Proactive Release

The following document has been proactively released by the Department of the Prime Minister and Cabinet, and National Emergency Management Agency (NEMA), on behalf of Hon Mark Mitchell, Minister for Emergency Management and Recovery:

Strengthening Emergency Management: A Roadmap for Investment and Implementation

The following documents have been included in this release:

Title of paper: Strengthening emergency management: A roadmap for investment and implementation (CBC-25-SUB-0009 refers)

Title of minute: Report of the Cabinet Business Committee: Period ended 18 April 2025 (CAB-25-MIN-0130 refers)

Title of minute: Strengthening Emergency Management: A Roadmap for Investment and Implementation (CBC-25-MIN-0009 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 codes:
- section 9(2)(f)(iv), to maintain the confidentiality of advice tendered by or to Ministers and officials
- section 9(2)(g)(i), to maintain the effective conduct of public affairs through the free and frank expression of opinion
- section 9(2)(j), to enable negotiations to be carried on without prejudice or disadvantage.

Office of the Minister for Emergency Management and Recovery

Cabinet Economic Policy Committee

Strengthening emergency management: A roadmap for investment and implementation

Proposal

1   This paper seeks in principle agreement to an investment and implementation roadmap to transform the emergency management system[1] so it can manage major to severe emergencies.[2] The proposed Roadmap operationalises the Government's Response to the Inquiry into the Response to the North Island Severe Weather Events (the Inquiry). This paper does not seek funding in Budget 2025 s9(2)(f)(iv) ▨▨▨▨▨ The paper seeks agreement to publicly announce the proposed Roadmap after Budget 2025, and to publicly report on progress every six months.

2   The paper also seeks approval of a Programme Business Case and approval to direct the National Emergency Management Agency (NEMA) to produce Detailed Business Cases that identify s9(2)(j) ▨▨▨ to modernise the emergency management sector's[3] antiquated technology systems.

Relation to government priorities

3   Building a stronger economy and delivering efficient, responsive services are key Government priorities in the 2025 Budget Policy Statement. A laser focus on delivering a stronger emergency management system will reduce the impact of emergencies on businesses and communities and help them to get back on their feet faster.

Executive summary

4   I am deeply concerned about New Zealand's growing risk exposure and increasing cost of emergencies. New Zealand's emergency management system is only capable of managing minor to moderate emergencies (e.g. the 2016 Kaikoura earthquake), leaving us vulnerable to emergencies that require greater community resilience, coordination, preparedness, and recovery support.

5   In September 2024 we committed to delivering change through the Government's Response to the Inquiry [CAB-24-MIN-0831]. The Inquiry found **there is an urgent need for improvement**. New Zealand is facing more frequent and severe weather events, but the emergency management system lacks the capacity and capability to deal with significant, widespread emergencies like Cyclone Gabrielle. I am seeking Cabinet's in principle agreement to transform the emergency management system so it can manage major to severe emergencies, as set out in the proposed Roadmap

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[1] The emergency management **system** includes the National Emergency Management Agency (NEMA), other central government agencies, local government, lifeline utilities, communities, iwi/Māori, and businesses.
[2] The Coordinated Incident Management System (CIMS) classifies emergency events as minor, moderate, major, and severe. **Minor** events cause localised disruption with minimal damage, requiring limited support and minor adjustments to BAU services. **Moderate** events cause property damage and minor injuries, requiring local response and possible external assistance, with enhanced support for response and recovery efforts. **Major** events cause significant damage, disruption, and multiple deaths, requiring substantial resources to support response and recovery efforts. **Severe** events cause widespread devastation and numerous deaths, demanding significant resources to coordinate response and recovery efforts. Source: Adapted from CIMs Third edition. August 2019.
[3] The emergency management **sector** includes the National Emergency Management Agency and local government.

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(Appendix 1, page 4). The Roadmap operationalises the Government's Response to the Inquiry, and will improve our ability to prepare for, respond to, and recover from all types of emergencies. Initiatives and outcomes within each focus area of the Government's Response include:

6.1 Focus area 1: Give effect to the whole-of-society approach to emergency management – **strengthen community leadership, ownership and preparedness**. Communities and groups including iwi/Māori will have a clearer, more active role and be better equipped, organised and ready to mobilise in a crisis (e.g. emergency stockpiles, evidence-based readiness, dedicated funding).

6.2 Focus area 2: Support and enable local government to deliver a consistent minimum standard of emergency management – **clarify roles, strengthen accountability, set standards, and provide assurance**. Agencies and communities will have greater clarity in a crisis, enabling faster, more coordinated decision making (e.g. effective planning, and clear governance structures, standards and assurance).

6.3 Focus area 3: Professionalise and strengthen the emergency management workforce – **accountable leaders and a trained, exercised workforce** will be ready to respond to an emergency resulting from any hazard or threat (e.g. specialist training, national accreditation, regional response teams).

6.4 Focus area 4: Enable the different parts of the system to work better together – **update warning systems and modernise antiquated technology and facilities.** The public will receive timely warnings and responders will have a clearer picture of what is happening on the ground (e.g. upgraded alerting systems and emergency operations centres, a Common Operating Picture).

6.5 Focus area 5: Drive a strategic focus on investment and implementation – NEMA will report to the National Hazards Board and provide public progress reports every six months.

