallocated until affected site(s) were operational	N	10
Implement outbound calling to determine the status of identified affected client groups	Client Service Delivery (Contact Centre Services)	Increase capacity temporarily Use overtime, CSRs from other business units. Roster shifts within full contractual windows (e.g. 6am-10pm). Calls can be rerouted to other contact centres if one site is impacted	N	6
Support social housing providers with placement (including calculation of Income Related Rent) and maintaining tenancy	Client Service Delivery (Client Service Delivery Operations)	Identified staff in other service centres can be asked to deliver services	N	10





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Manage screening and needs assessment for social housing	Client Service Delivery (Client Service Delivery Operations)	40 staff are required to undertake screening. Twelve are needed at CUH for assessments Identified staff in other service centres or the CUH could deliver services	N	52
Provide advice relating to the income support, housing and other needs of older people	Seniors & International Policy	deally at least one staff member at GM level. Requires staff member(s) with business knowledge and policy advice experience Requires staff member(s) with business knowledge and policy advice experience. If Policy staff not available, see Policy BCP for list of current regional staff with policy background	Y	1
Provide policy advice relating to children, young people, families and communities, people with disabilities, and social sector issues	Community & Families	Ideally at least one staff member at GM level and one or two Policy Manager or Principal Analyst level staff members with business knowledge and policy advice experience Requires staff member(s) with business knowledge and policy advice experience. If Social Policy staff not available, see Social Policy BCP for list of current regional staff with policy background	Y	1
Tier three: 4-5 days following business disruption				
Provide legal advice on contractual obligations and restart advice and advocacy services for frontline matters	Legal Services	Corporate staff required. Some work may need to be out-sourced depending on availability of internal resources. There is a particular issue with a lack of expertise for some types of work outside Wellington Specialised function requiring staff members with legal expertise. If legal staff are not available in one site/region, most work can be picked up at other sites. Some work may need to be out-sourced depending on availability of internal resources. Legal have staff in a number of MSD sites. If sites are impacted, staff can work from other sites. Some staff have access to iPhone 6 Plus or laptops	N	2
Ensure the accountability and transparency of the Ministry is maintained by accurately conveying Ministry information to the public in a timely manner	National Communications	Function requires staff member with communications and management experience	N	2
Make payments to providers	Community, Partnerships &	Minimum of two people – one to process the invoice and one to authorise payment. If IT systems are	N	2



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	Programmes (Service & Contracts Management)	down will need NAC resource to manually process payments <b>Contracts:</b> Staff are based around the country <b>Housing:</b> Housing Contracts teams located in Wellington and Auckland with one mobile (based in New Plymouth), Delegated Authority for payment authorisation in Wellington and mobile.		
Implement Employer account management	Client Service Delivery (Client Service Delivery Support)	2 x KAM / AM; 1 x NM; 1 x GM; 1 x Advisor / Senior Advisor <ul style="list-style-type: none"> <li>If restricted access to providers <ul style="list-style-type: none"> <li>Account management. model means that this would likely be limited – multiple available account managers over two locations</li> <li>Access labour market teams if necessary</li> </ul> </li> <li>If reporting impacted <ul style="list-style-type: none"> <li>Reliant on people available and their respective training. Supported by split teams (WGN and AKL)</li> </ul> </li> </ul> Most acc mgmt. reporting can be collated manually if required from providers	Y	6
Receive and respond to Job Connect and employer line enquires	Client Service Delivery (Client Service Delivery Support)	<ul style="list-style-type: none"> <li>Consider supporting other services lines if and where required</li> <li>Use overtime, CSRs from other business units. Roster shifts within full contractual hours e.g. 6am-10pm</li> <li>Provide Operational Analyst support from another Contact Centre</li> </ul> Service Delivery Contact Centres are geographically dispersed. Call routing technology is high availability and key platform infrastructure is duplicated between Auckland and Wellington	N	
Restart Allegation line	Client Service Delivery (Contact Centre Services)	Can be undertaken by any Contact Centre Use overtime, CSRs from other business units. Roster shifts within full contractual hours e.g. 6am-10pm	N	



## MSD Actions in a Pandemic

This page outlines the general actions MSD will be undertaking at each level of a pandemic.

New Zealand government pandemic planning is based around the World Health Organisation's (WHO) five stages of a pandemic. The New Zealand Influenza Pandemic Plan (NZIPAP) provides a framework for action and outlines the all of government measures that will be considered in the response to a pandemic. For more information, visit the Ministry of Health website: <http://www.health.govt.nz/our-work/emergency-management/pandemic-planning-and-response>

MSD's response to a pandemic at the National Level will be led by an Incident Controller (IC) who leads the Incident Management Team (IMT) at National Office. The response at regional level will be led by Regional Commissioners who will liaise closely with National Office.

### Incident Controller (IC)

The Incident Controller is responsible for leading the response to the event, leading the IMT and providing regular situation reports to the CE and DCE's.

### Incident Management Team (IMT)

Representatives are required from the following areas:

- DCE Office
- Operations Centre
- Client Service Delivery Team
- Policy
- Systems Solutions
- Communications (both Service Delivery and National teams)
- Emergency Management and Business Continuity Group
- HR
- IT
- Centralised Services
- Contact Centre Services
- Health Safety and Security
- iMSD
- Some staff will be assigned administration roles to undertake:
  - Secretarial support (setting up meetings, taking minutes etc)
  - Situation reporting (what information is required, by when, and in what format)
  - Information management/storage of documentation – what documents should be kept and where should they be held on EDRMS



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IMT's duties will include:

- assessing impact of disruptions
- ensuring the continued delivery of critical functions
- temporary modification of existing arrangements
- maintaining a detailed log of staff absences
- minimise the impact of workload on impacted areas

Considerations to meet 'virtually' to avoid the risk of spreading the infection amongst the team should be undertaken.

Communication to MSD from external sources:

- MoH will lead the communication of the New Zealand situation with regards to the pandemic and the response. This will be via a variety of sources:
  - MoH website [www.moh.govt.nz](http://www.moh.govt.nz) for current status, factsheets and FAQ, general information on vaccines, medication and treatment guidelines
  - Media releases and briefings etc.
  - MoH will work with Ministry of Foreign Affairs and Trade (MFAT) ([www.mfat.govt.nz](http://www.mfat.govt.nz)) to provide travel advice.
- The New Zealand government response:
  - Will be led by MoH supported by the National Security System.
  - The response will be coordinated through the CIMS structure (Coordinated Incident Management System) and the NZIPAP

All government agencies will respond as required by MoH

### Assessing the impact of the pandemic on staffing numbers

In the beginning of a pandemic wave, we may only see a small number of staff impacted by the illness. MSD deals with staff absences on a daily basis and this can be managed as such.

As the pandemic moves into the 'Manage it' phase, a larger number of staff will likely be impacted due to illness, caring for sick family, school closures or public transport closures.

At this point we will need to monitor critical staff shortages across the business.

If the pandemic is affecting a particular region we can:

- Encourage clients to use myMSD or to phone the contact centre rather than come in to the office
- Close the office to the public but maintain staff presence whilst practicing hygiene and social distancing measures
- Resume suspended benefits and waive obligations to reduce the number of clients requiring contact with us
- Provide extra staff from other areas of the business with access to frontline systems that they would not normally use (e.g SWIFT)





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- Move workload of affected region to other regions around the country

All of these decisions need to be signed off by the Group General Manager Client Service Delivery in consultation with the Regional Commissioner.

If the pandemic is affecting the whole country we can:

- Open a National Coordination Centre (NCC) and manage staff absences across the country at a central point
- Shut down non-essential services
- Identify people with transferable skills (e.g. language skills) that could be deployed elsewhere
- Relocate healthy staff to essential services and to the areas of the business with critical functions (<http://doogie.ssi.govt.nz/working-here/health-safety/emergency-management/business-continuity/critical-functions.html>)
- Identify areas of the business with critical staff shortages and train other staff members to undertake these roles



## MSD Actions

Below is a list of potential actions that will be taken by our Ministry at each stage of the pandemic. Our Ministry will always be led by advice from the Ministry of Health. A pandemic may not occur sequentially from stage to stage, there could be multiple pandemic waves in different areas within New Zealand. Therefore these actions will be tailored to the impact of the actual pandemic.

This is not an exhaustive list and depending on the scale of the impact, some of these actions may or may not be required. The decision to enact these should be made by the Incident Controller in consultation with the Incident Management Team.

