

Office of the Prime Minister



Prime Minister

Minister for Arts, Culture & Heritage

Minister for Child Poverty Reduction

Minister for National Security & Intelligence

22 OCT 2020

George Morrison

By email: fyi-request-12897-046db8c6@requests.fyi.org.nz

Ref: PMO 2020-105

Dear Mr Morrison

Official Information Act request for all communications with Rob Fyfe

Thank you for your Official Information Act 1982 (the Act) request, received on 26 May 2020. You requested:

"...all communications from and to Rob Fyfe both regarding his advocacy for taking measures to slow the spread of coronavirus and in terms of his role liaising with the private sector on the economic/business response.

Please also provide me with reports/briefings/communications/notes held by the government in considering Mr Fyfe's suggestions.

Please advise if Mr Fyfe has been paid for his role and if so how much."

I understand that Hon Grant Robertson also received your request. The email correspondence released to you was also in scope of your request to Minister Robertson. This response also covers your request to Minister Robertson to the extent it was for these emails.

Please find attached information that has been identified within the scope of your request. Some information has been withheld in part and in full under the following sections of the Act:

- section 9(2)(a), to protect the privacy of individuals
- section 9(2)(g)(i), to maintain the effective conduct of public affairs through the free and frank expression of opinion

In relation to the two emails that were sent to the Prime Minister, Rt Hon Jacinda Ardern from Mr Fyfe, please note, that although the email sent on 22 March 2020 was not received directly, it was passed along to this office on 3 April 2020. The Prime Minister also phoned Mr Fyfe on 15 June 2020 to thank him for the work he had done.

This office also holds an administrative email organising a meeting between the Prime Minister, Minister Hon Grant Robertson, Rob Fyfe and Sam Morgan on 19 April 2020, details of this meeting are publicly available here:

<https://www.beehive.govt.nz/sites/default/files/2020-05/Prime%20Minister%20Diary%20Summary%20April%202020.pdf>.

In relation to the part of your request for 'any reports/briefings/communications/notes held by the government in considering any of Mr Fyfe's suggestions', I can only provide a response

with respect to any information held by this office. Therefore, I am refusing your request for this information under section 18(e) of the Act, as the information requested does not exist.

I can advise that Mr Fyfe was working within the National Crisis Management Centre (NCMC). You may wish to contact the Department of the Prime Minister and Cabinet's (DPMC's) All-of-Government COVID-19 Response Group (which has succeeded the NCMC) if you have any questions relating to the work Mr Fyfe has undertaken.

Finally, I can advise that this office has not paid Mr Fyfe for his involvement within the NCMC. Additionally, DPMC has advised this office that they have not paid him for services to the NCMC.

You have the right to ask the Ombudsman to investigate and review my decision under section 28(3) of the Act.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Raj Nahna', with a large, stylized flourish at the end.

Raj Nahna
Chief of Staff

s9(2)(g)(i)

From: Rob Fyfe

Sent: 22/03/2020 8:49 pm

To: s9(2)(a) (Minister Hon Grant Robertson)

Cc: Sam Morgan ; Stephen Tindall ; Nick Mowbray ; Craig Heatley ; s9(2)(a) (Graeme Hart)

Subject: Summary of today's conversation and next steps

Prime Minister, Minister Robertson. (Grant I don't have the Prime Minister's direct email – if you could forward for me please)

Our outtake from the session and the actions and next steps that were agreed;

Aligned Principles

- We need to mobilise this as a war effort
- The business community is being under-leveraged. We committed to mobilise the business community in support of the national interest and behind our Prime Minister and leader
- We must act with urgency, every day of delay results in more body bags! (we are acutely aware that Governments are democratic and consensus driven entities and Businesses are

ostensibly autocratic) The Prime Minister is committed to a fast escalation to alert level 3 and then 4 with a goal of containing and then eradicating this COVID 19.

Next Steps

1. The Prime Minister will make a further announcement tomorrow – we believe it is essential that the language is sufficient explicit to shock people into action. We want those people who can keep their kids home from school to be motivated to do so following this announcement, we want retailers shutting down their stores, we want bar and restaurant owners to choose to close down their businesses and not wait to the formal announcement of level 4, hopefully later in the week.
 2. We agreed that I would step into a role to work alongside the Government leaders to align and leverage the business effort behind the national 'war response effort'. To be successful it is essential that this role is mandated to sit alongside Mike Bush to be able influence and contribute to key decision making and enable him and I to build a highly effective public/private partnership to harness all the resources of the country behind our single unifying purpose and thus allowing;
 - a. The urgent progression to Level 4
 - b. The functioning of society through the duration of Level 4, and
 - c. The resumption of economic and domestic community activity as the country is progressively released from lock down.
 3. Mike and I will require a financial authority that allows us to move fast and spend money where required to achieve turnaround of hours, not days.
 4. It is key that Mike and I have totally transparency of everything going on – I have discussed and agreed with Mike that I will base myself alongside him in Wellington. I will arrive tomorrow and stay indefinitely.
 5. It's essential the Prime Minister communicate the role she has asked me to play as soon as possible as this will accelerate me engaging the wider business community.
 6. We believe our communications voice in support of (not against) Government is a valuable tool to galvanise and shock people into action and to get the country and business to mobilise behind Government – we want to work collaboratively with the Prime Minister/Government to that end. I will act as the coordination point to this end.
 - a. Specifically, we believe it critical that business leaders are galvanised behind our Prime Minister and the national interest.
 7. An immediate priority is the access to test kits and testing capability and the provision of PPE and protocols for personnel involved in essential services through the duration of Level 4. Nick Mowbray is our initial lead, since our conversation this afternoon he has been in contact with Ian Town from the Ministry of Health and confirmed that he can source 3 million masks and a few hundred thousand test kits. This is a fraction of what we will need as we head in to Level 4 and beyond and we will continue to actively work this channel.
 8. An immediate priority is the establishment of a new whatsapp health communication platform to remove the bottle neck of Healthline. Sam and his team are working on this and expect to have a solution up and running within 72 hours.
 - a. This is templated (and uses the same codebase) as the recently released WHO application but localised to NZ. (<https://www.whatsapp.com/coronavirus/who>). This application will be invaluable for information but also grow quickly to enable NZ to do daily check-ins on people's health status and get ahead of where the virus is hiding. Sam to liaise with Dr Ashley Bloomfield.
 9. The Prime Minister highlighted some specific challenges in Decile 1 and 2 communities. Both Stephen Tindal through the Tindal Foundation and Sam Morgan have expertise and they are able to help solution some of the unique challenges with these communities and can mobilise these resources immediately. Sam has already appointed a leader from his team to coordinate in this space (Alex Fala, former Vend CEO). Acknowledging the levers Grant has are much larger but we can come at this from the ground up.
 10. I will debrief with Graeme Hart's team to understand any insights gained from their lockdown simulation exercise to capture any learnings
- These are my immediate priorities for the next 24 hours. Can you please confirm that we are aligned both on the intent and scope of the role to ensure we are setting me and the initiative up for success?

