



Proactive release of material relating to establishing a new National Emergency Management Agency (NEMA)

The material in this proactive release includes briefings, aides memoire and Cabinet material directly related to establishing a new National Emergency Management Agency (NEMA), as itemised below. Documents relating to consultation undertaken with local government representatives have not been included in this release.

This material has been proactively released by the Department of the Prime Minister and Cabinet, on behalf of Hon Peeni Henare, Minister of Civil Defence.

Date	Item
02/05/19	Cabinet Paper: Delivering Better Responses to Emergencies: National Structures
15/04/19	Cabinet Minute of Decision: 2019 Budget Package: Vote Prime Minister and Cabinet
09/05/19	Cabinet Government Administration and Expenditure Review Committee Minute of Decision Delivering Better Responses to Emergencies: National Structures
27/03/18	Preliminary Advice on the TAG's recommendations
26/06/18	Current thinking on the National Emergency Management Agency (NEMA) to support your meeting with SSC and DPMC
26/10/18	Delivering Better Responses to Emergencies: National Structures
23/11/18	Advice on the National Emergency Management Agency (NEMA)
21/02/19	Final National Structures Cabinet Paper
28/02/19	Final National Structures Cabinet Paper Redraft
28/03/19	Letter to the Prime Minister and the Minister of Finance following Budget Bilateral
8/05/19	Cabinet Paper on National Structures for the Emergency Management System
12/03/19	Budget 2019 Initiatives and Prioritisation Submissions
12/10/18	Progress on Implementing the Emergency Management System Reforms
16/11/18	Status Update on the Emergency Management System Reforms Programme
30/11/18	Status Update on the Emergency Management System Reforms Programme
14/12/18	Status Update on the Emergency Management System Reforms Programme
30/01/19	Status Update on the Emergency Management System Reforms Programme

13/02/19	Status Update on the Emergency Management System Reforms Programme
27/02/19	Status Update on the Emergency Management System Reforms Programme
13/03/19	Status Update on the Emergency Management System Reforms Programme
10/04/19	Status Update on the Emergency Management System Reforms Programme
9/05/19	Status Update on the Emergency Management System Reforms Programme
22/05/19	Status Update on the Emergency Management System Reforms Programme

Some parts of this information release would not be appropriate to release and, if requested, would be withheld under the Official Information Act 1982 (the Act). Where this is the case, the relevant section of the Act that would apply has been identified. Where information has been withheld, no public interest has been identified that would outweigh the reasons for withholding it. Some material has also been withheld as out of scope of in these documents, as it is not directly related to establishing NEMA.

Key to redaction codes:

- 9(2)(a), to protect the privacy of individuals;
- 9(2)(f)(iv): to maintain the confidentiality of advice tendered by or to Ministers and officials;
- 9(2)(g)(i): to maintain the effective conduct of public affairs through the free and frank expression of opinion; and
- 9(2)(h), to maintain legal professional privilege.

The following items are not included in this release:

Item	Withholding grounds
Cabinet paper: Delivering better responses to emergencies: National Structures (2 March 2019)	Withheld in full under 9(2)(f)(iv)
Aide-Memoire: Cabinet paper on National Structures for the Emergency Management System (5 March 2019)	Withheld in full under 9(2)(f)(iv) and 9(2)(g)(i)
Budget bid: Delivering better responses to emergencies: Establishing a new national emergency management agency	Withheld in full under 9(2)(f)(iv)



Briefing

LETTER TO THE PRIME MINISTER AND THE MINISTER OF FINANCE FOLLOWING BUDGET BILATERAL

To: Hon Kris Faafoi, Minister of Civil Defence			
Date	28/03/2019	Priority	Urgent
Deadline	29/03/2019	Briefing Number	DPMC-2018/19-1074

Purpose

At your Budget bilateral meeting with the Prime Minister and the Minister of Finance you were asked for more information as to what the requested \$3m a year for a new national emergency management agency would achieve. We have drafted the attached letter for you to send to the Prime Minister and Minister of Finance (**Attachment A**).