Stage of Pandemic	MSD actions				
<b>Plan for it</b>  Level of influenza at normal seasonal level	<ul style="list-style-type: none"><li>• A pandemic plan is in place to prepare the Ministry for a pandemic</li><li>• Staff are aware and familiar with MSD's pandemic plan</li><li>• Robust arrangements and relationships exist with the Ministry of Health and other external stakeholders</li><li>• MSD is represented at the Interagency Pandemic Group (IPG)</li><li>• BCP's, phone trees and staff contact details up to date</li><li>• MSD reps attend and participate in regional Welfare Coordination Group meetings</li><li>• Relationships exist with DHB's and other agencies in the regions</li></ul>				
<b>Keep it out</b>  Sustained human to human transmission of a novel influenza virus overseas in two or more countries	<table><tr><th>Staff:</th></tr><tr><td><ul style="list-style-type: none"><li>• Messaging distributed to staff about pandemic – using MoH information</li><li>• Staff asked to implement personal hygiene measures</li><li>• Antimicrobial wipes at entrance of all public facing sites</li><li>• Staff absences monitored and reported on to National Office</li><li>• Maintaining communications with sick staff</li><li>• Staff required to avoid face to face meetings (eg: use of teleconference/ videoconference)</li><li>• Increased frequency and coverage of cleaning</li><li>• National decisions implemented at local level</li><li>• National and regional Financial Assistance subgroups convened. Support provided to other agencies on other subgroups where required</li><li>• Ensure coordination in shared sites (e.g. if a Service Centre is shared with IRD or MCOT)</li><li>• Increase call centre capacity to deal with stranded tourists</li></ul></td></tr><tr><th>Clients:</th></tr><tr><td><ul style="list-style-type: none"><li>• Continue existing benefits</li><li>• Messaging to clients to avoid the Service Centre if they are sick</li><li>• Benefit applications over the phone via the Contact Centre</li><li>• TV advertising in Service Centres with messaging about sickness</li></ul></td></tr></table>	Staff:	<ul style="list-style-type: none"><li>• Messaging distributed to staff about pandemic – using MoH information</li><li>• Staff asked to implement personal hygiene measures</li><li>• Antimicrobial wipes at entrance of all public facing sites</li><li>• Staff absences monitored and reported on to National Office</li><li>• Maintaining communications with sick staff</li><li>• Staff required to avoid face to face meetings (eg: use of teleconference/ videoconference)</li><li>• Increased frequency and coverage of cleaning</li><li>• National decisions implemented at local level</li><li>• National and regional Financial Assistance subgroups convened. Support provided to other agencies on other subgroups where required</li><li>• Ensure coordination in shared sites (e.g. if a Service Centre is shared with IRD or MCOT)</li><li>• Increase call centre capacity to deal with stranded tourists</li></ul>	Clients:	<ul style="list-style-type: none"><li>• Continue existing benefits</li><li>• Messaging to clients to avoid the Service Centre if they are sick</li><li>• Benefit applications over the phone via the Contact Centre</li><li>• TV advertising in Service Centres with messaging about sickness</li></ul>
Staff:					
<ul style="list-style-type: none"><li>• Messaging distributed to staff about pandemic – using MoH information</li><li>• Staff asked to implement personal hygiene measures</li><li>• Antimicrobial wipes at entrance of all public facing sites</li><li>• Staff absences monitored and reported on to National Office</li><li>• Maintaining communications with sick staff</li><li>• Staff required to avoid face to face meetings (eg: use of teleconference/ videoconference)</li><li>• Increased frequency and coverage of cleaning</li><li>• National decisions implemented at local level</li><li>• National and regional Financial Assistance subgroups convened. Support provided to other agencies on other subgroups where required</li><li>• Ensure coordination in shared sites (e.g. if a Service Centre is shared with IRD or MCOT)</li><li>• Increase call centre capacity to deal with stranded tourists</li></ul>					
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	<ul style="list-style-type: none"> <li>• Providing financial assistance to people in quarantine</li> <li>• 0800 Government Helpline activated</li> <li>• Messaging to clients to us myMSD rather than come in to the service centre</li> </ul>
<b>Stamp it out</b>  Novel influenza virus or pandemic virus detected in New Zealand  Response led primarily by Regional Commissioners in consultation with National Office	<b>Staff:</b> <ul style="list-style-type: none"> <li>• Business Continuity plans activated</li> <li>• Continuous messaging to staff via 0800 MSD Staffline, emails, Facebook</li> <li>• Staff will be asked to implement social distancing</li> <li>• Purchase of hand sanitizer and antimicrobial wipes, set up 'hygiene stations' (5 stations on levels 3 to 8. 3 stations from 9-18)</li> <li>• altering layout where possible to increase distance between workstations (see here (appendix 4) for more details)</li> <li>• Computer systems will be reconfigured so staff have access to systems they don't normally use e.g. Student Allowances and Loans</li> <li>• Arrange workload to be managed across Service Centres or sites</li> <li>• Adjusting/staggering work hours/meal breaks to reduce concentration of staff in the same place</li> <li>• Staff from around the business may be deployed to service delivery to assist with frontline work.</li> <li>• Some staff may be trained/refreshed in important functions and roles</li> <li>• Managing psychosocial impacts on staff</li> </ul> <p>Suspending all face to face meetings, asking staff to use teleconference/email/telephone instead.</p> <b>Clients:</b> <ul style="list-style-type: none"> <li>• Extra financial assistance measures such as Civil Defence Payments may be considered</li> <li>• Providing financial assistance to people in quarantine</li> <li>• 0800 Government Helpline activated</li> <li>• Messaging to clients to us myMSD rather than come in to the service centre</li> </ul>
<b>Manage it</b> Multiple clusters at separate locations or clusters spreading out of control.	<b>Staff:</b> <ul style="list-style-type: none"> <li>• Non-essential services suspended</li> <li>• Service Centres may be closed to the public</li> <li>• Staff absence across the business is managed at a National Level. Regional offices to collate information from each Service Centre and collate into a single report for National Office</li> <li>• Arrange workload to be managed across the country</li> <li>• Personal hygiene measures stepped up.</li> <li>• Workstations cleaned thoroughly by staff every day.</li> <li>• Antivirals and/or vaccines may be provided to staff, depending on availability</li> <li>• Continued up to date messaging to staff with advice and updates</li> </ul> <b>Clients:</b>



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	<ul style="list-style-type: none"> <li>• Messaging will continue to go out to clients to advise them to use myMSD or to phone the Contact Centre for assistance.</li> <li>• Office closed posters.</li> <li>• Obligations may be waived and letters to clients stopped</li> <li>• Clients may be contacted by MSD to make sure they are ok via outbound calling and/or group text</li> </ul>
<b>Manage It: Post Peak</b>  New Zealand wave decreasing	<b>Staff:</b> <ul style="list-style-type: none"> <li>• Messaging continues to staff but focuses on recovery</li> <li>• Recovered staff transitioned back to work</li> <li>• Healthy staff to begin to catch up on work</li> <li>• </li> </ul>
	<b>Clients</b> <ul style="list-style-type: none"> <li>• Gradually resuming work obligations for clients with suspensions on their obligations</li> <li>• Ensuring applications with insufficient verification are followed up on</li> <li>• Students to be transferred back to Studylink where appropriate</li> </ul>
<b>Recover from it</b>  Population protected by vaccination or pandemic abated in New Zealand. This could take months or years	<b>Staff</b> <ul style="list-style-type: none"> <li>• Resume business operations as quickly as possible</li> <li>• Catching up with backlog of work</li> <li>• EAP sessions</li> <li>• Return access rights for staff assigned temporary delegations</li> <li>• <a href="http://doogie.ssi.govt.nz/working-here/health-safety/emergency-management/business-continuity/recovery.html">http://doogie.ssi.govt.nz/working-here/health-safety/emergency-management/business-continuity/recovery.html</a></li> <li>• Corrective actions, what will we do better next time?</li> <li>• Recovery reporting</li> <li>• Ensuring that staff are supported with backlog of work</li> </ul>
	<b>Clients:</b> <ul style="list-style-type: none"> <li>• Managing psychosocial impacts on clients</li> <li>• Supporting people who have lost their jobs to get back into work</li> </ul>

Stage of pandemic	National Office Incident Management Team actions
<b>Plan for it</b>  Level of influenza at normal seasonal level	<ul style="list-style-type: none"> <li>• Integrating and coordinating pandemic planning and activity</li> <li>• Attending exercises and Interagency Pandemic Group where required</li> <li>• Ensure BCP's, phone trees and staff contact details up to date</li> <li>• Develop approved messaging to all staff</li> </ul>
<b>Keep it out</b>  Sustained human to human	<ul style="list-style-type: none"> <li>• Assess overall situation and impact</li> <li>• Monitor and report on actual and anticipated impact of the pandemic to internal stakeholders</li> </ul>





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<p>transmission of a novel influenza virus overseas in two or more countries</p>	<ul style="list-style-type: none"><li>• Convene Incident Management Team (IMT) and appoint Incident Controller</li><li>• Messaging out to staff, using Ministry of Health advice</li><li>• Raising staff awareness of Business Continuity plans and Ministry's pandemic plan</li><li>• Ensure Managers are tracking staff sickness and absence</li><li>• Convene National Financial Assistance subgroup. Attend other welfare subgroup meetings as required</li><li>• Attend National Welfare Coordination Group (NWCG), Officials Domestic External Security (ODESC) Committee, Incident Management Reference Group (IMRG), Interagency Pandemic Group (IPG)</li><li>• Maintain coordination with other agencies to ensure a joined up all of government response</li><li>• Investigate vaccine or antiviral provision and their distribution</li><li>• Consider the need for bulk buying hand sanitizer, tissues, antimicrobial wipes</li></ul>
<p><b>Stamp it out</b></p> <p>Novel influenza virus or pandemic virus detected in New Zealand</p>	<p>Response led primarily by Regional Commissioners in consultation with National Office</p> <ul style="list-style-type: none"><li>• Continue to disseminate advice messaging to staff</li><li>• Reporting to the Minister</li><li>• Implement social distancing, enhanced hygiene measures. Distribute messaging around these</li><li>• Update internal and external websites, develop Google page</li><li>• Situation reporting to IMT, Ministry of Health and Ministers</li><li>• 0800 MSD Staffline updates</li><li>• Activate Crisis Management Plan</li><li>• Business Continuity plans activated</li><li>• Service Delivery outbound calling to vulnerable clients</li><li>• Staff absence management. Send out template to all managers and set up a system to monitor this from National Office. Ensure Managers know when to alert National Office to critical level of staff absence.</li><li>• Workload management. Ensure workload of frontline staff is being managed across the business</li><li>• Set up ECC</li><li>• Incident Action Planning</li><li>• Consideration and application of extra measures of financial assistance</li><li>• All of government financial assistance factsheets developed</li><li>• Purchase of hand sanitizer, antimicrobial wipes. Set up hygiene stations.</li><li>• altering layout where possible to increase distance between workstations (see <a href="#">here</a> (appendix 4) for more details)</li><li>• Establish status of key suppliers</li></ul>



