



## **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.

| <b>Date</b> | <b>Item</b>   |
|-------------|---|
| 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

## BUDGET 2019 INITIATIVES AND PRIORITISATION SUBMISSIONS

To: Hon Kris Faafoi, Minister of Civil Defence and Minister of Broadcasting, Communications and Digital Media

|          |            |                 |                   |
|----------|------------|-----------------|-------------------|
| Date     | 12/03/2019 | Priority        | Urgent            |
| Deadline |            | Briefing Number | DPMC-2018/19-1002 |

### Purpose

The Prime Minister is meeting with the Minister of Finance, Hon Grant Robertson, at 4-4.45pm on Tuesday 19 March 2019 to discuss Budget 2019 initiatives and prioritisation (savings) initiatives. Some of these relate to your Civil Defence and Broadcasting, Communications and Digital Media portfolios.

This briefing provides you with information that we propose sending to the Prime Minister on the Civil Defence, and Broadcasting, Communications, and Digital Media portfolios for this meeting.

### Recommendations

We recommend that you:

- a. **Note** the current status of the budget initiatives within your portfolios as part of Budget 2019 Noted
- b. **Indicate** if you would like to discuss any of the matters outlined in this briefing further with DPMC officials. Yes/No

  
 Clare Ward  
**Executive Director**  
**Strategy, Governance and Engagement**

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12/3/2019

Hon Kris Faafoi  
**Minister of Civil Defence**  
**Minister of Minister of Broadcasting,**  
**Communications and Digital Media**

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...../...../2019

**Contact for telephone discussion if required:**

| Name               | Position   | Telephone |         | 1st contact |
|--------------------|--|-----------|---------|-------------|
| Clare Ward         | Executive Director, Strategy Governance and Engagement Group         | 9(2)(a)   | 9(2)(a) | ✓           |
| Sarah Stuart-Black | Executive Director, Ministry of Civil Defence & Emergency Management | 9(2)(a)   | 9(2)(a) |             |
| Paul Ash           | Acting Director, National Security Policy Directorate                | 9(2)(a)   | 9(2)(a) |             |
| Bruce Davey        | Business Partner, CASS Finance                                       | 9(2)(a)   | 9(2)(a) |             |

**Minister's office comments:**

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

# BUDGET 2019 INITIATIVES AND PRIORITISATION SUBMISSIONS

## Background

- On 19 March the Prime Minister is meeting with the Minister of Finance to discuss Budget 2019 initiatives and prioritisation (savings) initiatives in Vote Prime Minister and Cabinet (PMC). Some of these related to the Civil Defence, and Broadcasting, Communications and Digital Media portfolios.
- Attachments 1, 2 and 3 present the current status of all Budget 2019 initiatives that relate to your portfolio. These are summarised for your information in the following sections of this briefing. Attachment 4 includes the draft talking points being provided to the Prime Minister.
- Treasury's views have been included for your information for each of the budget initiatives. These represent Treasury's views prior to Cabinet committees and Budget Ministers considering the initiatives. The outcomes suggested by these views may therefore have been superseded by Cabinet Committee and Budget Ministers' decisions.

## Budget 2019 initiatives under consideration

- There are four initiatives under consideration that will impact Vote Prime Minister and Cabinet if approved:

| Minister   | Title  | Indicative Treasury view   |
|--|--|--|
|  |  | <i>(Budget Ministers / Cabinet Committees may not follow Vote Analyst recommendations)</i> |
| Minister of Civil Defence                                  | Out of scope   |  |
| Minister of Civil Defence                                  | Delivering better responses to emergencies: Establishing a new national emergency management agency. | 9(2)(g)(i)   |
| Minister of Civil Defence                                  | Out of scope   |  |
| Minister of Broadcasting, Communications and Digital Media |  |  |

5. Out of scope

### Implications of scaling

*Establishing a new national emergency management agency.*

6. In its public response *Delivering better responses to natural disasters and other emergencies* the Government agreed in principle to strengthen national leadership of the emergency management system. This is a necessary pillar of the reforms to the emergency management system alongside the decisions already taken around regional structures, professionalisation, and improved information for decision making.

7. 9(2)(g)(i)

8. The proposed role of NEMA is different to that of the Ministry of Civil Defence & Emergency Management (MCDEM). The Technical Advisory Group (TAG) set up to review the emergency response system found 'there is a strong case for a significant shift in culture, objectives, business strategy, and operating model at the national level'. Putting more resource into the existing situation without changing the functions, structure, and culture of the national agency is unlikely to deliver the lift in system leadership needed to get the step change we are seeking across the country.

9. If there is no funding for NEMA, MCDEM would stay as a business unit within the Department of the Prime Minister and Cabinet (DPMC). An additional **\$3m** would enable the agency to be established and initial progress to be made.

10. There are some overhead interdependencies between the full NEMA bid, **Out of scope**. We will need to confirm appropriate overhead costs if parts of bids are to be progressed.

