

Proactive Release

The following documents have been proactively released by the Department of the Prime Minister and Cabinet (DPMC), and National Emergency Management Agency (NEMA), on behalf of Hon Kieran McAnulty, Minister for Emergency Management:

Proactive Release: National Emergency Management Agency: Cyclone Response Funding 2022-23

The following documents have been included in this release:

Title of paper: National Emergency Management Agency: Cyclone Response Funding 2022-23 (EWR-23-SUB-0009 refers)

Title of minute: Cabinet Extreme Weather Recovery Committee Minute of Decision:
National Emergency Management Agency: Cyclone Response Funding
2022-23 (EWR-23-MIN-0009 refers)

Title of minute: Report of the Cabinet Extreme Weather Recovery Committee: Period Ended 10 March 2023 (CAB-23-MIN-0069 refers)

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.

Key to redaction code:

• section 9(2)(g)(i), to maintain the effective conduct of public affairs through the free and frank expression of opinion.

[Censitive]

Office of the Minister for Emergency Management

Cabinet Extreme Weather Recovery Committee

National Emergency Management Agency Cyclone Response Funding 2022/23

Proposal

This paper seeks agreement to increase 2022/23 funding for the National Emergency Management Agency (NEMA) by up to \$23.725 mill on for contributions to Mayoral Relief Funds and other extraordinary osts incurred in responding to extreme weather events in the North Island which cannot be met from baseline.

Relation to government priorities

- 2 This is aligned to two of the Government's Wellbeing Objectives:
 - 2.1 Just Transition supporting the transition to a climate-resilient, sustainable and low-emissions economy by creating a capability to effectively respond to climate and other emergency events.
 - 2.2 Physical and Mental Wellbeing supporting improved health outcomes for all New Zealan ers and minimising COVID-19 and protecting our communities throug providing an effective cross-government emergency response to potentially concurrent events that will create significant health and wellbeing impacts to many New Zealanders.

Background

- North Island extreme weather events, including Cyclone Gabrielle, have caused a gnificant damage to the northern and eastern parts of the North Island, including Northland, Auckland, Bay of Plenty, Waikato, Tairāwhiti, Hawke's Bay and Tararua.
- On 16 February 2023, Ministers with Power to Act approved government contributions to disaster (Mayoral) relief funds in Tairāwhiti and Hawke's Bay totalling \$2 million.
- On 20 February 2023 [CAB-23-MIN-0048 refers] Cabinet agreed that Ministers with Power to Act could approve Government contributions to Mayoral Relief Funds that are sought before the next Cabinet meeting, for funding over \$100,000 noting the Minister for Emergency Management's intention to make additional contributions to local authorities' relief funds. Ministers with Power to Act signalled their intention to do so in Northland, Bay

- of Plenty and Waikato Regions, Tararua and Masterton Districts and Auckland, with contributions totalling \$1.725 million.
- NEMA applied \$3.725 million of funding from within the Emergency Management Leadership and Support multi-category appropriation (MCA) in Vote Prime Minister and Cabinet to initially meet the Crown contributions to disaster relief funds.
- In responding to the impacts of extreme weather events, NEMA has activated the National Crisis Management Centre and deployed significant resources across affected regions to assist local authorities.
- 8 Cabinet approval is now sought to increase 2022/23 funding for Vote Prime Minister and Cabinet to accommodate extraordinary costs associated with the response to the extreme weather events.
- 9 9(2)(g)(i)
- The funding sought is separate from, and additional to, funding that is under consideration to enable contributions of up to \$30 million to local authorities towards urgent removal from residential properties of solid waste and silt caused by Cyclone Gabrielle.

Analysis

- The Government was able to rapidly advance \$3.725 million in disaster relief funding to communities affected by Cyclone Gabrielle from the Emergency Management Leadership and Support MCA in Vote Prime Minister and Cabinet as, while full year expe diture is committed, the year-to-date expenditure was sufficiently less than the annual appropriation to allow headroom for the immed ate payment of these contributions.
- In making these decisions, the Minister of Finance was supportive of NEMA seeking subsequent Cabinet approval of an increase to appropriation to backfill for the cost of the contributions.
- NEMA is the lead agency responsible for co-ordinating the management of emergencies resulting from various hazards, using the arrangements in the National Civil Defence and Emergency Management (CDEM) Plan Order 2015 and the functions and powers of the Director, the National Controller and the National Recovery Manager under the CDEM Act 2002.
- The functions under section 8 of the CDEM Act include carrying out response and recovery activities. NEMA supports the Director in carrying out those activities and will activate and co-ordinate national-level response and recovery activities as necessary from the National Crisis Management Centre or its recovery office.
- 15 Costs associated with supporting smaller emergency events are generally managed through reprioritisation of spend by NEMA. NEMA does not hold