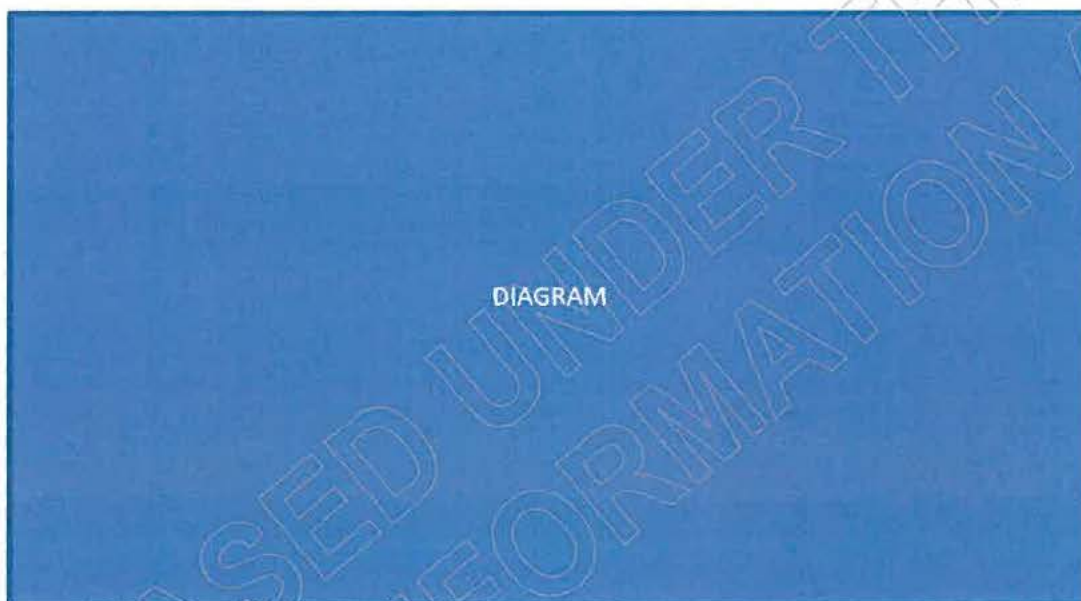
<b>Manage It</b>  Multiple clusters at separate locations or clusters spreading out of control.	<b>Response led by Incident Management Team</b> <ul style="list-style-type: none"><li>• Continue messaging to all staff on changing situation via emails, Doogle, Facebook</li><li>• Staff absences across the business are managed at a National Level</li><li>• Staff deployed to other areas of the business that require assistance and this process is managed as efficiently as possible</li><li>• Closure of as many frontline services as appropriate</li><li>• Distribution plan for vaccines or antivirals</li><li>• Appoint person to the National Crisis Management Centre</li><li>• Activate 0800 Government Helpline</li><li>• PPE may be distributed</li><li>• Reporting of pandemic related financial assistance</li><li>• Look at the possibility of some staff working from home</li></ul>
<b>Manage It: Post Peak</b>  New Zealand wave decreasing	<ul style="list-style-type: none"><li>• Start to consider recovery arrangements</li><li>• Recovered staff transitioned back to work</li><li>• Healthy staff to begin to catch up on work</li><li>• Workload is spread across the country strategically,</li><li>• Messaging continues to staff but focuses on recovery</li></ul>
<b>Recover from it</b>  Population protected by vaccination or pandemic abated in New Zealand. This could take months or years	<ul style="list-style-type: none"><li>• Psychosocial support for staff</li><li>• Debrief of event with IMT and internal/external stakeholders</li><li>• Corrective actions process</li><li>• Recovery reporting</li></ul>





## Alternative Service Delivery model

In the 'Manage It' phase of a pandemic, MSD could potentially suspend face to face contact with the public. This would entirely depend on the impact and scale of the pandemic. The decision to do this would be made by the Incident Controller in consultation with the Incident Management Team on advice from the Ministry of Health.



Potential risks associated with the alternative Service Delivery model:

- The additional workload created by existing and new clients overwhelms staffing numbers. Clients have to wait for longer than usual to have their application granted.
- MSD could experience IT issues at the same time as the pandemic which would severely reduce our ability to provide services to clients.
- Relaxing rules around proof and verification will increase workload down the track. Clients will eventually be required to verify their circumstances and this will create a backlog of work.
- There is a higher potential for client fraud or overpayments when clients do not provide sufficient verification of income for a period of time.



## Information for staff in a pandemic

### Your role in a pandemic

Your main role in a pandemic is to keep yourself and your family safe and well. Ensure you follow official advice to reduce the risk of contracting and/or spreading the illness to others. Some basic principles of personal hygiene can be found [here](#) (appendix 3)

Ensure you understand the symptoms of the illness (in a pandemic event, messaging will be distributed to MSD staff which will advise you on this) so that you can notify your manager and stay home if you start to feel unwell.

The Ministry relies on you to do your best to stay well. We need you to come in to work if you can, so that we can make sure our business can still operate and we can continue to carry out our essential services. Our Ministry carries out a critical role in the New Zealand economy and during a pandemic; our existing and new clients will likely need even more assistance from us.

You may also be asked to undertake different duties in a pandemic. For example you may need to carry out a different role, move to a different location, take up additional responsibilities or work overtime. [\[link to HR page\]](#)

### *Be personally prepared*

Have a plan and be prepared in case you need to stay at home during a pandemic.

Keep at least a week's supply of food, tissues, and your usual medicines so you don't need to make trips out in public.

Make sure you have contact details for friends/family/neighbours so you can call them if you need help.

Think about:

- Does your job allow you to work from home?
- Do you work in a team with a critical function? What does this mean for you if half of your team are sick or unable to come to work?
- Are there people who could step in and do your job if you are sick or unable to come to work?
- Who could help to look after your family if they get sick?
- organising child care if your child needs to stay home and you must go to work
- how you would get to work if public transport was shut down as part of the pandemic response





- If you were sick and quarantined for a period of time, how would you get access to essential supplies such as food?

For more information about how to prepare yourself for an adverse event:

<http://doogie.ssi.govt.nz/working-here/health-safety/emergency-management/getting-prepared.html>

## **HR information for MSD staff in a pandemic**

### **Staff leave provisions in a pandemic**

MSD will adopt a flexible policy to leave during a pandemic, with the usual use of sick and domestic leave entitlements being the first option. The overall principles are as follows:

*If you are sick or caring for a sick spouse/partner or dependant*

Sick leave should be used. If sick leave runs out, you should use your annual leave if available. If you do not wish to take annual leave then leave without pay can be given. Advanced annual leave may be considered by your manager and will be looked at on a case by case basis.

*Where you are not sick but you are ordered from work as a precautionary measure*

You should work from home if practicable.

*Where you are not prevented from coming to work yet your childcare centre or school is closed*

You will be required to use your Domestic Leave (Home) to cover your absence. If you have used your allocation then annual leave should be considered.

*If you have suffered the loss of a family member, you are entitled to bereavement leave*

Normal bereavement leave guidelines apply <http://doogie.ssi.govt.nz/resources/helping-staff/policies-standards/hr/leave/bereavement-tangihanga.html>

Note that employees are entitled to emergency financial assistance on the same terms as all other employees whose employer can no longer provide paid leave.

### **Staff working from alternative locations**

Should the incident require a complete relocation of office for an extended period exceeding 12 months or permanently, or you are asked to work from an alternative location, the Ministry may reimburse any additional travel expenses incurred for up to 12 months.



Public transport costs will be used to determine the value of the allowance and will be based on the difference in cost between your current commute from your home to work and the new commute costs from your home to your temporary place of work.

#### **Overtime**

Normal overtime policy applies; please contact your manager for details

#### **Working in a different role**

If your role requires any higher duties, then normal higher duties allowance policy applies. Please contact your manager for details

#### **Health and wellbeing**

<http://doogie.ssi.govt.nz/working-here/keeping-healthy-and-safe/health-and-safety-in-the-workplace/your-wellbeing/index.html>

#### **Vaccines and antivirals**

MSD does not and will not stockpile medication as we are unable to prescribe or administer them.

*Pre pandemic vaccines:* From time to time, the Ministry of Health may purchase small quantities of vaccines made from a circulating strain of a new influenza virus that has the potential to cause a pandemic. These vaccines vary in their effectiveness and are usually reserved for people at risk of serious life threatening complications and frontline healthcare workers.

*Pandemic vaccines:* Are developed using the actual strain of influenza that is causing the virus. However, New Zealand does not have the capacity to manufacture these vaccines therefore it is outsourced to overseas companies. The Ministry of Health will source the appropriate vaccinations and will provide the government with advice on priority groups for immunisation. There will always be some months delay between the declaration of the pandemic and the arrival of the pandemic vaccine supplies in New Zealand. This is because a vaccine that will protect against the pandemic strain cannot be made until that strain has developed and has been identified.

*Antivirals:* Depending on the source of the pandemic, antivirals may be effective against the virus. In the event of a pandemic, the Ministry of Health will distribute information about antivirals which will be passed on to staff. MSD will not provide antivirals directly to staff.





## **Support for clients in a pandemic**

In the event of a pandemic, our current clients will depend on us to ensure that the services that we provide to them continue. This may include:

### *Benefit payments*

Clients may need access to Special Needs Grants, Recoverable Assistance Payments, Advance Payment of Benefit and/or emergency benefit. These should be used in the first instance to assist clients with needs related to a pandemic.

We can also waive obligations, grant benefits without the necessary verification or resume suspended benefits. This decision is made at National Office and your Manager will tell you if any of these measures are required.

### *Financial assistance in an emergency*

Very rarely, our standard measures of assistance are not sufficient to cover the need of the community in an adverse event.

Extra assistance measures can be made available to clients by MSD for example; Civil Defence Payments. These are activated by the Minister and must not be used unless advice is given otherwise. More information can be found here

<http://doogie.ssi.govt.nz/working-here/health-safety/emergency-management/assistance-for-clients.html>

### *New clients*

We may see an increase in new clients applying for assistance. Businesses may have to close because of lack of staffing or they may be affected by Ministry of Health restrictions on travel or public gatherings. Students may be unable to study so require a switch to the emergency benefit. Employees may be working but not being paid or they may be sick but have exhausted their leave. In the worst case scenario where the New Zealand borders are closed, we may have up to 240,000 foreign nationals stranded here who require assistance.

It is essential that we ensure that our clients are all treated the same way.

Pandemics and other adverse events can make specific groups of people more vulnerable. Maori, Pacific people, pregnant women and people with chronic illnesses are often more susceptible to illnesses such as influenza. People who have English as a second language can find events like this very difficult to navigate. Some communities have already been impacted by an adverse event (for example an earthquake or flooding) and it is important services are targeted to provide support to such people.



## Financial Assistance framework in a pandemic

Financial support needs to continue for new and existing clients in a pandemic.