Many thanks ... Rob

Rob Fyfe

The People Shop 26 Minnehaha Avenue, Takapuna, Auckland 0622, New Zealand

s9(2)(a)



Please consider the environment before printing this e-mail

This email is only intended to be read by the person to whom it is addressed. It may contain information that is confidential, proprietary or the subject of legal privilege. If you are not the person to whom it is addressed you must delete this email and may not use any of the information contained in it. Legal privilege is not waived because you have read this email.

Released under the Official Information Act 1982

From: Rob Fyfe s9(2)(a)
Sent: Monday, 13 April 2020 1:20 AM
To: s9(2)(a) (Prime Minister, Rt Hon Jacinda Ardern and Minister Hon Grant Robertson)
Cc: ^Parliament: Rajesh Nahna
Subject: Mid-pont Check-in
Attachments: Memo to PM.docx

Dear Prime Minister, Minister

Having been imbedded working alongside the COVID19 response effort for 3 weeks, following your request of me on March 23rd, I wanted to take the opportunity to share my thoughts on the key challenges I'm focused on in the week ahead – which is shaping up in my mind as a pivotal week for our response.

Many thanks ... Rob

Rob Fyfe

The People Shop 26 Minnehaha Avenue, Takapuna, Auckland 0622, New Zealand

s9(2)(a)

Memo

April 12, 2020

To: Prime Minister
Minister of Finance

From: Rob Fyfe

Subject: Mid-point Check-in

Dear Prime Minister, Minister

I've now been imbedded here in Wellington alongside Mike Bush in the COVID19 Operations Command Centre for 3 weeks working to align the business community with the Governments COVID19 response efforts.

I have engaged with more than 1,000 businesses since arriving here and those interactions, combined with the insights I have gained from being fully immersed in the response effort for 21 days, inform my view that this coming week will be as critical as the week when you lead the country into lockdown.

There are five key points I would like to offer for consideration as you prepare for the week ahead.

1. Let's make the most of the advantage we have created

Whilst it is early days, you have led New Zealand into one of the best positions in the world by moving into full lockdown early. Because we moved so fast into lockdown, we didn't get everything right at the outset;

- We had a relatively porous Border until Thursday with only 1-2% being tested on arrival, but likely many more asymptomatic or pre-symptomatic arrivals heading home to self-isolation.
- A narrow case definition for testing that initially constrained the demand/availability of testing,
- A relatively slow contact tracing capability with limited technology support, and
- Some mixed performance with people adhering to self-isolation and quarantine requirements

But we have tightened up all these dimensions to make the most of the next two weeks of Level 4 lockdown.

As we see our new cases continue to stabilise/decline, there will be a risk of complacency, a sense we've won the battle. It's critical that we maintain discipline and don't squander the investment we have made to lockdown our society and our economy. If we are forced to extend our period in lockdown the social, mental health, wellbeing and economic cost will escalate rapidly.

2. What lies ahead

Based on my conversations with business, and within Government, I believe we still have a lot of work to do to help people understand that we are not responding to an event. This is

Memo

April 12, 2020

not an earthquake or a hurricane that comes and goes and we are left to clean up the aftermath. This pandemic requires that we make a sustained, potentially permanent change, to the way we live our lives and the way our businesses and economy functions.

There are no guarantees that the hoped-for vaccine will be found or, if it is in the hoped-for timeframe of 12-18 months. While we should not lose hope that a Vaccine will come along, we must plan for a possibility that it doesn't.

I believe we must invest now in reimagining what these new business and societal norms will look like and how we ensure the wellbeing of New Zealanders. We need to start shaping New Zealanders' views of what the "living with COVID19" world looks like – for however long that lasts. If we fail to do this, the high levels of trust that you and Government enjoy today, hard earned through your adept leadership, risk being eroded by crisis fatigue and a lack of 'light at the end of the tunnel'.

Lockdown has been an appropriate 'sledge-hammer' to tackle the Pandemic head-on. But in the new COVID19 world ahead of us, we will need to become adept at strengthening and softening defences, trialling which levers are most effective at containing transmission of the virus while minimising the effect on the economy people's livelihoods, their ability to interact with each other, and their wellbeing.

If we are to have a functioning society and economy, we have to accept that there will be a level of human interaction that will enable some pathways for the virus to spread. The more effective our early detection and rapid response mechanisms are – the more freely we can allow our society and economy to function.

3. Building an effective COVID19 early detection and rapid response system

You've led us into one of the best positions in the world – we must now leverage that advantage to build the world's best early detection and rapid response system, giving our society and economy the best chance to function, while stamping out coronavirus outbreaks with precision targeted measures, without the need to impose future nationwide lockdowns.

There is a cabinet paper due in a week focused on the tracing solution – but it is important that tracing is seen as part of an integrated defence system. There are the 5 components to this rapid detection and response system;

a. New Social Norms

We must establish new norms of hand hygiene, social distancing, submitting for testing at the earliest onset of even mild symptoms and adherence to self-isolation guidelines.

We should be aiming to be the global gold standard. And we should adapt these new norms as new information comes to light. For example; if there is evidence that mask wearing reduces transmission then we should mandate mask wearing – if that means we need 10 million masks per day – we'll solve that challenge together.

b. Intelligent Border

McKinsey's idea of an intelligent virus free border, which employs pre-departure protocols, combined with the latest screening, testing and follow-up protocols to enable trade and business to recommence will be vital to New Zealand as a trading nation.

c. Daily Health check-in to drive rapid detection at the earliest sign of symptoms

We need population wide commitment to a daily health check-in to ensure we catch infection at the earliest possible stage. This needs to become as habitual as brushing your teeth. We should be enlisting business and union leaders to promote this for health and safety reasons, we should be using our best kiwi influencers, we should be reaching into our most at risk communities through Kaumatua, gang leaders, religious leaders, and community aid agencies, and through our schools.

We need to do this through a broad range of medium to reach as many New Zealanders as possible; WhatsApp, COVID19 app, company intranets, through pen and paper.

Our goal is to get people to recognise and present for testing at the earliest possible opportunity.

d. Dual Testing – High speed/High accuracy

Testing technology will continue to evolve rapidly – we must be at the forefront.

Speed is everything; once someone presents for testing, we should be dual testing. Complete a blood serology test and a PCR test at the same time. The serology test may have poor accuracy, but for anyone that tests positive it allows us to commence tracing 24 hours ahead of the PCR test results becoming available.

If a person returns a positive serology test – all their contacts are asked to self-isolate for 24 hours until the contact with the serology test is confirmed through a PCR test. Once the more accurate PCR test results are available the tracing actions can be adjusted as necessary to reflect a positive or negative PCR test.

We could make significantly improvement in our speed of response, just using the technologies available today

e. Instant Trace and Isolation

Alongside early response we need a bold ambition for rapid trace – our goal for success should be 80% plus of the population carrying a Bluetooth transmitting/receiving device. No western liberal democracy has come close to solving the tracing dilemma, but we can ... and it will be a game-changer enabling us to quickly stamp out outbreaks of the virus.

Imagine everyone carries a Bluetooth transmitter/receiver with them whenever they leave the house just as they carry their drivers licence when they drive their car; it could be a card, it could be a phone, it could be a dog-tag ... it will probably be all of the above.