budget in reserve for the extraordinary response costs associated with significant emergency events such as the current severe weather event, or in previous years the Canterbury and Kaikoura earthquakes where additional funding was sought to accommodate the extraordinary costs being incurred.

- 16 Extraordinary costs are being incurred by NEMA for the current response and are likely to total up to \$20 million in 2022/23. These costs include, but are not limited to:
 - 16.1 costs of catering, travel, office equipment and supplies, and surge resource for the extended operation of the National Crisis Management Centre:
 - 16.2 costs to support the deployment of NEMA staff and emergency assistance teams, including international teams, including travel, accommodation and the purchase of supplies;
 - 16.3 welfare and response costs which, if paid by regional Civil Defence Emergency Management Groups / Local Authorities, would mostly have been eligible for reimbursement under the existing nondepartmental other expenses Local Authority Emergency Expenses PLA in Vote Prime Minister and Cabinet, but which, due to the scale of the event, have been met directly by NEMA, for example supplies being transported to Hawkes Bay and Tairawhiti on HMNZS Canterbury.
- Due to uncertainty around the final value of the welfare costs referred to in 17 paragraph 16.3 above this paper does not propose that any of the increase in funding sought in this paper be considered as an offset against expenditure which would which otherwise have been incurred under the Local Authority Emergency Expenses PLA in Vote Prime Minister and Cabinet, for Fiscal Management Approach purposes. Nevertheless, to the extent these costs will now be directly met by NEMA, expenses incurred under the PLA will be commensurately lower.
- The extraordinary costs fall into the 2022/23 financial year. 9(2)(g)(i) 19 9(2)(q)(i)
- I therefore propose further funding of up to \$23.725 million for 2022/23 to 20 enable NEMA's programme of work to continue for the remainder of the 2022/23 financial year.

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As the extent of the response and the ongoing support required from NEMA is not yet clear, it is possible that further funding may be sought in 2023/24 to support any extraordinary costs that continue beyond 2022/23.

Financial Implications

- This paper is seeking an increase to the Emergency Management Leadership and Support MCA in Vote Prime Minister and Cabinet for 2022/23 for:
 - 22.1 \$3.725 million contributions to Mayoral Relief Funds recently announced by the Crown that NEMA is unable to manage from existing funding; and
 - 22.2 increased operating funding of up to \$20 million for NEMA due to the extraordinary level of expenditure incurred in respect of this response which cannot be met from within existing funding.
- Cabinet agreed on 27 February 2023 to apply a total of \$8 5 million from 2022/23 COVID-19 All of Government Response and H alth and Disability System Reform underspends in Vote Prime Minister and Cabinet to the cost of establishing and operating the Cyclone Reco ery Taskforce and the Cyclone Recovery Unit and to other related cyclone and extreme weather response and recovery expenditure in the Department of the Prime Minister and Cabinet, and specifically to apply \$2.5 million from these underspends to provide initial funding for a new department I output expense appropriation "Extreme Weather Events All of Government Response" [CAB-23-MIN-0056 refers].
- Currently \$6 million from the underspends noted in paragraph 23 above has not been specifically allocated to cyclone and extreme weather response and recovery expenditure.
- This paper proposes that the \$20 million sought for NEMA extraordinary costs be sourced from the r maining \$6 million noted in paragraph 21 above and from \$14 m llion new funding.
- Further funding may be sought in 2023/24 to support any extraordinary costs that continue beyond 2022/23.
- The funding sought for 2022/23 as described in paragraph 22.2 above is set out in the table below. The amount has been determined using an estimate of known costs to NEMA for the response (\$10 million) and an allowance (\$10 million) to ensure sufficient capacity for further costs associated with the current response and for any significant emergency events that may occur between now and 30 June 2023. These events may occur after final funding decisions for changes to appropriations for the 2022/23 Supplementary Estimates have been finalised in April 2023.