	Client groups	Summary of financial assistance measures
Existing clients	Clients unaffected by pandemic	<ul style="list-style-type: none"> <li>• Usual services apply</li> <li>• Usual obligations apply</li> </ul>
	Clients affected by the pandemic	<ul style="list-style-type: none"> <li>• Continue existing benefits</li> <li>• Review existing benefits e.g. cases where a client had worked part time and unable to do so anymore, their benefit will be restored to the full rate</li> <li>• Waive obligations if client provides medical certificate</li> <li>• No stand downs to be applied</li> <li>• Resume suspended benefits on representation of client (incl phone and/or agent)</li> <li>• Restart cancelled benefits on representation of client (incl phone and/or agent)</li> <li>• Standard hardship assistance applies</li> </ul>
	Orphaned or unsupported children inside affected regions	<ul style="list-style-type: none"> <li>• Assess for Unsupported Child Benefit</li> <li>• Standard hardship assistance applies</li> </ul>
	Students who cannot access their educational institution	<ul style="list-style-type: none"> <li>• Transfer client to Emergency Benefit and reassess in 4 weeks</li> <li>• Waive stand down</li> <li>• Standard hardship assistance applies</li> </ul>
New Clients	Self-employed but cannot open due to the pandemic	<ul style="list-style-type: none"> <li>• Assess for Emergency Benefit with review period of 4 weeks</li> <li>• If Civil Defence payments have been made available, consider Loss of Livelihood.</li> </ul>
	People unaffected by the pandemic but have been laid off due to the pandemic	<ul style="list-style-type: none"> <li>• Assess for Jobseeker Support with a review period of 4 weeks.</li> </ul>
	Clients from overseas stranded in NZ	<ul style="list-style-type: none"> <li>• Overseas tourists should contact their travel agent, consulate or insurance company first.</li> <li>• The Minister may, by notice in the gazette establish programmes of special assistance for visitors to NZ affected by the pandemic (Section 51CF Social Security Amendment Act 2006).</li> <li>• Assess for Civil Defence payments if they have been activated. If client does not have a bank account, funds can be paid to a third party e.g. Red Cross</li> </ul>
	Carers of sick people	<ul style="list-style-type: none"> <li>• Assess client for Emergency Benefit and reassess in 4 weeks</li> <li>• Waive stand down</li> <li>• Standard hardship assistance applies</li> </ul>





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New Zealanders stranded overseas	<ul style="list-style-type: none"><li>• Ministry of Foreign Affairs and Trade are responsible for New Zealanders stranded overseas</li><li>• For those on a benefit or NZS and veterans, waive the 28 day rule or 6 month rule</li></ul>
People with no income with partners stranded overseas	<ul style="list-style-type: none"><li>• Assess client for Emergency Benefit and reassess after 4 weeks</li><li>• Waive stand down</li><li>• Standard hardship assistance applies</li></ul>

**Important websites and resources**



### Resources

1. Office closed posters [link to office closed posters]
2. Staff attendance template (excel) [link]  
This template can be used for staff in any business unit (service centres, regional offices etc)
3. Situation report template [link to sit rep page]  
In an event, an email will be sent by EMBCG to the region to advise the requirement and frequency of these reports.
4. Personal hygiene posters for kitchens and bathrooms
5. Checklist for regions
6. New Zealand Influenza Pandemic Action Plan (NZIPAP)

### National Office specific resources

7. Workload Management information for centralised services

### Useful contacts

- 0800 MSD Staff Line (0800 673 782)
- [www.facebook.com/msdemergency](http://www.facebook.com/msdemergency)
- [www.twitter.com/msdgovtnz](http://www.twitter.com/msdgovtnz)
- Stratos – EAP (MSD's professional counselling and psychological First Aid)
- 0800 Stratos (0800 787 2867) or international calling on +64 9 538 0261
- <http://www.stratos-ltd.co.nz> or <http://doogle.ssi.govt.nz/working-here/keeping-healthy-and-safe/keeping-myself-safe/your-wellbeing/eap-employee-assistance-programme.html>
- MSD Media Team (24/7)
- 04 916 3496 or email: [media@msd.govt.nz](mailto:media@msd.govt.nz)
- Health & Safety intranet (Accident, injury and incident reporting)  
<http://doogle.ssi.govt.nz/working-here/keeping-healthy-and-safe>
- MSD Health and Security Team
- Call in office ext: 46124 or 04 916 3124 or email: [healthandsafety@msd.govt.nz](mailto:healthandsafety@msd.govt.nz)
- AskHR
- [AskHR@msd.govt.nz](mailto:AskHR@msd.govt.nz)





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- 04 916 3508 (extn 46508) or international calling on +64 4 916 3508

- Ministry of Foreign Affairs & Trade (MFAT)

- <https://www.safetravel.govt.nz/>
- 24/7 emergency number: +64 4 439 8000

- New Zealand embassies, high commissions and representative offices

- <http://www.nzembassy.com/> or
- <http://www.mfat.govt.nz/Embassies/1-NZ-representatives-overseas/index.php> or
- <https://www.safetravel.govt.nz/new-zealand-embassy-locator>

- Centre for Disease Control – Influenza information

- <https://www.cdc.gov/flu/prevent/>



This page outlines the information Managers may require in a pandemic.

A pandemic is an outbreak of infectious disease (such as influenza) that spreads through human populations across a large region, for example multiple continents or even worldwide

You can find detailed pandemic information on Doogle [here](#)

### **Your role as a Manager**

During a pandemic, you will receive frequent advice from National Office on what actions you should be taking. The advice given will depend on the scale and impact of the pandemic and will be directed by information from The Ministry of Health.

Actions may include but are not limited to:

- Reviewing your Business Continuity Plans and Site Safety plans
- Knowing whether your business unit has a critical function and if so, ensuring you can still undertake these with limited staff
- Knowing how many staff you require to keep your business unit running
- Ensuring your phone trees are up to date
- Encouraging your staff to keep up to date via Doogle, 0800 MSD Staffline, MSD Facebook, official websites
- Ensuring you maintain frequent communication with your staff members and encourage them to stay calm
- Monitoring the health of your staff members whether they are at work or home
- Following any advice that National Office may give

If the pandemic starts to have an impact on our staff and communities then we may ask you to:

- Implement personal hygiene measures and ensuring your staff are doing so. You can find information about that [here](#)
- Track staff absences and reporting on them to either Regional or National Office
- Keeping up to date with sick and absent staff through phonecall or text
- Purchase hand sanitizer and antimicrobial wipes from your usual supplier
- Manage psychosocial impacts on staff and ensuring they are referred appropriately
- Release non-essential staff for deployment to other areas of the business
- Stagger staff breaks so not all of your staff are in lunch rooms/kitchens all at once
- Ensure your staff are not attending meetings and can use alternative means of communication such as teleconference
- Putting up posters in staff rooms, bathrooms, kitchens, offices or Service Centres with advice about the pandemic.





You will be advised if any of these measures are required.

### **Staff Wellbeing**

Staff will naturally be anxious regarding a pandemic and this is likely to contribute to increased work absence and/or increased distress to staff.

However it is important to communicate with staff that they need to come to work if they are well and not caring for sick family members. MSD needs to continue to provide services to New Zealand, especially at a time when people are more likely to need them.

The suggested ways to reduce anxiety and distress among staff include:

- communicating the possibility of a pandemic – and MSDs approach to managing it – very early to staff
- discuss with staff any possible health and safety issues, leave arrangements if they are ill or need to look after dependants who are or who have been “shut out” of childcare and school, etc;
- provide clear, timely and pro-active communication to staff during the pandemic that updates them on how MSD is handling the situation, and what the expectations for staff are. This will be provided by National Office via email and should be forwarded on to staff
- ensure you and your staff are following advice on personal hygiene measures to reduce the spread of the illness.
- Ensure you are being flexible wherever possible. If your staff are carrying out roles that can be completed from home, then look in to allowing this as an option. Some things to think about can be found [here](#)

Find more detailed information about managing staff issues here:

<http://doogle.ssi.govt.nz/resources/helping-staff/policies-standards/hr/managing-issues-index.html>

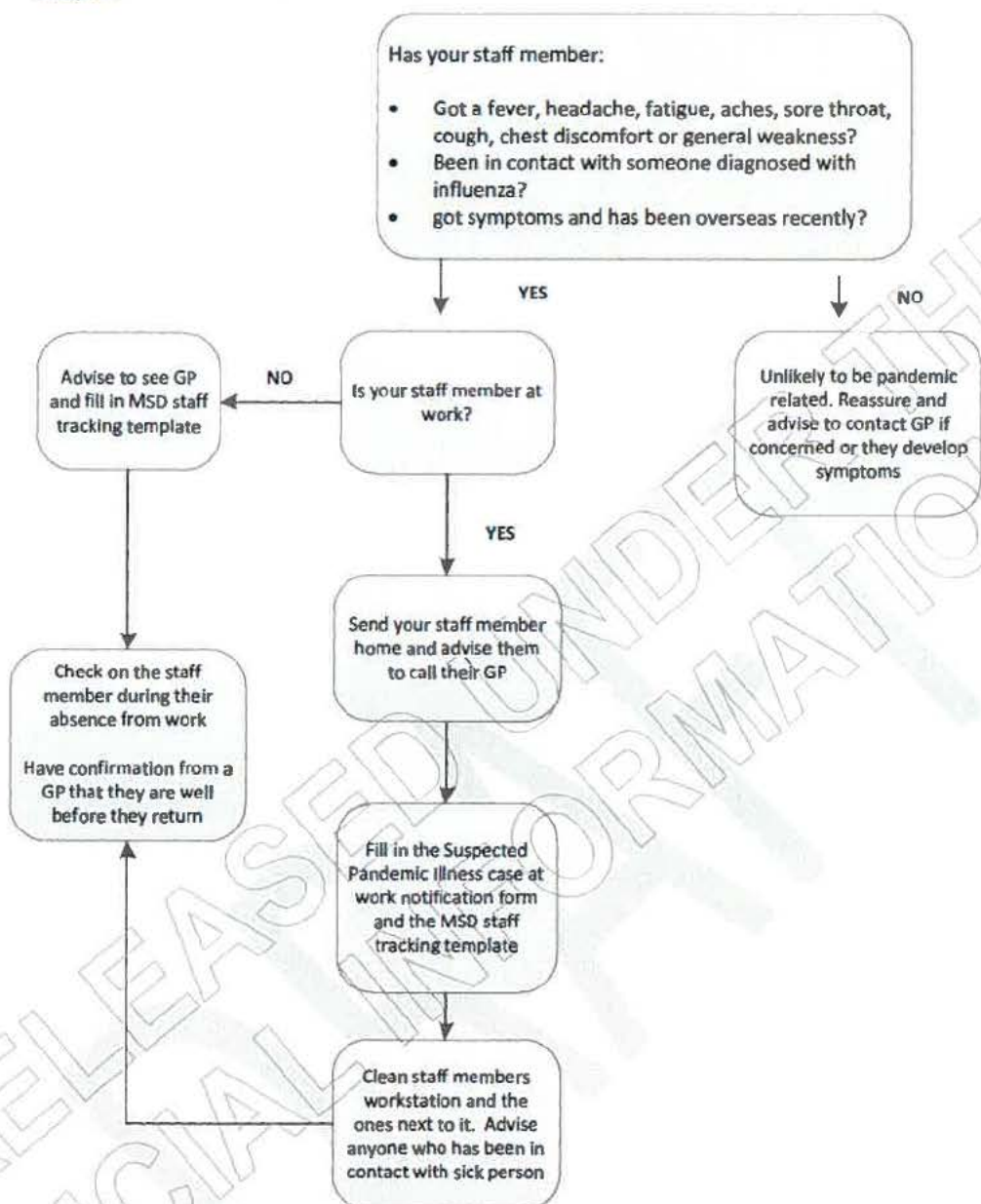
### **Staff who get sick at work or home**

Follow the flowchart below:



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- The MSD staff tracking template can be found [here](#)
- The Suspected Illness Case at Work Notification form can be found [here](#)
- Please send the completed MSD staff tracking template and Suspected Pandemic Illness at work form to .....