Recommendations

We recommend that you:

1. **Sign** the attached letter to the Minister of Finance. Yes/No



<p>Clare Ward Executive Director Strategy, Governance and Engagement</p>
<p>28/3/2019</p>

<p>Hon. Kris Faafoi Minister of Civil Defence</p>
<p>...../...../2019</p>

Attachment A

Dear Prime Minister and Minister of Finance,

I am writing in response to your request at the recent Budget bilateral on Vote Prime Minister and Cabinet Budget initiatives to set out what an additional \$3m a year for a new national emergency management agency (NEMA) would achieve. 9(2)(f)(iv)



An additional \$3m a year would enable me to establish the departmental agency, and start to fill some of the critical gaps identified by the Technical Advisory Group in its review of our response to emergencies in New Zealand and agreed by our Government in August 2018.

Establishing the agency

I would use a proportion of the money in year 1 to establish the NEMA as a departmental agency within the Department of the Prime Minister and Cabinet to replace the Ministry of Civil Defence & Emergency Management (MCDEM). As set out in my advice to Cabinet earlier this year, a departmental agency is the most appropriate form of entity for our national emergency management agency. It provides the required mana or status of leadership and the greater autonomy required to deliver on its set of functions.

Although a full NEMA needs significantly more funding than \$3m a year, an additional \$3m a year in this Budget would allow me to make a start in the right direction. It would enable me to start growing the number of staff employed in this essential function and would also give us an agency that we can grow further in future years when funding allows.

If there is no new funding in Budget 2019 to support establishment of a NEMA, MCDEM would remain a business unit within DPMC. DPMC is unable to fund the establishment of a departmental agency from within its baseline.

Fill critical gaps

In addition to establishing the agency, I would look to invest in short-term priorities to strengthen the system now as well as priorities that will develop its capability in the longer term. I believe it is important to focus on both the now and the future.

Short-term priority

My priority for the short-term would be to strengthen the capacity of the current **response and recovery function** of MCDEM in NEMA so that we can respond effectively to, and support recovery from, events such as the one in Christchurch and draw on resources from across government to assist with this. This will increase the sustainability of the response and recovery effort since at the moment we are very reliant on a small pool of people.

This is particularly acute where a significant response is running or where there is more than one response underway at the same time. I note, that not for the first time, we have two responses

running in parallel this week with the ongoing response to the terror attack and the response to the severe weather and flooding on the West Coast.

To provide some context, MCDEM currently has 56 staff, 10 of whom are rostered on to the duty team which is on call (but not awake) 24 hours a day, seven days a week, for a week at a time. This is on top of their business-as-usual role. These staff must be within 30 minutes of the National Crisis Management Centre at all times and not be impaired in any way.

The current staffing level means that some staff are rostered on every 3 weeks and more often in an emergency. This also has an impact on the business-as-usual work programme of MCDEM which has to be put on hold in an emergency so that the agency can focus on response and recovery work.

These staff have significant responsibilities and have to undertake actions including issuing of national warnings. While funding for the 24/7 tsunami warning arrangements will provide a small boost in capacity it will not alleviate the pressure on MCDEM's duty team. I am concerned that we look as if we are taking advantage of the goodwill of a handful of staff who are carrying significant responsibilities on behalf of New Zealand.

Longer term

I would also look to invest in key gaps that will build the capability of the emergency management system in the longer term. Particular priorities are:

- Developing capability within our national emergency management agency to **set and enforce standards** so that we and the public have assurance that the emergency management system has the capability it needs to do what is needed when it's needed.
- Developing the capability of the **emergency management workforce**. Managing an emergency is complex. People and organisations involved in emergencies need to have the appropriate experience, skills and competence to perform their roles and manage public safety effectively and efficiently. There is a pressing need to build the capability and capacity of the emergency management workforce. My long-term goal is to build the capability and capacity of the emergency management workforce so it has the right number of skilled people who are prepared to respond 24/7.

While \$3m a year will not enable us to fully achieve these longer-term priorities, it would enable us to make a start on these important areas.

My Priorities

I firmly believe that we need to build the capacity and capability of our emergency management system. Of my initiatives still in the Budget process, my priorities are s9(2)(a), the NEMA, and the back-up emergency management facility in Auckland.

s9(2)(f)(iv)

~~[BUDGET SENSITIVE]~~

I look forward to working with you to strengthen our emergency management system as part of our wider work to enhance New Zealand's wellbeing and resilience.

Yours sincerely

Hon Kris Faafoi
Minister of Civil Defence

Proactively released by the Minister of Civil Defence