Memo

April 12, 2020

That Bluetooth Tx/Rx is constantly collecting the TX identity of other Bluetooth Tx you have been in proximity of (ie; within 3 meters for more than 30s). It doesn't track your location (that's a privacy level we don't need to cross), for instant trace all we want to know is who you were in proximity of.

If you test positive, your Bluetooth device downloads the data of all those you have been in proximity of to the central secure database and all those contacts receive an SMS asking them to self-isolate because they have been in proximity of a probably COVID19 case and await a follow-up call from a health professional in the next 6 hours.

Imagine we send everyone a Bluetooth Tx/Rx card (4.8m) to carry on them or to activate their phone whichever is their preference.

Imagine businesses requiring their employees to carry the Bluetooth device at all times – it's a health and safety responsibility. Imagine the bar or restaurant you're going to requiring you to have your Bluetooth device to come of the premises – it's a health and safety responsibility. Imagine the same at church and so on.

Between MoH, GCDO and the Private Tech Stream, our thinking is advancing for how we can solve the technology challenges, but this is much bigger than technology. We need a public private partnership that synthesises; strategy, policy, health, technology, community and business engagement, and marketing.

There is so much power in this idea, we should be prepared to invest significant resources, marketing and incentives to get population scale use of these technologies.

4. Partnering with Business

Many of the businesses I talk to are just 'hanging in', they're saying to me "if I can just get to end of Level 4 lockdown then I can get back on my feet". But for many of them level 3 is not going to look that much different than level 4.

For New Zealand, this is an economic disruption that looms larger than the UK joining the EEU. We must be agile, we must be bold and we must have the courage of leadership to reshape our economy for a new COVID19 world.

We need to create a tangible vision for people of the world we are heading into. Something they can plan for, something they can make decisions around; to restructure, or reskill their workforce, to retool their business and start thinking about designing the new working practices they need, not just to get through Level 3 or Level 2, but to enable their business to function successfully over the next few years.

We can mobilise business to come together and develop their operating protocols for the new COVID19 world. For example;

- Maybe Banks determine that 50% of their staff can work remotely on a semi-permanent basis and only cycle into the office 1 day per week.
- How does a residential building crew work in the new world?
- How do call centres work, when today they have high workstation densities?
- How will restaurants function?

Memo

April 12, 2020

If we can give businesses a clear understanding of the medium term constraints they will need to operate under, and unleash their creativity and ingenuity, we will find great innovation from within New Zealand, and we will continually enhance that with learnings from overseas.

I anticipate we will also need another job summit, or equivalent, to help create opportunities and hope for those who have lost their incomes and livelihoods. The shovel ready infrastructure projects are a start, but there will be many more opportunities, not captured under the framework that Mark Binns is operating to.

5. The Prize – One of the best functioning societies and economies in a COVID 19 world

The country with the most effective system of early detection and rapid response from the border to every corner of society – will buy themselves the ticket to operate the least restrictive social and business settings in a COVID 19 world and ensure the best possible, health, social and economic outcomes for their people.

Rob Fyfe

Released under the Official Information Act 1982

From: s9(2)(a) (Rob Fyfe)
Sent: Monday, 30 March 2020 12:12 AM
To: Ira Bing s9(2)(a)
Cc: s9(2)(a) Rt. Hon Jacinda Ardern <Jacinda.Ardern@parliament.govt.nz>
Subject: Re: F&P - make NZ ventilators now!

Hi Ira, F&P Healthcare produce the humidifiers for 70% of the world's ICU level ventilators ... our immediate focus has been to utilise the value of those very strong relationships to help secure priority access to machines _ and we have had good success to date.

Sam Morgan and Stephen Tindal are funding a simplified ventilator project in Christchurch that is on track to producing 100-200 ventilators per month from May – which is significant in the context of the NZ landscape.

Great to chat tonight and look forward to any opportunities you surface.

Best regards ... Rob

Rob Fyfe

The People Shop 26 Minnehaha Avenue, Takapuna, Auckland 0622, New Zealand

s9(2)(a)

From: Ira Bing
Date: Saturday, 28 March 2020 at 3:09 PM
To: 's9(2)(a)', "jacinda.ardern@parliament.govt.nz", Rob Fyfe
Subject: F&P - make NZ ventilators now!

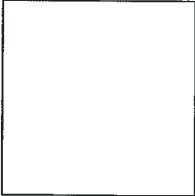
Graydon Lewis from F&P needs to be told to make NZ ventilators.

There is no time to waste.

Most of f&ps shareholders are aust/nz domicile.

They can get manufacture specs from a ventilator specialist and jv on production but they must decide to go hell for leather now.

This needs the PM's intervention as if we are in a state of war. No vascilating: action. NZ Govt can place the first 6,000 unit orders.



Coronavirus: Trump orders 'time wasting' General Motors to make ventilators

The US president orders the car maker to help manufacture medical devices and attacks its CEO.

Disclaimer: The BBC is not responsible for the content of this email, and anything written in this email does not necessarily reflect the BBC's views or opinions. Please note that neither the email address nor name of the sender have been verified.

Sent from my iPhone

Released under the Official Information Act 1982

From: Rt. Hon Jacinda Ardern <Jacinda.Ardern@parliament.govt.nz>
Sent: Tuesday, 12 May 2020 5:16 PM
To: s9(2)(a) (Rob Fyfe)
Subject: FW: IsoStay Proposal
Attachments: PROPOSAL - ISOSTAY.pdf

Dear Rob,

I'm attaching an email sent to the Prime Minister from Ryan Pausina, who asked if it could be forwarded to you. Hope you don't mind.

Thanks

s9(2)(a)

Office of the Prime Minister

Authorised by Rt Hon Jacinda Ardern MP, Parliament Buildings Wellington 6012

From: ryan pausina s9(2)(a)
Sent: Monday, 11 May 2020 1:53 PM
To: Rt. Hon Jacinda Ardern <Jacinda.Ardern@parliament.govt.nz>
Subject: Re: IsoStay Proposal

Hi s9(2)(a)

Thank you for your reply, i have attached a pdf.

Ryan

On Monday, May 11, 2020, Rt. Hon Jacinda Ardern <Jacinda.Ardern@parliament.govt.nz> wrote:

> Dear Ryan, thank you for your email.

>

> There was nothing attached – are you able to resend it to us please?

>

> Thanks

>

> s9(2)(a)

>

>

>

> s9(2)(a)

>

> Office of the Prime Minister

>

>

>

> Authorised by Rt Hon Jacinda Ardern MP, Parliament Buildings Wellington 6012

>
>
>
>
>
>
>
>
>

> From: ryan pausina s9(2)(a) [REDACTED]
> Sent: Monday, 11 May 2020 1:27 PM
> To: Rt. Hon Jacinda Ardern <Jacinda.Ardern@parliament.govt.nz>
> Subject: IsoStay Proposal

>
>
>

> Hello Hon. Jacinda,

> I have been asked by other MP's to request your office forward this proposal on to Mr. Rob Fyfe ex CEO of Air New Zealand.

>

> Can you please do this? We would all appreciate your help on this.

>
>

> Kindly awaiting your contact and reply.