### Tracking staff absences

The Ministry has a particular interest in tracking the effect of a pandemic on staff for a number of reasons:





We want to make sure our staff members and their families are ok.

#### Workload management

- Ensuring that staff levels are managed in a way that allows continued services
- Knowing whether staff levels are reaching a critical level at which services may be compromised
- A strategic approach can be taken to the deployment of staff across the Ministry where service lines are critically affected and where other areas of the business have capacity to assist

#### Media and political interest

- Our Minister's will need to know how many staff are absent and how that impacts on services
- There may be media interest in the Ministry's management of impacts on staffing

You can find the template to track staff absences [here](#)

#### Reporting on staff absences

#### Identifying critical staffing issues and highlighting them to National Office

If you are critically short of staff and require assistance from elsewhere, please contact ...?

#### Implementing hygiene practices

If New Zealand is affected by a pandemic, the Ministry of Social Development will implement various hygiene measures to reduce the spread of the illness throughout our business. These measures depend on the stage and severity of the pandemic.

They may include:

- Bulk buying hand sanitizer and antimicrobial wipes
- Asking all staff to wipe down keyboards, desks, mouse, headsets before they go home for the day
- Creating 'hygiene stations' in the workplace



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- Placing messaging around the workplace to remind you of personal hygiene measures
- Implementing social distancing (see social distancing)
- Asking staff to occupy every other computer if possible.
- Suspending all face to face meetings, asking staff to use teleconference/email/telephone instead.
- Staggering staff breaks to reduce congestion in staff common rooms and kitchens
- Having cleaners come through more often
- Sending staff home if they exhibit signs of the illness

### Managing an outbreak in your office

If you believe you are having an outbreak of an illness in your office, please contact ....

We can take some steps to manage this. These may include:

- Sending staff home who have been in contact with sick people
- Stepping up the personal hygiene measures and cleaning in the office
- In severe circumstances we may close the office or the floor where the outbreak is occurring and relocate people to other offices.

### Sharing information about sick staff members with other staff

If you wish to share the health status of a staff member with other staff, please get permission from the staff member first.

### HR information for Managers in a pandemic

#### Staff leave provisions:

You may have staff absent due to sickness. You may also have staff absent due to other reasons related to the pandemic for example: depending on the scale of the pandemic, schools may be closed, public transport may be suspended or staff may have to stay home to care for sick family members.





Often a key issue for staff is whether they will continue to be paid throughout the pandemic.

Where staff are not able to be at work because they are sick, have been in contact with someone who has possibly been infected, or are looking after dependants, we need to apply good employer practices. MSD will adopt a flexible policy to leave during a pandemic, with the usual use of sick and domestic leave entitlements being the first option. The overall principles should be as follows:

*If an employee is sick or caring for a sick spouse/partner or dependant*

Sick leave should be used. If sick leave runs out, MSD can offer the employee the option of using any annual leave. If the employee does not wish to take annual leave then leave without pay should be given. Advanced annual leave can be considered.

*Where an employee is not sick but is ordered from work as a precautionary measure*

Employees should work from home if practicable.

*Where an employee is not prevented from coming to work yet their childcare centre or school is closed*

Employees will be required to use their Domestic Leave (Home) to cover their absence

*An employee who has suffered the loss of a family member is entitled to bereavement leave*

It is not anticipated that special paid leave would exceed 10 working days. Any special paid leave must be paid for within baselines.

Different considerations may well apply in the case of emergency or essential front-line services. You will be advised of these requirements by National Office.

Note that employees are entitled to emergency financial assistance on the same terms as all other employees whose employer can no longer provide paid leave.

Also note:

Employees who are ill and have no entitlement to paid sick leave remaining cannot be required to use annual leave to cover their period of illness. If they choose to use their annual leave then the employer can agree to that.

#### **Staff working from alternative locations**

Should the incident require a complete relocation of office, the Ministry may reimburse any additional travel expenses incurred for up to 12 months.



Public transport costs will be used to determine the value of the allowance and will be based on the difference in cost between the employee's current commute from their home to work and the new commute costs from their home to their temporary place of work.

All existing working at home arrangements will continue, unless the employee is required to attend a location other than their usual place of work for service delivery reasons.

Staff will need to carry their PSD and access cards at all times.

#### **Overtime**

Normal overtime policy applies

#### **Staff working in a different role**

Normal higher duties allowance policy applies

#### **Staff working from home**

Service delivery should continue to the fullest possible extent during any emergency, therefore where possible managers should make a decision whether staff can work remotely (usually from home) to cover situations such as:

- There is a recommendation from the Ministry of Health to increase social distancing in the workplace and remote working allows this to be implemented.
- Public transport is closed and some staff cannot reasonably get in to work, or the risk of staff being infected through the use of public transport cannot be reasonably managed.
- The workplace itself has been isolated/quarantined by a Medical Officer of Health.
- The staff member has sick family members requiring care but no leave available to take

*You will need to consider:*

- Whether your staff member can carry out their role fully if they are working from home.
- What resources your staff will need to take home so they can carry out their role
- Whether your staff member has full access to all systems required to carry out their role.
- The likelihood of IT issues affecting your staff member so their ability to do their role is compromised.

Please ensure that your staff member either takes their laptop home or has access to MSD systems from home computers. Information about accessing Outlook remotely can be found [here](#):





<http://doogle.ssi.govt.nz/helping-you/msd-service-desk/training-education/outlook-web-access-owa.html>

<http://doogle.ssi.govt.nz/resources/helping-staff/policies-standards/hr/managing-issues-index.html>

#### **MSD Managers Toolkit: Leading after traumatic or critical incidents**

A toolkit has been developed for managers to help lead their teams and themselves through a critical incident: <http://doogle.ssi.govt.nz/working-here/keeping-healthy-and-safe/health-and-safety-in-the-workpalce/leading-after-traumatic-or-critical-incidents/>

#### **Transitioning staff back to work**

If staff are still recovering from their illness or having issues with childcare, considering letting them come back part time, work from home or work at an MSD site closer to their home. We would rather staff came back to work on a flexible basis than not at all.

## **Appendices**

### **Appendix 1. Phases of a pandemic**



NZ Phase	NZ situation and potential triggers	International situation
Plan For It – Planning and preparedness	Level of influenza at normal seasonal levels – no human to human cases in NZ	No viruses among animals have been known to cause human infections.
		An animal influenza virus is known to cause infection in humans, and is a specific pandemic threat.
		An animal or human – animal influenza reassortant virus has caused sporadic cases or small clusters of disease in people, but has not resulted in human-to-human transmission sufficient to sustain community-level outbreaks.
Keep It Out – Border Management	No human to human cases in NZ. Sustained human-to-human transmission of a novel influenza virus overseas in two or more countries	Human-to-human transmission of an animal or human-animal influenza reassortant virus able to sustain community-level outbreaks has been verified.
		The same identified virus has caused sustained community-level outbreaks in two or more countries in one World Health Organisation (WHO) region.
Stamp It Out – Cluster Control	First case identified in New Zealand	The same identified virus has caused sustained community-level outbreaks in two or more countries in the region affected in WHO phase 5.
	Clusters of cases in New Zealand	
Manage It – Pandemic Management	Increased and substantial transmission in the general population. Multiple clusters at separate locations, or clusters spreading out of control	
Manage It: Post Peak – transition to Recover From It phase and planning for a resurgence or second wave	Wave decreasing: possibility of a resurgence or new wave	Levels on pandemic influenza in most neighbouring countries with adequate surveillance have dropped below peak levels.
Recover From It	Pandemic over and/or population protected by vaccine	Levels of influenza have returned to the levels seen for seasonal influenza in most countries with the adequate surveillance.

## Appendix 2: Potential Pandemic Scenario



The effects of a pandemic on New Zealand can be moderate to severe. A mock scenario is provided below to highlight this: *(Please note this is a worst case scenario. Pandemics are unpredictable and may not follow these timelines or levels of severity. )*

**Keep it out:** March 2018: The Southeast Asia Region reports an increase in severe influenza cases. The virus is being passed from person-to-person and it seems to be spreading quickly. No cases of this strain of influenza have been reported in New Zealand. The Ministry of Health have issued travel advisories pertaining to the relevant countries and have started screening travellers coming into NZ.

**Stamp it out:** April 2018: The virus has been identified in New Zealand and tracked back to people who have recently travelled to Southeast Asia. There are small clusters appearing around the country. The Ministry of Health are quarantining sick people to try and reduce the spread of the illness and isolating areas of spread. Some schools have seen outbreaks and they have been closed down, which impacts on some MSD staff.

**Manage it:** June 2018: The virus is affecting around 40% of the population. The Ministry of Health have asked the public to avoid gatherings, they have closed public transport in major cities and schools and all educational facilities are being closed. MSD is struggling with staffing numbers, the frontline are particularly impacted. Some people have to stay home to look after kids and sick family members which further impacts staff numbers. Small businesses are struggling to stay open due to lack of staff. Some businesses are unable to pay their staff and more and more people are requiring financial assistance. Supermarkets are running low on supplies due to lack of staffing on production lines and in the trucking industry. MSD has closed all public facing sites and any frontline staff who are well are being asked to work from Service Centres. All interaction with the public is being carried out over myMSD and over the phone.

**Manage it post peak:** November 2018: Staff are starting to return to work. Incidences of new influenza cases are decreasing. Schools in some areas are opening and restrictions on public transport and gatherings are lifted. MSD is putting recovery plans in place which includes catching up with work that has been suspended or lagged behind in the pandemic.

**Recovery:** May 2019: Pandemic has abated in New Zealand and no new cases of influenza are being reported. MSD is focusing on transitioning staff back to work and assisting clients in their return to employment.



If you are unwell, stay at home until you are better.

Follow basic hygiene practices:

- Wash your hands regularly for at least 20 seconds and dry them for 20 seconds – or use an alcohol-based hand rub.
- Avoid touching your eyes, nose and mouth.
- Don't share drinks or cutlery
- Avoid crowded places.
- Stay at least a metre away from other people
- Cover your mouth and nose with a tissue when you cough or sneeze – then put the tissue in a lined bin
- Wipe down your mouse, keyboard, headset and desk before you leave every day.

Always wash and dry your hands ...

- Before: eating or preparing food
- After: Sneezing, coughing or blowing your nose (or wiping children's noses)
- Gardening (or playing outside for children)
- Having contact with animals
- Going to the toilet or changing nappies
- Looking after sick people





We can set up our workplaces in a way that can help reduce the spread of the virus. These can be done in addition to social distancing and personal hygiene measures.