Out of scope

Out of scope



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Out of scope



Proactively released by the Minister of Civil Defence

23. Out of scope



|                      |  |
|----------------------|--|
| <b>Attachments:</b>  |  |
| <b>Attachment 1:</b> | Budget Initiatives - under consideration for Budget 2019 |
| <b>Attachment 2:</b> | Out of scope   |
| <b>Attachment 3:</b> |  |
| <b>Attachment 4:</b> | Prime Minister's Talking Points                          |

Budget Initiatives - under consideration for Budget 2019

| Minister                  | Title   | Description  | Departmental sought (\$ millions) |             |         |         |         | Treasury recommended (\$ millions) |            |         |         |         | Vote Analyst Comment |   |
|---------------------------|---|--|-----------------------------------|-------------|---------|---------|---------|------------------------------------|------------|---------|---------|---------|----------------------|---|
|                           |   |  | 2018/19                           | 2019/20     | 2020/21 | 2021/22 | 2022/23 | 2018/19                            | 2019/20    | 2020/21 | 2021/22 | 2022/23 |                      |   |
| Minister of Civil Defence | Out of scope  |  |                                   |             |         |         |         |                                    |            |         |         |         |                      | (Budget Ministers / Cabinet Committees may not follow Vote Analyst recommendations) |
| Minister of Civil Defence | <b>Delivering better responses to emergencies: Establishing a new national emergency management agency.</b> | This funding will establish a new national emergency management agency (NEMA) to provide strong, national leadership to our distributed emergency management system. NEMA will work across central government and with local government, communities, iwi, and business to create an emergency management system that is ready and able to provide an effective and integrated response to, and recovery from, emergencies. The establishment of NEMA was a key recommendation | 0.180                             | 9(2)(f)(iv) |         |         |         | -                                  | 9(2)(g)(i) |         |         |         |                      |   |

[BUDGET SENSITIVE]

| Minister   | Title        | Description  | Departmental sought (\$ millions) |         |         |         |         | Treasury recommended (\$ millions) |         |         |         |         | Vote Analyst Comment |   |
|--|--------------|--|-----------------------------------|---------|---------|---------|---------|------------------------------------|---------|---------|---------|---------|----------------------|---|
|  |              |  | 2018/19                           | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2018/19                            | 2019/20 | 2020/21 | 2021/22 | 2022/23 |                      |   |
|  |              | of a recent review into better responses to natural disasters and other emergencies. |                                   |         |         |         |         |                                    |         |         |         |         |                      | (Budget Ministers / Cabinet Committees may not follow Vote Analyst recommendations) |
| Minister of Civil Defence                                  | Out of scope |  |                                   |         |         |         |         |                                    |         |         |         |         |                      |   |
| Minister of Broadcasting, Communications and Digital Media |              |  |                                   |         |         |         |         |                                    |         |         |         |         |                      |   |

[BUDGET SENSITIVE]

| Minister | Title        | Description | Departmental sought (\$ millions) |         |         |         |         | Treasury recommended (\$ millions) |         |         |         |         | Vote Analyst Comment |   |
|----------|--------------|-------------|-----------------------------------|---------|---------|---------|---------|------------------------------------|---------|---------|---------|---------|----------------------|---|
|          |              |             | 2018/19                           | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2018/19                            | 2019/20 | 2020/21 | 2021/22 | 2022/23 |                      |   |
|          |              |             |                                   |         |         |         |         |                                    |         |         |         |         |                      | (Budget Ministers / Cabinet Committees may not follow Vote Analyst recommendations) |
|          | Out of scope |             |                                   |         |         |         |         |                                    |         |         |         |         |                      |   |

Out of scope



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Out of scope



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Talking Points

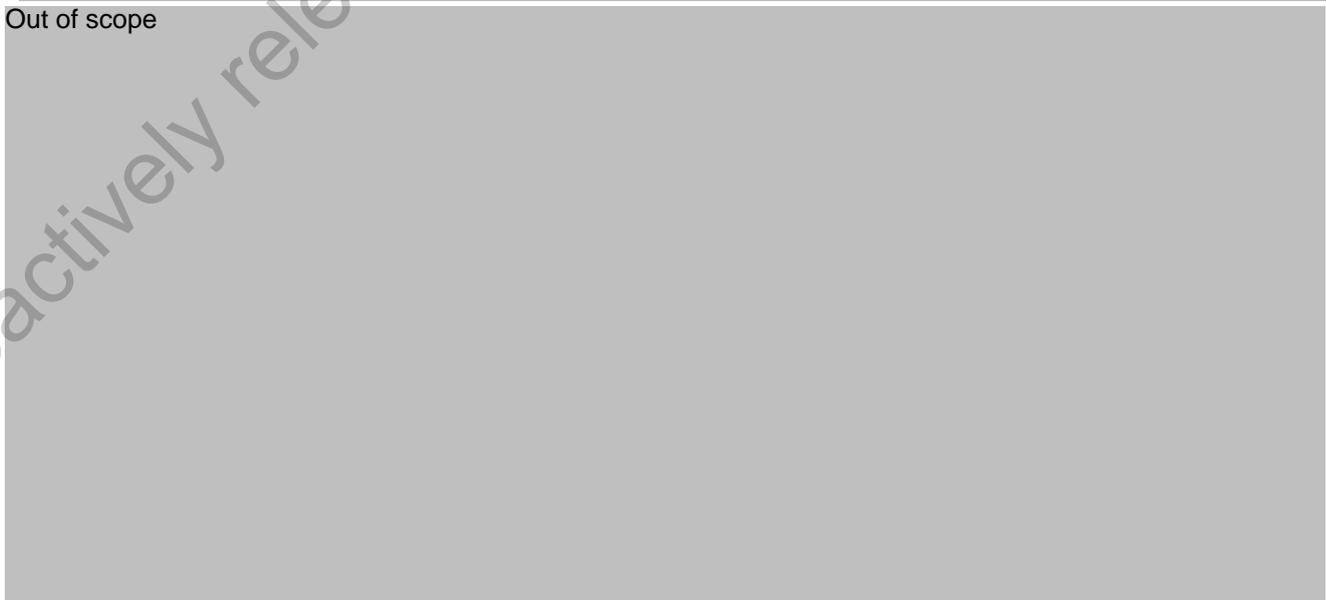
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Establishing a new national emergency management agency

9(2)(g)(i)



Out of scope



Out of scope



Proactively released by the Minister of Civil Defence