	2022/23 \$ million
Estimated costs to end of March 2023 based on known commitments	
Fares, accommodation and expenses: Deployed NZ based staff (NEMA and other organisations) Non-NEMA NZ based staff deployment (e.g. Australian and Fiji response teams)	4 2
National Crisis Management Centre: Translations, operational purchases (e.g. satellite communications) and NCMC operating costs Staffing, including allowances, costs associated with NCMC roster rotations and specialist functional support	1
Welfare costs	1 10
Allowance for further extraordinary response costs	10
Total	20

- The \$10 million allowance in the table above ensures capacity to manage further extraordinary response costs that man emerge, often with short notice, and to meet extraordinary expenditure should another significant event occur before the end of the 2022/23 financial year. It also provides capacity if, as part of the response, Ministers with Power to Act were to agree further Crown contributions to Mayoral Relief Funds or other matters to be supported by NEMA.
- To the extent that funding is approved now there won't be a need to include it in a proposed upcoming omnibus process being led by the Treasury to address agencies' immediate funding pressures in respect of the response.
- This paper does no propose the carry forward of any 2022/23 underspend to 2023/24, and so any unspent funds will be returned to the Crown as part of the Department of the Prime Minister and Cabinet's 2022/23 operating surplus
- A fiscally neutral adjustment is also required in the Shared Support Services appropriation within Vote Finance. The shared service function of the Treasury provides the corporate functions of Finance, Human Resources and Information Technology to the Department of the Prime Minister and Cabinet and NEMA, and a portion the additional funding sought will be for the provision of corporate functions. This fiscally neutral adjustment is to avoid unappropriated expenditure in Vote Finance in delivering this service.

Legislative Implications

32 There are no legislative implications.

Impact Analysis

There are no identified impacts.

Population Implications

Emergency events have widespread impacts on many population groups. The proposals in the paper acknowledge these impacts and are designed to ensure NEMA is able to maintain its response, recovery, system assurance and stewardship roles to an appropriate level.

Human Rights

35 There are no human rights implications.

Consultation

The Department of the Prime Minister and Cabinet and The Treasury have been consulted and both are supportive of this proposa

Communications

37 Specific communications about this paper are not proposed as it does not contain significant policy decisions. Info mation about the changes to funding will be published in the 2022/23 Supplementary Estimates of Appropriations for Vote Prime Minister and Cabinet and included in any relevant Budget 2023 communications as necessary.

Proactive Release

I intend to include this paper for release following proactive release of Budget 2023 materials.

Recommendations

The Minister for Emergency Management recommends that the Committee:

- note that on 16 February 2023, Ministers with Power to Act approved governmen contributions to disaster (Mayoral) relief funds in Tairāwhiti and Hawke's Bay totalling \$2 million;
- note that on 20 February 2023 [CAB-23-MIN-0048 refers] Cabinet agreed that Ministers with Power to Act could make additional contributions to local authorities' relief funds in Northland, Bay of Plenty and Waikato Regions, Tararua and Masterton Districts and Auckland, totalling \$1.725 million, and that the necessary agreement from Ministers is currently being sought;
- note that the contributions referred to in recommendations 1 and 2 above applied funding from within the Emergency Management Leadership and Support multi-category appropriation (MCA) in Vote Prime Minister and Cabinet, and that while year to date expenditure is less than the annual

appropriation budget, full year expenditure for the appropriation is already fully committed;

- 4 note that when Ministers with Power to Act approved the payments noted in recommendations 1 and 2 above it was also noted that the Minister of Finance supported the National Emergency Management Agency (NEMA) seeking subsequent Cabinet approval of an increase to appropriation for the cost of the mayoral relief fund contributions;
- note that NEMA is incurring extraordinary operational costs estimated at \$20 million in 2022/23 in responding to the 2023 extreme weather events and is unable to meet these costs from within its baseline;