>
> --

>

> Regards,

>
>
>
>
>
>
>
>
>
>
>

> Ryan Pausina
> s9(2)(a) [REDACTED]

>
>
>
>
>
>
>

--
Regards,

Ryan Pausina
s9(2)(a) [REDACTED]

ISOSTAY © PROPOSAL

REGULATED TOURIST ACCOMMODATION

ISOSTAY – ISOLATED STAY

TO CREATE A GOVERNMENT APPROVED GUIDELINE AND CONTRACT FOR PRIVATE ENTITIES WHO WILL OPERATE TRANSITION ZONES FOR VISITORS AND EXPATRIATES TO UNDER TAKE SHORT STAYS BEFORE BEING DEEMED VIRUS FREE.

WHAT IS AN ISOSTAY?

It is a Government regulated accommodation and monitoring system to provide tourists with an option to enter New Zealand by agreeing to undertake the terms and conditions of a temporary isolated stay, upon first entering the country, in response to covid19.

It is a biosecurity means to control a zero infection rate in New Zealand stemming from inbound tourist and personnel. It is envisaged to have an Isostay system so effective that alert levels in New Zealand are to be at zero while the system is processing people in the background. This will enable everyday New Zealanders to forfeit the need to self isolate once the current virus outbreak is eradicated.

OBJECTIVE

To write the program and set parameters that will work.

To seek expressions of interest for private businesses to provide and operate the service, in order to meet the potential scale of the program.

To provide travel agents an option to potential tourists, enabling agents to return to work sooner to book and co-ordinate Isostay reservations and transfers.

To facilitate different businesses to adopt the program and work together by providing registration forms.

To pull scientists and medical specialists together as one, to provide a functioning ecosystem within the Isostay program.

To determine locations which are suitable and will work. Regional planes can be waiting ready as international flights come in, to take visitors to certain zones in an effective way.

To create a method of processing people through a quarantine system that ensures 100% the virus is impervious to get past. This is absolutely possible as we know so much already about the properties of the contagion. There is no limit to how thorough the system can be designed to be. For example, rural airports and other idle resources can be used as well as offshore islands. Staff can maintain their own self isolation, luggage can be sanitized, buffer zones can set apart people, test kits can be used, temporary self-isolation

conditions can be imposed upon leaving the program. Independent health and doctoring services can be added as modules to the system. Gloves, respirators and other safety wear can be used there.

To keep the general New Zealand population 100% free of the virus and build a robust procedure for the future in case of a more deadly mutation and for any unforeseen issues arise in the future.

To work to our full potential as innovators to adapt and produce a working functioning model, not just for the safety of our own people but for other countries to align.

To provide a viable option to people abroad looking to travel or find sanctuary.

To re-supply our tourist industry with people who are discharged from the Isostay system.

To provide fun and exciting new Visa terms for those who opt in, during such glum times in the world. Travelers could have the terms and dates of their Visa increased or to commence once the quarantine period has ended to give the option of a full and long stay, making it worth the wait.

To have the New Zealand economy in full swing again with peace of mind that life can go back to normal with no active cases in the general population.

Job opportunities could arise for healthy airline staff who be willing to work in Isostay terms. Special laws may have to be made and airline staff who have already transmitted and recovered from the virus could be recruited as residual antibodies are believed to stay in their system.

As some international travel is essential for the world markets to keep going, this system can provide a backstop for essential and Government travel. This will disable the potential of another outbreak by setting a precedent.

COST

As there is a sure cost involved, more so initially, people who can afford expensive travel can help foster the project.

IsoStay for visitors has two cost options available; a first class and a standard class as it is obvious that the duration and comfort of stay can be improved with more expense and personal staff services.

As the efficiency of the Isostay process increases over time, costs will come down because a streamlined system will have less weak points and human errors as staff become more proficient at their rolls.

Government is now faced with two options. 1. Pay people to do nothing or 2. Pay people anyway and work to create value and service.

Government can part subsidize the Isostay system, however the majority of the cost can be paid by the numerous people wanting to travel to New Zealand and be safe. This can create a fantastic new service for employment of New Zealanders and become a profit making exercise after the initial stages.

The Government can help make the system work by paying for the residual losses and unforeseen costs of the initial entrants. People who don't require hospitalization can have deposits refunded upon discharge.

I look forward to a reply to this proposal.

Ryan Pausina

Creator Isostay

DIRECTOR: Go Between Services Limited

s9(2)(a)

CONFIDENTIALITY - This information is confidential, and permission is required to be given before sending or disclosing of any elements of this brief to other people or parties.

Released under the Official Information Act 1982

From: Rt. Hon Jacinda Ardern <Jacinda.Ardern@parliament.govt.nz>
Sent: Friday, 29 May 2020 4:22 PM
To: Rob Fyfe
Subject: FW: IsoStay Proposal

Hi again Rob, I'm passing this on from Ryan.

Thanks

s9(2)(a)

s9(2)(a)

Office of the Prime Minister

Authorised by Rt Hon Jacinda Ardern MP, Parliament Buildings Wellington 6012

From: ryan pausina s9(2)(a)
Sent: Friday, 29 May 2020 3:47 PM
To: Rt. Hon Jacinda Ardern <Jacinda.Ardern@parliament.govt.nz>
Subject: Re: IsoStay Proposal

Hi s9(2)(a)

Thank you, for forwarding on my emails on to Mr Fyfe. I appreciate the act of doing that. But down to business, today is the first day that the IsoStay concept has unfortunately become an after-thought.

I heard on the 6 o'clock news last night that Australian officials say they are now ready to receive us, however they admit that the problem with a potential bubble is that New Zealand is not prepared to receive Australians yet.

One way to look at the situation is that New Zealand has failed, New Zealand is not able to receive Australians that is our failure. We are virus free however ill prepared.

Having an IsoStay system in place would mark with certainty that the boarder to Australia would be open today.

BUT WHY? An IsoStay would not alter the strict quarantine procedures and systems from what is currently in place, however it provides a label, an organized and centralized system that is answerable and operational, one with weight and correct documentation, consideration and function-ability.

Now that the country is actively in deficit of the system, are you now able to somehow realize the gravity and significance of the proposal? How could there be any other issue in government more pressing than this? Things such as unemployment issues are causative by a lack of tourists and we must look after the boarder issues first, not the other way around. The proposal has been getting slightly above zero interest and attention for months, where is my schedule, a proper appointment time for the contact with Mr Fyfe, where are the questions and interest? Where is the support and impetus to find out what you need to better enable this?

I need to begin a series of discussions with Mr Fyfe urgently with regards to ascertaining the viability of the system. New Zealand is now virus free but the only OECD country to be so, which is more Isolating in that respect.

I have taken the time to prepare for a call from Mr Fyfe as shown below, however can you please be straight with me, when will my appointment with Mr Fyfe be scheduled in?

Ryan Pausina

Comments:

In anticipation of contact from Mr Fyfe, I have given the IsoStay concept some thought and have formed a list of topics of discussion.

Where the IsoStay system fits in, an outline of the system. It starts off with international visitors booking in flights and remitting payment.