- Moving workstations

Social distancing measures are easier to achieve if staff are working at every other desk rather than next to each other. If this is not possible then move desks as far apart from each other as feasible in the space you have got. This is easier if staff numbers in your area of work are reduced.

- Cleaning workstations

It is important to thoroughly clean your workstation, especially in a pandemic. Ensure you use disposable antimicrobial wipes to do this (containing alcohol or chlorine). Regular wipes will not be sufficient to kill the virus. This must be done at the end of every day before you go home.

Wipe down your:

- desk
- keyboard
- mouse and
- headset
- anything else that you touch on your desk

Use separate wipes to clean each piece of equipment.

- Hygiene stations

'Hygiene stations' can be set up around your workplace. These should include hand sanitizer, antimicrobial wipes and tissues. Care should be taken not to congregate around these stations and tissues should be taken out without touching the box. Managers are responsible for keeping these restocked.



In a pandemic you may be asked to implement a measure called social distancing. This will minimise your contact with others and this will help reduce the spread of the illness. Crowded spaces or large gatherings should be avoided wherever practicable.

Suggestions on how to minimise contact include:

- Try and stay a metre away from other people at all times
- Do not shake hands with people
- Postpone non – essential meetings or use alternative methods of meeting for example teleconference, Facetime/Skype, email.
- Bring lunch and eat away from others. Stagger lunch breaks within your team to avoid overcrowding in common areas
- Do not congregate in kitchens or bathrooms. Use the facilities, follow personal hygiene measures and then leave.
- If a face-to-face meeting with someone is unavoidable, minimise the length of the meeting, choose a large meeting room and sit at least two metres away from each other if possible. Avoid shaking hands or hugging. Consider holding meetings in the open air;
- Avoid any unnecessary travel and cancel or postpone non-essential meetings / gatherings / workshops / training sessions

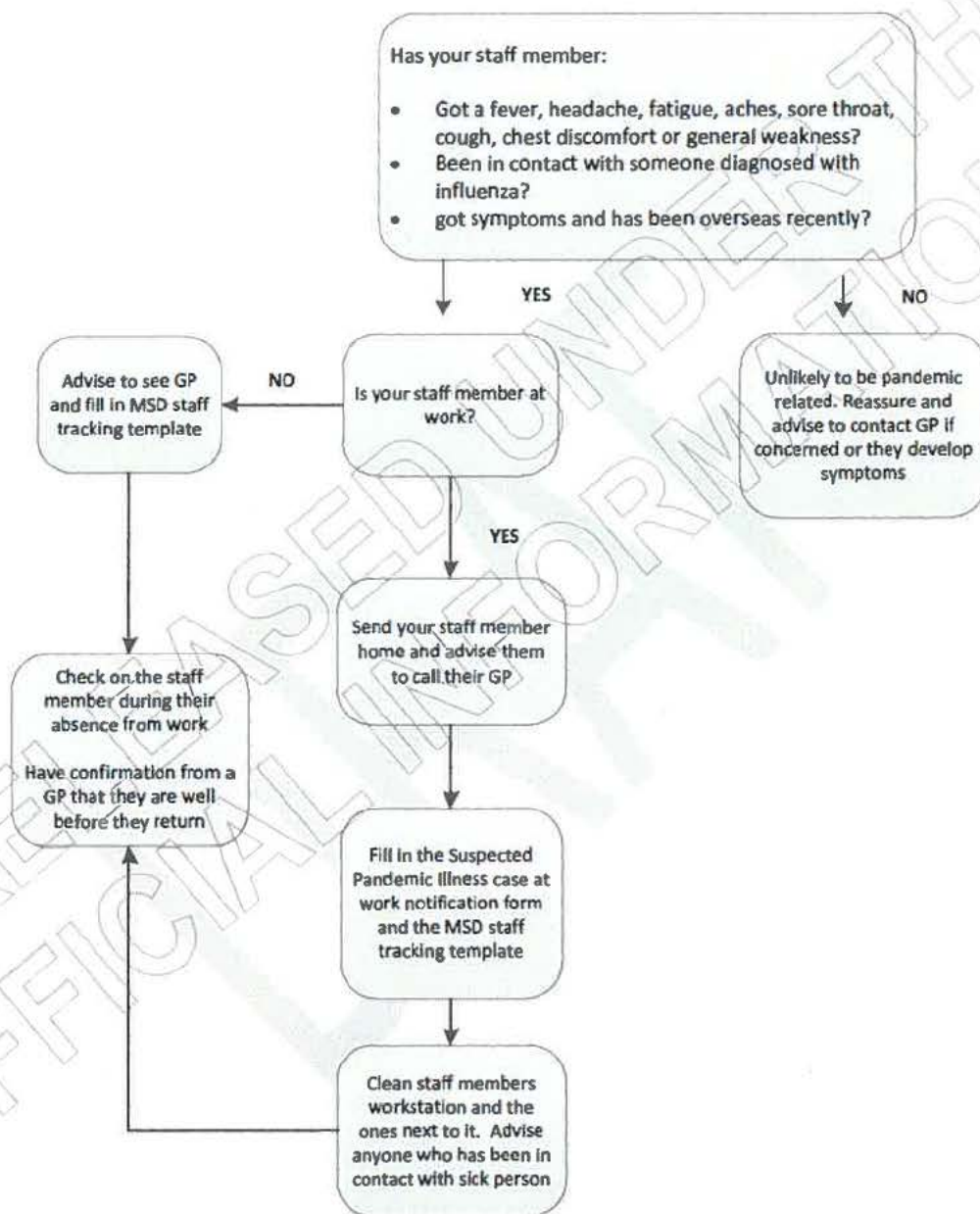




### Process

- 1) The manager has a conversation with or receives a call from a staff member suspecting they may have the pandemic illness:

Follow the flowchart below



Please send the completed MSD staff tracking template and Suspected Pandemic Illness at work form to .....

### Appendix 7: Suspected Pandemic Illness Case at Work



**SUSPECTED PANDEMIC ILLNESS CASE AT WORK NOTIFICATION FORM**

**Details of Affected Staff member:**

Name:	Site and Manager:	Job title:
Address:		
Telephone no:		
_____ (W) _____ (H) _____ (M)		
<b>Symptoms noticed:</b>		
Fever	<input type="checkbox"/>	Body aches <input type="checkbox"/>
Headache	<input type="checkbox"/>	Fatigue <input type="checkbox"/>
Dry cough	<input type="checkbox"/>	Others <input type="checkbox"/> Details: _____
Cold	<input type="checkbox"/>	
Time of fever on-set: _____		
Time of isolation: _____		
<b>Travel history over the past 8 days:</b>		
Countries visited	_____	
Flights taken:	_____	
Date and time sent home:		
Is the staff member being looked after by someone at home?		
Plans to maintain contact with staff member:		

**Details of Manager**





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Name:
Job title:
Telephone no:
_____ (W) _____ (H) _____ (M)

This form should be sent to.....

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## Communication Strategy

On activation of this plan, we will need to communicate with many different audiences to keep them up to date with the situation, provide reassurance that key services will still be available and clients payments won't be affected, and describe how our services will continue to be delivered.

*This Communications strategy is designed to be used in conjunction with the Emergency Communications Toolkit.*

### Who do we notify?

#### External

Keeping external stakeholders notified and well informed will reduce distractions when operating with fewer staff; and/or where we are unable to deliver our full range of services.

- Clients
- Ministers
- Media
- Service providers eg Youth Services, training organisations
- Other key stakeholders, eg Salvation Army, Foodbanks

#### Internal

On notification of impending pandemic situation, immediately notify:

- MSD Leadership Team
- CE office
- All Incident Controllers
- Incident Management Team
- National Communications Media Team
- Contact Centres
- Centralised Services

And then:

- Managers
- All staff

This should be carried out using the MSD Emergency Contact List





#### Communication Channels - Clients

- [www.msd.govt.nz](http://www.msd.govt.nz)
- myMSD
- Twitter
- Upfront messaging on contact centre phones
- Signage in client-facing sites (doors)
- Text messages

#### Communication Channels – Staff

- Doogle – pandemic event page, News and Views
- Doogle alerts
- Email to all staff (Via National Office email distribution list, Regional Commissioners, Studylink)
- Email to all managers
- Managers to sick staff through text or phonecall
- Facebook
- 0800 MSD Staffline
- Posters in bathrooms, kitchens and communal areas

#### Communication throughout the event

MSD staff and clients will likely be aware of the pandemic from early on, due to the inevitable media coverage. This means it is important to distribute factual information as soon as possible, to avoid the risk of misinformation or panic.

#### Communications should:

- link back to official Ministry Of Health messaging at all times.
- happen quickly and often. In the 'Manage It' phase, communications to staff should happen daily.
- be worded to avoid panic
- promote confidence that the situation is being managed whilst being honest about the severity and potential impact



## Key messages

	Keep it out	Stamp it out	Manage it	Recover from it
Internal to staff	<ul style="list-style-type: none"> <li>You may be aware that New Zealand has been alerted to the possible arrival of pandemic [influenza] and is focusing its efforts as much as possible on preventing and/or delaying an outbreak.</li> <li>The Ministry of Social development has a pandemic plan in place so that it can continue to carry out its critical functions.</li> <li>Please keep up to date with the developing situation at The Ministry of Health website <a href="http://www.moh.govt.nz">www.moh.govt.nz</a></li> <li>Please ensure you are personally prepared for a pandemic. Guidelines can be found on Doogle.</li> <li>If you are unable to come in to work because of sickness, caring for dependants or transport issues please contact your Manager.</li> <li>If you are feeling unwell, please let your Manager</li> </ul>	<ul style="list-style-type: none"> <li>Up to date information on the pandemic can be found on Doogle.</li> <li>Managers should refer to the pandemic information on the Leaders Engine Room.</li> <li>The symptoms of [influenza] can be found here (link or copy MoH information). Please ensure that if you start to feel unwell, you let your Manager know.</li> <li>If you are well, your normal hours apply.</li> <li>We need you to come to work if you can, to ensure we can still carry out MSD's critical functions.</li> <li>You may be asked to undertake different roles or move locations.</li> <li>MSD will not be providing face masks to staff. This is following official advice from Ministry of Health</li> <li>Please refer to [Doogle site]</li> </ul>	<ul style="list-style-type: none"> <li>New Zealand is experiencing a country-wide outbreak of pandemic [influenza]</li> <li>The Ministry is closing all public facing sites and will only be operating its essential services. This is to help reduce the spread of the virus. Please contact your Manager to find out what you need to do.</li> <li>If you can, we need you to come to work.</li> <li>We ask that you step up your personal hygiene measures to reduce the spread of the illness. Please refer to [Doogle site] for more information.</li> <li>If you are well and do not work in an area of the business with a critical function, please talk to your Manager about the opportunity to relocate to a critical role in the business</li> <li>The Ministry has systems in place to ensure your salary payments continue.</li> </ul>	<ul style="list-style-type: none"> <li>The pandemic emergency in New Zealand is now over. The country is now recovering from its impact.</li> <li>If you or your family were affected by the pandemic and you have concerns about returning to work, please make contact with your Manager.</li> <li>The Ministry is in the process of reinstating its full range of services</li> <li>We will now be looking at catching up with the backlog of work</li> </ul>