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- note that following Cabinet agreement on 27 February 2023 to apply a total of \$8.5 million from 2022/23 COVID-19 All of Governmen Response and Health and Disability System Reform underspends in Vote P ime Minister and Cabinet to the cost of establishing and opera ing he Cyclone Recovery Taskforce and the Cyclone Recovery Unit and to other related cyclone and extreme weather response and recovery expenditure in the Department of the Prime Minister and Cabinet, and to specifically apply \$2.5 million from these underspends to provide initial funding for a new departmental output expense appropriation "Extreme Weather Events All of Government Response", there remains \$6 million from the underspends that has not yet been specifically allocated to cyclone and extreme weather response and recovery expenditure;
- agree that the remaining \$6 million referred to in recommendation 7 above be applied to partially meet the estimated \$20 million 2022/23 extraordinary response costs being incurred by NEMA;
- 9 note that following the action agreed in recommendation 8 above the 2022/23 underspend in Vote Prime Minister and Cabinet available for application towards response costs as described in recommendation 7 above will have been fully utilised;
- agree to the following fiscally neutral transfers for 2022/23 only to give effect to the decision in recommendation 8 above:
 - 10.1 transfer \$4.5 million from the Health and Disability System Reform departmental output expense appropriation in Vote Prime Minister and Cabinet to the Emergency Management Leadership and Support MCA in Vote Prime Minister and Cabinet; and
 - 10.2 transfer \$1.5 million from the COVID-19 All of Government Response departmental output expense appropriation in Vote Prime Minister and

Cabinet to the Emergency Management Leadership and Support MCA in Vote Prime Minister and Cabinet;

- agree to increase funding in Vote Prime Minister and Cabinet by \$17.725 million for 2022/23 only to meet increased costs for Crown contributions to Mayoral Relief Funds and the balance of the estimated \$20 million other extraordinary costs incurred by NEMA in responding to 2023 extreme weather events that cannot otherwise be met from within current baseline;
- agree to increase spending to provide for costs associated with the policy decisions in recommendation 10 and 11 above, with the following impacts on the operating balance and net debt:

	\$m – increase/(decrease)				
Vote Prime Minister and	2022/23	2023/24	2024/25	2025/26	2026/27 &
Cabinet					Outyears
Operating Balance and Net Debt	17.725	-			-
Impact Operating Balance Impact Only	-	-		-	-
Net Debt Impact Only	-	-		-	-
No Impact	6.000			-	-
Total	23.725		-	-	-

approve the following change to appropriations to give effect to the policy decisions in paragraphs 10 and 11 above:

		\$m – in	crease/(d	ecrease)	
	2022/23	2023/24	2024/25	2025/26	2026/27 & Outyears
Vote Prime Minister and Cabinet Prime Minister Departmental Output Expen e	(4.700)				Outyears
Health and Disa lity System Reform (funded by rev nue Crown)	(4.500)	-	-	-	-
Vote Prime Ministe and Cabinet Minister for COVID 19 Response Departmen Output Expense: COVID-19 All of Government Response (funded by revenue Crown)	(1.500)	-	-	-	-
Vote P ime Minister and Cabinet Minister for Emergency Management Multi-Category Expenses and Capital Expenditure: Emergency Management Leadership and Support MCA Departmental Output Expense: Advice and Support for Emergency Risk Reduction, Readiness, Response and Recovery (funded by revenue Crown) Non-Departmental Other Expenses:	20.000	-	-	-	-

	\$m – increase/(decrease)				
	2022/23	2023/24	2024/25	2025/26	2026/27 & Outyears
Emergency Risk Reduction, Readiness, Response and Recovery	3.725	-	-	-	-
Total Emergency Management Leadership and Support MCA	23.725	-	-	-	-
Total Operating	17.725	-	-	-	_

- agree that the proposed changes to appropriations for 2022/23 above be included in the 2022/23 Supplementary Estimates and that, in the inter m, the increases be met from Imprest Supply;
- agree that decision making on the fiscal management treatment of the operating balance and net debt impact in recommendation 12 above of expenses incurred under recommendation 13 above be delegated to the Minister of Finance, following further advice from Treasury;
- agree to a \$1 million fiscally neutral increase to the Shared Support Services departmental output expense appropriation in Vote inance for 2022/23 only, to be funded by departmental revenue from NEMA, for shared services costs to support the extraordinary response activities;
- approve the following fiscally neutral adjuttment to provide for the decision in paragraph 16 above, with no impact on the operating balance and net debt:

			\$m – ir	ncrease/(c	lecrease)	
Vote Finance Minister of Finance		2022/23	2023/24	2024/25	2025/26	2026/27 & Outyears
Shared Support Services (funded by revenue Department)	K	1.000	-	-	1	-

- agree that the proposed change to appropriations for 2022/23 above be included in the 2022/23 Supplementary Estimates and that, in the interim, the increase be met rom Imprest Supply;
- note that further funding may be sought in 2023/24 to support any extraordinary costs that continue beyond 2022/23.