Eg: (Prices)
Flights return \$2499
Isostay \$6450
Fees and taxes \$60

IsoStay receives the allotted proportion and is the body that distributes the funds to each sub-trade, approved taxi, accommodation provider, staff, catering, IsoStay admin costs etc.

IsoStay writes the systems and procedures manual for the bio-security and updates as time moves on.

It liaises with the infectious diseases experts and pulls all relative sub trades together.

On Thursday, May 28, 2020, Rt. Hon Jacinda Ardern <Jacinda.Ardern@parliament.govt.nz> wrote:

> HI Ryan

>

> Thanks for your email.

>

> I have left your proposal with Mr Fyfe, as I was under the impression that that is who it was addressed to.

>

> I understand he'll be in touch with you about it.

>

> Kind regards

>

> s9(2)(a)

>

>

>

> s9(2)(a)

>

> Office of the Prime Minister

>

>

>

> Authorised by Rt Hon Jacinda Ardern MP, Parliament Buildings Wellington 6012

>

>

>
>
>
>
>
>
> From: ryan pausina s9(2)(a)
> Sent: Tuesday, 26 May 2020 8:46 PM
> To: Rt. Hon Jacinda Ardern <Jacinda.Ardern@parliament.govt.nz>
> Subject: Re: IsoStay Proposal

>
>
>
> Hi s9(2)(a)

>
> How are you doing.

>
> Have you had time to consider the idea about organising a 'Float' forum/convention? Also to reconsider the idea about having an IsoStay system put in to action.

>
> It would be good to have some preparations put into action as a backstop incase a vaccine is not effective.

>
> Please do allocate a time soon to discuss with the PM with the ammended IsoStay proposal. Please send me an update and anything you need to make this happen?

>
>
>
>
> Kind regards,

>
>
>
>
> Ryan Pausina

>
>
>
>
> On Thursday, May 21, 2020, ryan pausina s9(2)(a) wrote:

>> Hi s9(2)(a)

>>
>> Excellent thank you for passing my details on, I'll hope to hear from Mr Fyfe. Incidentally, I popped down to chat with s9(2)(a), to discuss what he knows about the sentiment in the aviation industry and if he is able to help in some ways getting flights up and running.

>>
>> There seems to be a good desire to get things moving and this has helped me make a very initial understanding of where things are at.

>>
>> As I am a creative, I am wondering if a forum is due? I would be happy to be the architect of a "Float Program And Convention". I will now provide you with an outline and description of the program;

>>
>> The idea envisaged, is to send invitations to various professionals, relative indistries to participate in the

program.

>>

>> To get these people involved in one umbrella, to promote relationships, to begin the process to have everyone well informed with the facts and arm them to ask sensible questions and then collect these for a higher understanding of what is presently going on.

>>

>> PROPOSED FLOAT PROGRAM?

>> To have a small admin team working in the background to provide statistics and numbers for the conference of what data we have, such as losses in industry, potential gain, how World geo politics are progressing and how things are unfolding globally. To have an impetus of how one might understand the visitor/arrivals conundrum. Entertain the IsoStay proposition and gain feedback.

>>

>> To mark the beginning of a process of how NZ might better work together to "float to the top" in various ways, economic, safety, visitor arrivals and industry repair.

>>

>> To quell discontent and focus everyone to look at what we have and to look forward.

>>

>> To dispell some obvious myths, for example, herd immunity. Herd immunity works when everyone catches a bug together to extinguish a bug. Compromisingly, as people are willing to self isolate voluntarily to literally save their own lives, the virus would only partly infect the population and provide an avenue to do a loop and second infection, also causing survival survival of the virus. Also countries are artificially disrupting the herd immunity concept globally by locking down at a different sequence, providing questions of whether herd immunity is reversingly causing a super bug situation. We can not say 100% if herd immunity will work, so people need to have an open mind and start forward thinking.

>>

>> To collate ideas and input from conferences in to a blockchain style portal for all to see, to prove there is no agenda and it is an open forum that drags forward the most highest intellectual manifestations and eventually end up with real results from the program.

>>

>> The results being a collection of higher understandings and points that enable us to move forward in good spirits and economic health. Also to inform- Not to stress the country into making hard decisions but with a vague hope that a clear way forward is illuminated by the Float process, whether that ends up being a collection of great ideas for a two pronged attack in the tourism visitor conundrum, a flight start up option or a wait and see tactic. Ultimately the Labour Government is in power however we can all better know where the discussion lines are drawn.

>>

>> LOOKING FORWARD

>> Labour Government have done very well so far to limit risk of the unknown, both situations are playing out around the world. Herd immunity and eradication are under way around the world, the winning horse has not come home yet.

>>

>> GOVERNMENT ROLES

>> Great so far, Labour has really done great so far. Looking forward from here however the Labour Government may begin needing more support? Is a "float Program" the solution?

>>

>> Please let me know what your thoughts?

>>

>> Nb. I have been trying to keep people informed and have cc'd them in to do with progress of the IsoStay System, however I will stop cc'ing in the National party and all others from here on in, so you are now only dealing with myself privately as an individual visionary.

>>

>> I have also updated the IsoStay Proposal, as attached. Please read the 3rd page, that adds fresh pieces of the visitor arrivals puzzle, it is coming together slowly.

>>

>>
>> Awaiting your response.

>>
>>
>>
>> Kind regards,

>>
>>
>>
>>
>>
>>
>> Ryan Pausina

>> On Tuesday, May 19, 2020, Rt. Hon Jacinda Ardern <Jacinda.Ardern@parliament.govt.nz> wrote:

>>> Dear Ryan

>>> Thank you for your email.

>>> I passed your email on to Mr Fyfe as you asked and will send him your latest email so he is aware of your interest, and your wish to hear back from him. He will have your address.

>>> Kind regards

>>> s9(2)(a)

>>> Office of the Prime Minister

>>> Authorised by Rt Hon Jacinda Ardern MP, Parliament Buildings Wellington 6012

>>> From: ryan pausina s9(2)(a)

>>> Sent: Tuesday, 19 May 2020 3:23 PM

>>> To: Rt. Hon Jacinda Ardern <Jacinda.Ardern@parliament.govt.nz>

>>> Cc: Simon O'Connor <simon.oconnor@parliament.govt.nz>

>>> Subject: Re: IsoStay Proposal

>>> Hi s9(2)(a)

>>> How are you, thank you for your email.

>>>

>>> Can you please provide me an update on the proposal? Have you heard from Mr. Rob Fyfe?

>>>

>>> Also what are the next steps to go from here?

>>>

>>> I read in today's news that hopes of a trans tasman bubble are diminishing with new outbreaks within Australia. Also that Auckland tourism operators pin hopes on domestic travel!

>>>

>>> Can you see a picture forming yet?

>>>

>>> The IsoStay system could be in full swing, which helps support efficacy, and I do wonder about entrusting our tourism industry upon Australia and other countries policy.

>>>

>>>

>>> Looking forward to an update.

>>>

>>>

>>>

>>> Kind regards,

>>>

>>>

>>>

>>>

>>> Ryan Pausina

>>>

>>>

>>> I also read that Auckland tourism operators pin hopes on domestic traffic.