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	<p>know.</p> <ul style="list-style-type: none"><li>• Please ensure your personal details in myHR are up to date</li><li>• Staff absences will be monitored and reported on</li></ul>	<p>for HR information around pay.</p> <ul style="list-style-type: none"><li>• Please refrain from public gatherings or face to face meetings. Use teleconferencing where possible.</li><li>• Follow the social distancing advice below (copy and paste from <b>appendix 3</b>)</li><li>• We are going to be increasing the frequency and coverage of cleaning. Please ensure you are following guidelines around personal hygiene and workstation cleaning.</li></ul>	<ul style="list-style-type: none"><li>• Please avoid all face to face meetings.</li></ul>	
<b>External to clients</b>	<ul style="list-style-type: none"><li>• You may be aware that New Zealand has been alerted to the possible arrival of pandemic [influenza] and is focusing its efforts as much as possible on preventing and/or delaying an outbreak.</li><li>• You must continue to meet your obligations. If you cannot do this due to sickness, please call us on 0800 559 009</li><li>• The Ministry of Social Development has robust</li></ul>	<ul style="list-style-type: none"><li>• If you are an existing client, the Ministry of Social Development has systems in place to continue your benefit payments</li><li>• Please avoid visiting your Service Centre where possible</li><li>• If you are sick and are having issues meeting your obligations, please contact us.</li><li>• If you wish to check your payments, manage your</li></ul>	<ul style="list-style-type: none"><li>• The Ministry of Social Development has temporarily closed its frontline services. Your payments will still continue and you are able to contact us through myMSD or phone. 0800 559 009.</li><li>• If you require any assistance due to the pandemic, please contact us.</li><li>• Detailed pandemic related information can be found on <a href="http://www.msd.govt.nz">www.msd.govt.nz</a></li></ul>	<ul style="list-style-type: none"><li>• The pandemic emergency in New Zealand is now over. The country is now recovering from its impact.</li><li>• The Ministry is working quickly to reinstate its full range of services</li><li>• Some (or all) Service Centres are now open. Please check our website for more information.</li></ul>



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	<p>arrangements in place and has planned for this eventuality.</p> <ul style="list-style-type: none"><li>• For specific health advice the public should call Healthline 0800 611 116</li><li>• Please visit <a href="http://www.moh.govt.nz">www.moh.govt.nz</a> for more information</li></ul>	<p>appointments, tell us about any changes or apply for a benefit or NZ super, please visit myMSD <a href="https://my.msd.govt.nz/">https://my.msd.govt.nz/</a></p> <ul style="list-style-type: none"><li>• If you can't find what you need or something is not right with your details or payment, please call us on 0800 559 009</li><li>• If you have an Influenza related query, please call the Government Helpline on</li><li>• Clients not affected by the pandemic must continue to meet their obligations.</li></ul>	<ul style="list-style-type: none"><li>• The Ministry is deploying staff from non-essential areas of the business to essential service delivery. This will ensure that we can continue to provide services to you.</li></ul>	<ul style="list-style-type: none"><li>• If your circumstances have changed now that the pandemic is over, please review them on myMSD or call us on 0800 559 009.</li></ul>
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**Potential media questions**

**Q. How many people are the Ministry assisting with influenza related needs at the moment?**

A. We have had [000] clients present to the Ministry for influenza related assistance

**Q. Did you plan for this eventuality and how?**

A. The Ministry of Social Development has a detailed pandemic plan in place that ensures we can continue our services with a large reduction in staff numbers.

**Q. What is in currently in place to assist people financially?**

A. Our standard measures of assistance still apply. The Minister of Social Development has activated [Civil Defence Payments] and [Employer Assistance subsidies].





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**Q. How many staff do you have absent and how are you managing the workload across the Ministry?**

**A.** We currently have [000] staff absent and are directing our resources to essential services. We have suspended non-essential services and this has meant we can focus on providing assistance to clients.

We have [000] staff in total absent from work. [000] of these have suspected influenza, [000] are absent due to childcare or transport issues.

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# Service Delivery Model

Stage Of Pandemic Plan Strategy	Service Delivery Model	Service Delivery Actions	
Keep It Out	BAU	<b>Service Delivery Changes for Staff</b> <ul style="list-style-type: none"> <li>• Increase vigilance around hygiene/sanitation</li> <li>• No Changes to Service delivery model</li> <li>• Review Business Continuity Arrangements</li> </ul> 	<b>Service Delivery Changes for Clients</b> <ul style="list-style-type: none"> <li>• No changes to service offering</li> </ul>
Stamp it Out	Alternate Service Delivery Model Implemented	<b>Service Delivery Changes for Staff</b> <ul style="list-style-type: none"> <li>• Suspend non essential face to face services</li> <li>• Continued heightened vigilance around hygiene/sanitation</li> <li>• Managers plan for remote working where possible</li> <li>• Activate BCP</li> </ul> 	<b>Service Delivery Changes for Clients</b> <ul style="list-style-type: none"> <li>• Advise unwell clients to access services via MyMSD, online or through the Contact Centre</li> <li>• Review Financial Assistance Programme including potential extra measures</li> </ul> 
Manage It	Alternate Service Delivery Model – Enhanced and ongoing	<b>Service Delivery Changes for Staff</b> <ul style="list-style-type: none"> <li>• Consider options for working remotely</li> <li>• Consider closing Service Centres to the Public</li> <li>• Staff absences managed Nationally</li> <li>• Workload managed Nationally</li> <li>• Services provided online, MyMSD and via Contact Centres</li> </ul>  	<b>Service Delivery Changes for Clients</b> <ul style="list-style-type: none"> <li>• Consider implementing extra measures of assistance</li> <li>• Messaging to clients to cease accessing sites and use online, MyMSD or Contact Centres</li> <li>• Obligations suspended</li> <li>• Clients contacted via outbound calling and group texts where necessary</li> </ul> 
Manage It – Post Peak	Alternate Service Delivery Model – Enhanced and ongoing	<b>Service Delivery Changes for Staff</b> <ul style="list-style-type: none"> <li>• Continue remote working options where possible</li> <li>• Sites remain closed to the public</li> <li>• Continue to provide services online, MyMSD and Contact Centres</li> <li>• Manage return of recovered staff to work</li> </ul> 	<b>Service Delivery Changes for Clients</b> <ul style="list-style-type: none"> <li>• Continue Messaging to clients to cease accessing sites and use online, MyMSD or Contact Centres</li> <li>• Obligations remain suspended</li> <li>• Services continue to be provided via via outbound calling and group texts where necessary</li> <li>• Consider and plan for resumption of BAU and increased workload</li> </ul>
Recover From It	Return to BAU	<b>Service Delivery Changes for Staff</b> <ul style="list-style-type: none"> <li>• Resume BAU as quickly as possible</li> </ul> 	<b>Service Delivery Changes for Clients</b> <ul style="list-style-type: none"> <li>• Communicate resumption of normal services (BAU)</li> </ul>





## MINISTRY OF SOCIAL DEVELOPMENT

TE MANATŪ WHAKAHIATO ORA

### MSD Alternate Service Delivery Pandemic Arrangements Guide

#### Plan for It

New Zealand Pandemic Strategy		Implications Across Ministry	
Pandemic Stage	Staff	Clients	Leadership Team/Incident Management Team
<b>Plan for It</b> (Planning and preparedness)	<ul style="list-style-type: none"><li><input type="checkbox"/> A pandemic plan is in place to prepare the Ministry for a pandemic</li><li><input type="checkbox"/> Staff are aware and familiar with MSD's pandemic plan</li><li><input type="checkbox"/> Robust arrangements and relationships exist with the Ministry of Health and other external stakeholders</li><li><input type="checkbox"/> MSD is represented at relevant Pandemic interagency planning groups</li><li><input type="checkbox"/> BCP's, phone trees and staff contact details up to date</li><li><input type="checkbox"/> Relationships exist with DHB's and other agencies in the regions</li><li><input type="checkbox"/> Ministry promotes the availability and uptake of flu vaccinations</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Review potential alternate Service Delivery plan</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Integrating and coordinating pandemic planning and activity</li><li><input type="checkbox"/> Attending exercises and Interagency Pandemic Group where required</li><li><input type="checkbox"/> Ensure BCP's, phone trees and staff contact details up to date</li><li><input type="checkbox"/> Develop approved messaging to all staff</li></ul>

Key	
Monitor	(M)
Plan for Implementation	(P)
Recommend Implementation	(R)
Implement	(I)



**Keep It Out**

New Zealand Pandemic Strategy		Implications Across Ministry		
Pandemic Stage	Staff	Clients	Leadership Team/Incident Management Team	
<p><b>Keep it out</b> (border management)</p> <p>Sustained human to human transmission of a novel influenza virus overseas in two or more countries</p>	<ul style="list-style-type: none"> <li>□ Messaging distributed to staff about pandemic – use MoH information</li> <li>□ Staff asked to implement personal hygiene measures</li> <li>□ Antimicrobial wipes at entrance of all public facing sites</li> <li>□ Process for monitoring and reporting staff absences to National Office implemented</li> <li>□ Investigate implementing increased frequency and coverage of cleaning</li> <li>□ Ensure coordination in shared sites (e.g. where other agencies are collocated such as Oranga Tamariki)</li> <li>□ Commence Planning for alternate Service Delivery Models</li> </ul>	<ul style="list-style-type: none"> <li>□ Continue existing services – no change to service delivery model</li> <li>□ Be prepared to Provide financial assistance to returning residents from overseas in quarantine</li> </ul>	<ul style="list-style-type: none"> <li>□ Assess overall situation and impact</li> <li>□ Monitor and report on actual and anticipated impact of the pandemic to internal stakeholders</li> <li>□ Identify potential Incident Management Team (IMT) and Incident Controller</li> <li>□ Messaging out to staff, using Ministry of Health advice</li> <li>□ Raising staff awareness of Ministry's pandemic plan</li> <li>□ Ensure Managers are tracking staff sickness and absence</li> <li>□ Attend National Welfare Coordination Group (NWCG), Officials Domestic External Security (ODESC) Committee and other Pandemic planning/monitoring groups as appropriate</li> <li>□ Ensure Ministry supports a joined up all of government response as led by lead agency i.e. MoH</li> <li>□ Investigate vaccine or antiviral provision and their distribution if available</li> <li>□ Consider the need for bulk buying hand sanitizer, tissues, antimicrobial wipes and PPE if required</li> </ul>	