Authorised for lodgement

Hon Kieran McAnulty

Minister for Emergency Management



Cabinet Extreme Weather Recovery Committee

Minute of Decision

This document contains information for the New Zealand Cabinet. It must be treated in confidence and handled in accordance with any security classification, or other endorsement. The information can only e released, including under the Official Information Act 1982, by persons with the appropriate authority

National Emergency Management Agency: Cyclone Response Funding 2022-23

Portfolio Emergency Management

On 7 March 2023, the Cabinet Extreme Weather Recovery Committee, exercising its Power to Act in accordance with its terms of reference:

- noted that on 16 February 2023, Ministers with Power to Act approved government contributions to disaster (Mayoral) relief funds in T irāwhiti and Hawke's Bay totalling \$2 million;
- 2 **noted** that:
 - on 20 February 2023, Cabin t agreed that Ministers with Power to Act could make additional contributions t loc l authorities' relief funds in Northland, Bay of Plenty and Waikato Regions, Tararua and Masterton Districts, and Auckland, totalling \$1,725 million [CAB-23-MIN-0048];
 - 2.2 the necessary agreement from Ministers is currently being sought;
- 3 **noted** that:
 - 3.1 the contributions referred to in paragraphs 1 and 2 above applied funding from within the Emergency Management Leadership and Support multi-category appropriation (MCA) in Vote Prime Minister and Cabinet;
 - while year to date expenditure is less than the annual appropriation budget, full year expenditure for the appropriation is already fully committed;
 - **noted** that when Ministers with Power to Act approved the payments noted in paragraphs 1 and 2 above, it was also noted that the Minister of Finance supported the National Emergency Management Agency (NEMA) seeking subsequent Cabinet approval of an increase to appropriation for the cost of the Mayoral Relief Fund contributions;
- noted that NEMA is incurring extraordinary operational costs estimated at \$20 million in 2022/23 in responding to the 2023 extreme weather events, and is unable to meet these costs from within its baseline;

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6 **9(2)(g)(i)**

- noted that following Cabinet agreement on 27 February 2023 to apply a total of \$8.5 million from 2022/23 COVID-19 All of Government Response and Health and Disability System Reform underspends in Vote Prime Minister and Cabinet to the cost of establishing and operating the Cyclone Recovery Taskforce and the Cyclone Recovery Unit, and to other related cyclone and extreme weather response and recovery expenditure in the Department of the Prime Minister and Cabinet, and to specifically apply \$2.5 million from these underspends to provide initial funding for a new departmental output expense appropriation Extreme Weather Events All of Government Response, there remains \$6 million from the underspends that has not yet been specifically allocated to cyclone and extreme weather response and recovery expenditure;
- agreed that the remaining \$6 million referred to in paragraph 7 above be applied to partially meet the estimated \$20 million 2022/23 extraordinary response costs being incurred by NEMA;
- 9 **noted** that following the action agreed in paragraph 8 above the 2022/23 underspend in Vote Prime Minister and Cabinet available for application towards response costs as described in paragraph 7 above will have been fully utilised;
- agreed to the following fiscally neutral transfers for 2022/23 only to give effect to the decision in paragraph 8 above:
 - 10.1 transfer \$4.5 million from the Heal and Disability System Reform departmental output expense appropriation in Vote Prime Minister and Cabinet to the Emergency Managem and Le dership and Support MCA in Vote Prime Minister and Cabinet: and
 - 10.2 transfer \$1.5 million from the COVID-19 All of Government Response departmental output expense appropriation in Vote Prime Minister and Cabinet to the Emergency Management Leadership and Support MCA in Vote Prime Minist r and Cabinet;
- agreed to increase funding in Vote Prime Minister and Cabinet by \$17.725 million for 2022/23 o ly to meet increased costs for Crown contributions to Mayoral Relief Funds and the alance of the estimated \$20 million other extraordinary costs incurred by NEMA in responding to 2023 extreme weather events that cannot otherwise be met from within current baseline;

agreed to increase spending to provide for costs associated with the policy decisions in paragraphs 10 and 11 above, with the following impacts on the operating balance and net debt:

	\$m - increase/(decrease)					
Vote Prime Minister and Cabinet	2022/23	2023/24	2024/25	2025/26	2026/27 & Outyears	
Operating Balance and Net Debt Impact	17.725	-	-	-	-	
Operating Balance Impact Only	-	-	-	-		
Net Debt Impact Only	-	-	-	-		
No Impact	6.000	-	-	-		
Total	23.725	-	-		<u> </u>	

approved the following change to appropriations to give effect to he policy decisions in paragraphs 10 and 11 above:

	\$m – increase/(decrease)				
	2022 23	2023 24	2024/25	2025/26	2026/27 & Outyears
Vote Prime Minister and Cabinet Prime Minister					
Departmental Output Expense:					
Health and Disability System Reform (funded by revenue Crown)	(.500)	-	-	-	-
Vote Prime Minister and Cabinet Minister for COVID-19 Response					
Departmental Output Expen e:					
COVID-19 All of Government Response (funded by revenue Crown)	(1.500)	-	-	-	-
Vote Prime Mi ister and Cabinet Minister for Emergen y Ma agement					
Multi-Category Expenses and Capital Expenditur:					
Emergency Management Leadership and Support MCA					
Departmental Output Expense:					
Advice and Support for Emergency Risk Reduction, Readiness, Response and Recovery (funded by revenue Crown)	20.000	-	-	-	-
Non-Departmental Other Expenses:					

	\$m - increase/(decrease)				
	2022/23	2023/24	2024/25	2025/26	2026/27 & Outyears
Emergency Risk Reduction, Readiness, Response and Recovery	3.725	-	-	-	-
Total Emergency Management Leadership and Support MCA	23.725	-	-	-	-
Total Operating	17.725	-	-	-	-

- agreed that the changes to appropriations for 2022/23 above be included in the 2 22/23 Supplementary Estimates and that, in the interim, the increases be met from Impre t Supply;
- agreed that decision-making on the fiscal management treatment of the operating balance and net debt impact in paragraph 12 above of expenses incurred under paragraph 13 above be delegated to the Minister of Finance, following further advice from T easury;
- agreed to a \$1 million fiscally neutral increase to the Shared Support Services departmental output expense appropriation in Vote Finance for 2022/23 only, to be funded by departmental revenue from NEMA, for shared services osts to support the extraordinary response activities;
- **approved** the following fiscally neutral adjustment to provide for the decision in paragraph 16 above, with no impact on the operating balance and net debt:

		\$m – increase/(decrease)			ease)
Vote Finance Minister of Finance	2022/23	2023/24	2024/25	2025/26	2026/27 & Outyears
Shared Support Services (funded by revenue Department)	1.000	-	1	1	1

- agreed that the change to appropriations for 2022/23 above be included in the 2022/23 Supplementary E timates and that, in the interim, the increase be met from Imprest Supply;
- 19 **noted** that further funding may be sought in 2023/24 to support any extraordinary costs that con inue beyond 2022/23.

Janine Harvey Committee Secretary

Present: (see over)

Present:

Hon Kelvin Davis

Hon Grant Robertson (Chair)

Hon Dr Megan Woods

Hon Michael Wood

Hon Willie Jackson

Hon Kiri Allan

Hon Stuart Nash

Hon Nanaia Mahuta

Hon Kieran McAnulty

Hon Barbara Edmonds

Hon Meka Whaitiri

Officials present from:

Office of the Prime Minister Officials Committee for EWR Chair of the Taskforce





Cabinet

Minute of Decision

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Report of the Cabinet Extreme Weather Recovery Committee: Period Ended 10 March 2023

On 13 March 2023, Ca	abinet made the following decisions on the work of the Cabi	net Ext eme
Weather Recovery Co	mmittee for the period ended 10 March 2023:	

National Emergency Management Agency: Cyclone Response Funding 2022-23 EWR-23-MIN-0009

Portfolio: Emergency Management

CONFIRMED

Rachel Hayward Secretary of the Cabinet