>>>

>>> Are you starting to see a pattern yet?

>>>

>>> I am not sure whether we should be entrusting our whole tourism industry in to the hands of Australia?

>>>

>>> I had an idea that Australia only accounted for around 20% of our tourist dollars, at best, the trans tasman idea would still leave the industry 80% gone.

>>>

>>> An IsoStay system could be in full swing by now. Perhaps we need to have a talk?

>>>

>>>

>>>

>>>

>>> <https://www.mnz.co.nz/news/business/415860/auckland-tourism-operators-pin-hopes-on-domestic-tourists-trans-tasman-bubble>

>>>

>>>

>>> On Monday, May 18, 2020, Rt. Hon Jacinda Ardern <Jacinda.Ardern@parliament.govt.nz> wrote:

>>>>

>>>>

>>>> Dear Ryan Pausina

>>>>

>>>> I am writing to acknowledge your email.

>>>>

>>>> Thank you for writing

>>>>

>>>>
>>>>
>>>>

Yours sincerely

>>>>
>>>>
>>>>

s9(2)(a)

>>>>
>>>>
>>>>
>>>>
>>>>

Office of the Prime Minister

>>>>
>>>>
>>>>

Authorised by Rt Hon Jacinda Ardern MP, Parliament Buildings Wellington 6012

>>>>
>>>>
>>>>
>>>>
>>>>
>>>>
>>>>
>>>>

From: ryan pausina s9(2)(a)

Sent: Thursday, 14 May 2020 6:32 PM

To: Rt. Hon Jacinda Ardern <Jacinda.Ardern@parliament.govt.nz>

Cc: Simon O'Connor <simon.oconnor@parliament.govt.nz>; Hon David Parker <David.Parker@parliament.govt.nz>

Subject: IsoStay Proposal

>>>>
>>>>
>>>>

Hi s9(2)(a)

>>>>
>>>>
>>>>

Thank you for forwarding on your response to Mr. Rob Fyfe.

>>>>
>>>>

I have heard no response as yet however I have heard in the media that bilateral agreements seem to be in the pipeline with countries with no cases.

>>>>

The problem here is that one more outbreak in NZ, could tip our country over the edge and I do wonder about this idea and if it will even work at all.

>>>>

In some ideals, an Isostay system that is handling known potentially infected visitors seems more safe. This is because all visitors would be quarantined and processed fully.

>>>>

With the proposed system of dealing with only contageon free countries, a single outbreak in one of these countries would cause an infection of all 8 countries at once, due to connection of each country with bilateral flights. This is a real problem.

>>>>

>>>>

Also as Australia is only providing a small percent of our tourism trade dollars, it makes me wonder about a lasting and permanent breakdown of our tourism industry. We need more visitors.

>>>>

What's more will people want to travel to NZ from another virus free country? This question must be asked. Why would someone want to come here and potentially get stuck, take lousy flights and get reinfected?

>>>>

>>>> I would have thought that the people wanting to visit NZ would be those from a virus infected country. There are more depth of numbers and have an impitus to enter.

>>>>

>>>> Bottom line of IsoStay:

>>>> "By treating all visitors as potentially infected, with the use of a properly funded and thought out IsoStay system, we can open our boarders to 'all' countries."

>>>>

>>>> By delaying this undenyable necessisity we could be potentially making an error and reducing possible flights. Visitors need to participate in a user paid service of care that does not make compromises in safety and quality. Visitors must pay!

>>>>

>>>> Issues:

>>>> We can not depend on visitors to self isolate and a fully government run IsoStay system will not manage the visitor inbound numbers of 200,000 per month. It needs to be private business connected.

>>>>

>>>> Can you please bounce these questions around the people who are active in visionary rolls and reassure me that you have things covered in a reply email or call?

>>>>

>>>> This topic is now for sure the most pressing issue as progress in containment is coming under control.

>>>>

>>>> Looking forward to hear from you soon. #By the way the virus police rights bill looks good. Well done, any complaints are nonsense.

>>>>

>>>>

>>>>

>>>> Kind regards,

>>>>

>>>>

>>>>

>>>>

>>>>

>>>>

>>>> Ryan Earl Pausina

>>>>

>>>>

>>>>

>>>>

>>>>

>>>>

>>>>

>>>>

>>>>

>>>>

>>>>

>>>>

>>>>

>>>>

>>>>

>>>>

>>>>

>>>>

>>>>

>>>>

>>>>

>>>>

>>>>

>>>>

>>>>

>>>>

>>>>

>>>>

>>>>> Office of the Prime Minister

>>>>
>>>>
>>>>
>>>>
>>>>
>>>>
>>>>
>>>>
>>>>
>>>>
>>>>
>>>>
>>>>
>>>>
>>>>
>>>>
>>>>
>>>>
>>>>
>>>>
>>>>
>>>>

>>>> Authorised by Rt Hon Jacinda Ardern MP, Parliament Buildings Wellington 6012

>>>> From: ryan pausina [s9\(2\)\(a\)](#)
>>>> Sent: Monday, 11 May 2020 1:27 PM
>>>> To: Rt. Hon Jacinda Ardern <Jacinda.Ardern@parliament.govt.nz>
>>>> Subject: IsoStay Proposal

>>>> Hello Hon. Jacinda,

>>>> I have been asked by other MP's to request your office forward this proposal on to Mr. Rob Fyfe ex CEO of Air New Zealand.

>>>> Can you please do this? We would all appreciate your help on this.

>>>> Kindly awaiting your contact and reply.

>>>> --

>>>> Regards,

>>>> Ryan Pausina
>>>> [s9\(2\)\(a\)](#)

>>>> --
>>>> Regards,

>>>>
>>>>
>>>>

>>>>
>>>>
>>>>
>>>>
>>>>
>>>>
>>>>

>>>> Ryan Pausina

>>>> s9(2)(a)

>>>>
>>>>
>>>>
>>>>

>>>> _____

>>>>
>>>> --

>>>>
>>>> Regards,

>>>>
>>>>
>>>>
>>>>
>>>>
>>>>
>>>>
>>>>
>>>>
>>>>
>>>>

>>>> Ryan Pausina

>>>> s9(2)(a)

>>>>
>>>>
>>>>
>>>>

>>>> _____

>>>>
>>>> --

>>>>
>>>> Regards,

>>>>
>>>>
>>>>
>>>>

>>>> Ryan Pausina

>>>> s9(2)(a)

>>>>
>>>>
>>>>
>>>>

>>>>
>>>> Regards,

>>>>
>>>>
>>>>
>>>>
>>>>
>>>>

Released under the Official Information Act 1982

- >
- >
- >
- >
- > Ryan Pausina
- > s9(2)(a)
- >
- >
- >
- >
- >
- >
- >
- >

[Redacted]

Released under the Official Information Act 1982

From: s9(2)(a) (Rob Fyfe)
Sent: Tuesday, 19 May 2020 3:47 PM
To: Rt. Hon Jacinda Ardern
Subject: Re: IsoStay Proposal

Thanks s9(2)(a) my plan was to wait until some clarity emerged from the various border papers that are currently being drafted for cabinet, which will determine the viability of Ryan's ideas. But I'm happy to go back to Ryan in the interim, and direct him back into the office of the Minister of Tourism which is the logical connection point for this idea, once clarity emerges on the border plan.