Key	
Monitor	(M)
Plan for Implementation	(P)
Recommend Implementation	(R)
Implement	(I)





**Stamp It Out**

New Zealand Pandemic Strategy	Implications Across Ministry		
Pandemic Stage	Staff	Clients	Leadership Team/Incident Management Team
<p><b>Stamp it out (Cluster Control)</b></p> <p>Novel influenza virus or pandemic virus detected in New Zealand</p>	<ul style="list-style-type: none"> <li>Staff required to avoid external face to face meetings</li> <li>Messaging to staff to remain at home if unwell</li> <li>Continue to monitor and report staff absences to National Office</li> <li>Managers maintain communications with sick staff</li> <li>Ensure basic principles of hygiene and cough etiquette are understood by all staff</li> <li>Staff will be asked to implement social distancing</li> <li>Consider suspending non-essential internal face to face meetings</li> <li>Consider suspending non-essential face to face services</li> <li>National Communications implement oversee ongoing communication to staff via 0800 MSD Staff line, emails, Facebook and CE's Updates</li> <li>Arrange workload to be managed across Service Centres or sites</li> <li>Consider adjusting/staggering work hours/meal breaks to reduce concentration of staff in the same place</li> <li>Keep visibility of and manage psychosocial impacts on staff</li> <li>Benefit applications taken over the phone via the Contact Centre</li> <li>Implement increased frequency and coverage of cleaning</li> <li>Review all co-location arrangements where MSD staff are based off site and consider suspending</li> </ul>	<ul style="list-style-type: none"> <li>Extra financial assistance measures such as Civil Defence Payments may be considered</li> <li>Providing financial assistance to people in quarantine</li> <li>0800 Government Helpline key messages readied for potential activation</li> <li>Messaging to clients to avoid the Service Centre if they are sick</li> <li>TV advertising in Service Centres with key messaging</li> <li>Plan for potential 0800 Government Helpline activation</li> <li>Messaging to clients to access services via MyMSD, online and contact centres rather than come into sites</li> <li>Suspend all planned public gatherings and Ministry events such as Employment Expos</li> <li>Messaging to clients to use MyMSD rather than come in to the service centre</li> </ul>	<ul style="list-style-type: none"> <li>Continue to disseminate advice messaging to staff</li> <li>Ensure appropriate monitoring and reporting is established</li> <li>Implement social distancing, enhanced hygiene measures. Distribute messaging around these</li> <li>Continue update internal and external websites, develop Google page</li> <li>Situation reporting to IMT, Ministry of Health and Ministers</li> <li>Provide relevant 0800 MSD Staff line key information and updates as required</li> <li>Staff absence management. Send out template to all managers and set up a system to monitor this from National Office. Ensure Managers know when to alert National Office to critical level of staff absence.</li> <li>Workload management. Ensure workload of frontline staff is being managed across the business</li> <li>Commence planning around application of potential extra measures of financial assistance</li> <li>Ensure hand sanitizer, antimicrobial wipes purchased, and hygiene stations have been set up</li> <li>Convene Incident Management Team (IMT) and appoint Incident Controller</li> <li>Complete Initial Incident Action Plan</li> <li>Convene National Financial Assistance subgroup as required.</li> <li>Attend other welfare subgroup meetings as required</li> </ul>

Key	
Monitor	(M)
Plan for Implementation	(P)
Recommend Implementation	(R)
Implement	(I)



**Manage It**

New Zealand Pandemic Strategy		Implications Across Ministry	
Pandemic Stage	Staff	Clients	Leadership Team/Incident Management Team
<p><b>Manage it</b> <b>(Pandemic management)</b></p> <p>Multiple clusters at separate locations or clusters spreading out of control.</p>	<ul style="list-style-type: none"> <li>Non-essential services suspended – IMT to provide specific advice as to what this will entail</li> <li>Decision to be made around closing Service Centres to the public and move to phone/on line services only</li> <li>Staff absence across the business is managed at a National Level; Regional offices to collate information from each Service Centre and collate into a single report for National Office on a recommended daily basis</li> <li>Arrange workload to be managed across the country</li> <li>Continue to promote basic principles of hygiene and cough etiquette</li> <li>Workstations cleaned thoroughly by staff every day</li> <li>Messaging to staff with advice and updates to continue</li> </ul>	<ul style="list-style-type: none"> <li>Messaging will continue to go out to clients to advise them to use MyMSD or to phone the Contact Centre for assistance and not to come into sites</li> <li>Recommendation from IMT around Obligations being waived and letters to clients suspended</li> <li>Provide ongoing messaging to Clients around services available</li> <li>Office closed posters</li> </ul>	<ul style="list-style-type: none"> <li>Continue messaging to all staff on changing situation via emails, Doogee, Facebook, 0800 Staffline etc</li> <li>Staff absences across the business are managed at a National Level</li> <li>Staff deployed to other areas of the business that require assistance and this process is managed as efficiently as possible</li> <li>Closure of as many frontline services as appropriate</li> <li>Distribution plan for vaccines or antivirals if these become available</li> <li>Appoint liaison person to the NHCC</li> <li>Consider activating 0800 Government Helpline in consultation with NWCG</li> <li>Consider any advice from the MoH around PPE use and distribution</li> <li>Reporting of pandemic related financial assistance</li> <li>Look at the possibility of some staff working from home</li> <li>Financial Assistance factsheet developed</li> <li>Review Incident Action Plan</li> </ul>

Key	
Monitor	(M)
Plan for Implementation	(P)
Recommend Implementation	(R)



Implement	(1)
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OFFICIAL INFORMATION ACT  
RELEASED UNDER THE  
OFFICIAL INFORMATION ACT



**Manage It – Post Peak**

New Zealand Pandemic Strategy		Implications Across Ministry	
Pandemic Stage	Staff	Clients	Leadership Team/Incident Management Team
<b>Manage It: Post Peak</b>  New Zealand wave decreasing	<ul style="list-style-type: none"><li>• Messaging continues to staff but focuses on recovery</li><li>• Recovered staff transitioned back to work</li></ul>	<ul style="list-style-type: none"><li>• Provide ongoing messaging to Clients around services available</li></ul>	<ul style="list-style-type: none"><li>• Start to consider recovery arrangements</li><li>• Ministry Recovery Plan developed for the Leadership Team</li><li>• Recovered staff transitioned back to work</li><li>• Workload is spread across the country strategically as required</li><li>• Messaging continues to staff but focuses on recovery</li></ul>

Key	
Monitor	(M)
Plan for Implementation	(P)
Recommend Implementation	(R)
Implement	(I)





# MINISTRY OF SOCIAL DEVELOPMENT

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## MSD Alternate Service Delivery Pandemic Arrangements

### Recover from It

New Zealand Pandemic Strategy		Implications Across Ministry	
Pandemic Stage	Staff	Clients	Leadership Team/Incident Management Team
<b>Recover from it (Recovery)</b>  Population protected by vaccination or pandemic abated in New Zealand. This could take months or years	<ul style="list-style-type: none"><li>Resume business operations as quickly as possible</li><li>Catching up with backlog of work</li><li>EAP sessions</li><li>Return access rights for staff assigned temporary delegations</li><li>Recovery reporting</li></ul>	<ul style="list-style-type: none"><li>Ensure access to services Managing psychosocial impacts on clients</li><li>Supporting people who may have lost their jobs to get back into work</li><li>Gradually resuming work obligations for clients with suspensions on their obligations</li><li>Ensuring applications with insufficient verification are followed up on</li></ul>	<ul style="list-style-type: none"><li>Psychosocial support for staff provided and ensure communication around this</li><li>Debrief of event with IMT and internal/external stakeholders</li><li>Identify appropriate corrective actions</li><li>Recovery reporting noting end date</li><li>Ensuring that staff are supported with backlog of work</li></ul>

Key	
Monitor	(M)
Plan for Implementation	(P)
Recommend Implementation	(R)
Implement	(I)

MSD foundational risk 2b "If there is a significant disruption / event and we are not able to perform our critical functions (or stand them back up within acceptable timeframes) then we may not respond appropriately or meet clients' needs".

## MSD CRITICAL FUNCTIONS

MSD has identified the critical functions that support the Ministry's purpose to help New Zealanders be safe, strong and independent.

During a major event or business disruption our ability to achieve these functions can be compromised. Identifying them allows our Senior Leadership and Incident Management teams to prioritise what we do and guides their decision making about what we need to stand up, in what order and how quickly.

CRITICAL FUNCTION	SCOPE
1. Pay entitlements and provide financial assistance to new and existing clients	This includes: <ul style="list-style-type: none"><li>• All the systems and processes we need to pay standard measures of assistance, allowances, benefits, entitlements and</li><li>• Emergency assistance payments.</li></ul>
2. Pay new and existing staff	This includes: <ul style="list-style-type: none"><li>• All the agencies that use our payroll services.</li><li>• Alterations to pay and entitlements.</li><li>• All the systems and processes we need to create a pay run or rerun the last file.</li></ul>
3. Pay new and existing third party suppliers	This includes: <ul style="list-style-type: none"><li>• Providers,</li><li>• Suppliers,</li><li>• Contractors and</li><li>• Vendors.</li></ul>
4. Support our clients	This includes: <ul style="list-style-type: none"><li>• All the services we provide to our clients (case management, housing support, job placement etc.).</li><li>• Their obligations to us.</li></ul>
5. Support our people	This includes: <ul style="list-style-type: none"><li>• Safety and wellbeing.</li><li>• Tools and resources people need to perform their roles.</li><li>• Facilities and infrastructure for our people.</li></ul>
6. Work with All Of Government agencies	This includes: <ul style="list-style-type: none"><li>• Information sharing agreements we have with other agencies.</li><li>• National response functions (Watch Group, Welfare financial sub-function, All of Government Communication Group etc.).</li><li>• 0800 Government Helpline.</li></ul>

### THINK:

**What we keep doing, what we start doing and what we stop doing.**