Best regards ... Rob

Rob Fyfe

The People Shop 26 Minnehaha Avenue, Takapuna, Auckland 0622, New Zealand

s9(2)(a)

From: "Rt. Hon Jacinda Ardern"
Date: Tuesday, 19 May 2020 at 3:33 PM
To: Rob Fyfe
Subject: FW: IsoStay Proposal

Hi Rob, you may remember that I sent you an earlier email from Ryan Pausina, who was wanting to get in touch with you.

Ryan has emailed again – see below.

I told him I would pass it on to you

Kind regards

s9(2)(a)

Office of the Prime Minister

Authorised by Rt Hon Jacinda Ardern MP, Parliament Buildings Wellington 6012

From: ryan pausina s9(2)(a)
Sent: Tuesday, 19 May 2020 3:23 PM
To: Rt. Hon Jacinda Ardern
Cc: Simon O'Connor
Subject: Re: IsoStay Proposal

Hi s9(2)(a)

How are you, thank you for your email.

Can you please provide me an update on the proposal? Have you heard from Mr. Rob Fyfe?

Also what are the next steps to go from here?

I read in today's news that hopes of a trans tasman bubble are diminishing with new outbreaks within Australia. Also that Auckland tourism operators pin hopes on domestic travel!

Can you see a picture forming yet?

The IsoStay system could be in full swing, which helps support efficacy, and I do wonder about entrusting our tourism industry upon Australia and other countries policy.

Looking forward to an update.

Kind regards,

Ryan Pausina

I also read that Auckland tourism operators pin hopes on domestic traffic.

Are you starting to see a pattern yet?

I am not sure whether we should be entrusting our whole tourism industry in to the hands of Australia?

I had an idea that Australia only accounted for around 20% of our tourist dollars, at best, the transtasman idea would still leave the industry 80% gone.

An IsoStay system could be in full swing by now. Perhaps we need to have a talk?

<https://www.rnz.co.nz/news/business/415860/auckland-tourism-operators-pin-hopes-on-domestic-tourists-trans-tasman-bubble>

On Monday, May 18, 2020, Rt. Hon Jacinda Ardern <Jacinda.Ardern@parliament.govt.nz> wrote:

>
>
> Dear Ryan Pausina
>
> I am writing to acknowledge your email.
>
> Thank you for writing
>
>
>
> Yours sincerely

>
>
>
> s9(2)(a)
>
> Office of the Prime Minister
>
>
>
> Authorised by Rt Hon Jacinda Ardern MP, Parliament Buildings Wellington 6012
>
>
>

> From: ryan pausina s9(2)(a)
> Sent: Thursday, 14 May 2020 6:32 PM
> To: Rt. Hon Jacinda Ardern <Jacinda.Ardern@parliament.govt.nz>
> Cc: Simon O'Connor <simon.oconnor@parliament.govt.nz>; Hon David Parker <David.Parker@parliament.govt.nz>
> Subject: IsoStay Proposal
>
>

> Hi s9(2)(a)
>
> Thank you for forwarding on your response to Mr. Rob Fyfe.
>
>

> I have heard no response as yet however I have heard in the media that bilateral agreements seem to be in the pipeline with countries with no cases.
>

> The problem here is that one more outbreak in NZ, could tip our country over the edge and I do wonder about this idea and if it will even work at all.
>

> In some ideals, an Isostay system that is handling known potentially infected visitors seems more safe. This is because all visitors would be quarantined and processed fully.
>

> With the proposed system of dealing with only contagion free countries, a single outbreak in one of these countries would cause an infection of all 8 countries at once, due to connection of each country with bilateral flights. This is a real problem.
>
>

> Also as Australia is only providing a small percent of our tourism trade dollars, it makes me wonder about a lasting and permanent breakdown of our tourism industry. We need more visitors.
>

> What's more will people want to travel to NZ from another virus free country? This question must be asked. Why would someone want to come here and potentially get stuck, take lousy flights and get reinfected?
>

> I would have thought that the people wanting to visit NZ would be those from a virus infected country. There are more depth of numbers and have an impitus to enter.

>
> Bottom line of IsoStay:
> "By treating all visitors as potentially infected, with the use of a properly funded and thought out IsoStay system, we can open our borders to 'all' countries."
>
> By delaying this undeniable necessity we could be potentially making an error and reducing possible flights. Visitors need to participate in a user paid service of care that does not make compromises in safety and quality. Visitors must pay!
>
> Issues:
> We can not depend on visitors to self isolate and a fully government run IsoStay system will not manage the visitor inbound numbers of 200,000 per month. It needs to be private business connected.
>
> Can you please bounce these questions around the people who are active in visionary rolls and reassure me that you have things covered in a reply email or call?
>
> This topic is now for sure the most pressing issue as progress in containment is coming under control.
>
> Looking forward to hear from you soon. #By the way the virus police rights bill looks good. Well done, any complaints are nonsense.
>
>
>
> Kind regards,
>
>
>
>
>
> Ryan Earl Pausina
>
>
>
>
>
> Ryan
>
> On Monday, May 11, 2020, Rt. Hon Jacinda Ardern <Jacinda.Ardern@parliament.govt.nz> wrote:
>> Dear Ryan, thank you for your email.
>>
>> There was nothing attached – are you able to resend it to us please?
>>
>> Thanks
>> s9(2)(a)
>>
>>
>>
>> s9(2)(a)
>>
>> Office of the Prime Minister
>>
>>
>>

>> Authorised by Rt Hon Jacinda Ardern MP, Parliament Buildings Wellington 6012

>>
>>
>>
>>
>>
>>
>>
>>
>>

>> From: ryan pausina s9(2)(a)
>> Sent: Monday, 11 May 2020 1:27 PM
>> To: Rt. Hon Jacinda Ardern <Jacinda.Ardern@parliament.govt.nz>
>> Subject: IsoStay Proposal

>>
>>
>>

>> Hello Hon. Jacinda,

>>

>> I have been asked by other MP's to request your office forward this proposal on to Mr. Rob Fyfe ex CEO of Air New Zealand.

>>

>> Can you please do this? We would all appreciate your help on this.

>>

>>

>> Kindly awaiting your contact and reply.

>>

>> --

>>

>> Regards,

>>

>>

>>

>>

>>

>>

>>

>>

>>

>>

>>

>>

>>

>>

>>

>>

>>

>>

>>

>>

>>

>>

>>

>>

>>

>>

>>

>>

>
>
>
> Ryan Pausina
> s9(2)(a)
>
>
>
>
>

--
Regards,

Ryan Pausina
s9(2)(a)

Released under the Official Information Act 1982

From: Rob Fyfe s9(2)(a)
Sent: Monday, 18 May 2020 10:31 AM
To: s9(2)(a) (Prime Minister, Rt Hon Jacinda Ardern and Minister Hon Grant Robertson)
Cc: ^Parliament: Rajesh Nahna
Subject: Return to Auckland
Attachments: Memo to PM 2.docx

Dear Prime Minister, Minister

Having been imbedded working alongside the COVID19 response effort for 8 weeks, following your request of me on March 23rd, I wanted to take the opportunity to share my thoughts on the key challenges ahead as I look to reduce my involvement and return to Auckland at the end of this week.

Many thanks ... Rob

Rob Fyfe

The People Shop 26 Minnehaha Avenue, Takapuna, Auckland 0622, New Zealand

s9(2)(a)

Memo

May 18, 2020

To: Prime Minister
Minister of Finance

From: Rob Fyfe

Subject: Concluding my assignment

Dear Prime Minister, Minister

I've now completed 8 weeks imbedded in the COVID19 Operations Command Centre here in Wellington working to align the business community with the Government's COVID19 response efforts.

There is a massive work effort in front of us however, as responsibilities and resources get redistributed from the AoG effort back to home ministries and the machinery and processes of Government and the myriad of lobby groups reassert themselves, my ability to contribute and add value is diminishing.

My proposal is to relocate and reconnect with my family in Auckland this Friday. I am happy to be available on an ad hoc basis to continue to advise Mike Bush and the team involved in the AoG effort going forward and to be available to assist you with the challenges that COVID19 will create for several years to come.

In signing off from this chapter of my contribution I would offer the following observations;

1. Our Pandemic Response

I wrote to you 5 weeks ago congratulating you on the success of your leadership and the effectiveness of your actions, and to express my hope that we **make the most of the advantage we have created**, and I outlined the importance of building an **effective COVID19 early detection and rapid response system** to protect us from COVID19 in the years ahead.

That system contained 5 core elements;

- New social norms,
- An intelligent virus free border,
- Daily Health check-in to drive detection at the earliest sign of symptoms,
- High speed/High accuracy testing, and
- Instant Tracing and rapid Isolation of close contacts

There remains significant work to be completed on all elements of this early detection and rapid response system and I fear that a lack of ambition and urgency will mean that we land well short of 'gold standard' with the system we are building, and that we risk losing the significant competitive advantage that you have created for New Zealand to date.

The WHO Chief Scientist; Soumya Swaminathan this week predicted it would be 4-5 years before we will have this pandemic under control. Laurie Garrett, the Pulitzer Prize winning pandemic journalist predicts the best-case scenario is that it will take 3 years to achieve global vaccination, if a super effective vaccine is developed in the next 10 months. We need to plan for living with COVID19 for 3-5 years or longer.

Memo

May 18, 2020

By way of analogy, we are only 5 minutes into an 80-minute game of rugby and the game will be won in the second half when our fitness and resolve to last the full 80 minutes will truly be tested. I'm also drawn to one commentator who has referred to 'the hammer and the dance'. We are on the pathway to effective elimination using the hammer of an aggressive lockdown, but we now need to learn how to dance with COVID19 while remaining at Level 2 or better.

This challenge requires much more agility and finesse than the rigidity of our Level 4 lockdown rules and I worry that our bureaucracy is not well designed for agility and finesse and, as the AoG capability is scaled back, the weight of resources, processes and territorial disputes from resurgent ministries will undermine our ability to move and respond at the pace necessary.

I recommend you retain a central AoG operational leadership unit with accountability to drive delivery of all elements of this early detection and rapid response system, with clearly defined, agreed and measurable performance goals.

2. Our Economic and Social Recovery – planning for prosperity in a COVID19 world.

Alongside this early detection and rapid response system we now have an opportunity to shape our vision and ambition for our Country and our people; the way our society will function and how we rebuild economic prosperity for our communities as we look forward in a COVID19 world.

The world will become increasingly destabilised. As we head into global recession or depression those most underprivileged communities will disproportionately carry both the health and economic burden of this pandemic. China US tensions will rise, as will domestic tensions in both these countries, along with several others across Europe, South America the Middle East and Asia. The low oil price will amplify tensions in geographies that are already inherently volatile, and we are likely to see increased terrorism, cybercrime and fake news.

In a world that could be dogged with Coronavirus for 3-5 years or longer, as a remote Island nation, we have the opportunity to become one of the safest most sought-after havens on the planet.

To make the most of this opportunity we must position ourselves to support;

- The new flexible ways people will work in the future, underpinned by world class digital infrastructure and employment laws that both enable flexible work and protect flexible workers,
- Underpinned by a world class education system that is at the forefront of digital and experiential learning, enabling the growth in our digital and services economy
- Supported by a world class health system that has been tuned to our strategy of COVID19 elimination without requiring successive lockdowns,
- Enabling new high value tourism flows that will link to the new flexible and remote working practices.
- Underpinned by our investment in our conservation estate, our water quality, pest eradication and carbon neutral growth,
- Supporting our high quality, high tech, sustainable food production businesses,
- Attracting foreign investment and capital to drive economic growth, job creation and prosperity, and
- Transparent, inclusive and consistent and visionary Government.

Memo

May 18, 2020

There is little new thinking in any of these elements – many commentators have been talking about the future of work for years, within the Tourism sector we have talked about quality over quantity for decades and we already have a vision for preservation of our biodiversity and pest eradication through Predator Free 2050 and many other initiatives.

But the global disruption wrought by COVID19 has shaken our complacency and incrementalism, New Zealanders want a vision, they want hope, they want to see a brighter future for their children, they want a plan to believe in.

As I sit here today, I don't see a vision or a plan ... nor would I expect one. We have just fought a massive battle against this first wave of COVID19. It has turned our world upside down and we need to rethink and re-plan for our future.

My career has been spent turning around failing companies. I have created new visions, strategies and plans to rebuild businesses like Bank of New Zealand following the 87' share market crash, Air New Zealand following the Ansett collapse and Icebreaker following near bankruptcy in 2015 ... these exercises take time. It takes several iterations and several months before a fully integrated, fully costed and stress tested plan can be landed for a business ... let alone a country ... But we have a unique opportunity, as we emerge from lockdown and, despite many uncertainties, to choose the future we want for New Zealand and future generations of New Zealanders.

From my vantage point, I don't currently see where this work is being undertaken, its far broader than the responsibility of any one ministry or agency, and I've always had a natural aversion to allowing these exercises to be consultant led, nor can this task be completed by a part time advisory group.

There is an opportunity to have a high engagement framework with business and the community. It requires a team of fulltime dedicated specialists experienced in business re-engineering, strategic planning and formulating public policy and the first phase of this work would take at least 6-9 month to complete. I believe that if you are prepared to commission and resource this work stream, there is a unique opportunity to shape New Zealand and materially enhance our global competitiveness and prosperity for future generations.

I recommend you create a strategic planning unit bringing together the best public and private talent available in New Zealand and grab this unique opportunity to chart our recovery from COVID19 and shape New Zealand's future.

I'd like to acknowledge the support from Grant throughout my assignment. My engagement with the business community aimed to identify areas where we could accelerate and amplify achievement of Government initiatives by leveraging business resources, networks, influence and capability. Grant's availability and open-mindedness has made a material contribution to our ability to leverage these opportunities and, in the process, enhance engagement and build increased trust between the Government and New Zealand business community.

Thank you for the opportunity to contribute.

Rob Fyfe