7 If you agree in principle to the Roadmap, I will return to Cabinet with detailed business cases, which will include scaling options. The business cases will seek funding through future budgets. s9(2)(j) This is an indicative cost and will be refined through investment planning processes.

8 In the first instance I propose that Cabinet approve the attached Programme Business Case to establish a Common Operating Picture (COP) and modernise emergency management technology systems. This is an anchor project within the proposed Roadmap. I propose that NEMA proceed to the Detailed Business Case planning stage, to enable systems s9(2)(f)(iv)

s9(2)(j)

s9(2)(j) , with the costs and sources of funding to be refined through detailed business cases.

Background and problem

The emergency management system cannot handle major events

9 New Zealand's emergency management system is only able to manage minor to moderate events. In September 2024, the Government accepted the 14 headline recommendations of the Inquiry [CAB-24-MIN-0831]. The Inquiry found that urgent

system change is required to meet the reality that New Zealand is facing more frequent and severe weather events.

10 However, many of the Inquiry's findings were not new. For example, reviews and inquiries have identified the lack of a COP as a critical gap in New Zealand's emergency management system for over 20 years. A COP enables the monitoring of emergencies via continuously updated information. This information is integrated locally, regionally, and nationally to provide real-time situational awareness. Improved situational awareness enables faster, more effective deployment of information and resources during an emergency, increasing public safety and reducing damage and recovery costs.

11 In September 2024 Cabinet invited me to report back early in 2025 with a detailed investment and implementation roadmap, in particular fiscal implications, for the programme of work set out in the Government's Response to the Inquiry [CAB-24-MIN-0831]. The Government's Response to the Inquiry set the direction of travel to strengthen the emergency management system, subject to further policy work, enabling legislation, and new funding through future Budgets [CAB-24-MIN-0831].

12 The proposed Roadmap would deliver on the Government's Response into the Inquiry by transforming the emergency management system so it can manage major to severe emergencies. Investments in modern technology and trained personnel, along with clear governance structures and assurance, will ensure faster emergency responses, better coordination across agencies, and more resilient communities. These investments will address critical gaps, improving our ability to prepare for, respond to, and recover from a range of emergencies including natural disasters, terrorism (Police), drought and biosecurity threats (MPI), wildfire (FENZ) and pandemics (Health).

Central government is responsible for policy settings that determine national and community resilience

13 Risk reduction and resilience are concurrently addressed at both strategic and operational levels. In December 2024, Cabinet agreed a more strategic and proactive approach to national risk management and resilience building using the National Risk and Resilience Framework, led by DPMC [CBC 24-MIN-0112]. Cabinet agreed that the Framework be used to provide Ministers greater visibility of how relevant workstreams on the Government's agenda relate to each other to achieve its objective to reduce New Zealand's exposure to the harm and cost of crises. DPMC is focused on implementing the Framework and enabling alignment across the National Resilience System[4].

14 The emergency management system is an integral part of the broader national resilience system. Strengthening emergency management is a key programme this Government is leading to bolster New Zealand's approach to risk and resilience. Related work includes Crown risk financing and incentives for pre-event risk reduction (Treasury), national direction on natural hazards and a National Adaptation Framework – both led by the Ministry for the Environment (MfE), and local government reform (Department of Internal Affairs).

15 Central government plays a critical role in providing the policy settings that both government agencies and local government work within. Current policy settings and levels of investment reflect past thinking that risks are either small and manageable locally, too big to plan for, or that recovery can be funded through insurance and

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[4] The National Resilience System comprises the various systems (national security, hazards, strategic crisis, and emergency management systems) that function collectively to improve resilience to our most serious hazards and threats.

maintaining fiscal headroom. A mature approach to risk management is critical for long-term economic growth and prosperity.

There are operational levers across the system that address risk reduction and resilience

16   Avoidance or mitigation of natural hazards is a function of Territorial Authorities under the Resource Management Act (RMA) 1991 (administered by MfE). Local government is responsible for regional and district land use planning under the RMA, and for administering land-use and building consent processes, which include significant risk reduction requirements stemming from the Building Act 2004 (administered by MBIE) and the RMA 1991. NEMA is the operational lead in readiness, response, and recovery [CAB-24-MIN-0831].

17   Under the Civil Defence Emergency Management Act 2002 it is the role of local authorities to identify and plan for hazards, including through risk reduction, readiness, response and recovery.[5] Some of the options for managing risks may fit within existing land use or building regulations, while others may need to be addressed through new or updated policy settings at the national level. But the importance of operational activities which contribute to risk reduction shouldn't be understated. These activities include risk and resilience science, public readiness and outreach, early warning systems, and planning.

18   Funding is also an important lever. Central government has recently made investments in flood resilience through the COVID recovery programme (~$200m) and the Regional Infrastructure Fund ($200m). As part of the NISWE recovery the Government co-funded projects with affected councils to increase resilience to future events (~$1.3b).

Investing in disaster resilience reduces costs and saves lives

19   Forthcoming analysis indicates that between 2010 and 2023 the Government spent $34.4 billion on natural hazards, over 90 percent during response and recovery.[6] Private insurers paid out $40.6 billion over the same period.[7] The wider social and economic impacts of emergencies are far greater than the direct costs. Modelling by the Treasury of a severe Wellington earthquake indicates that such an event could permanently lower GDP by three percent per year.[8] Recovering from such an event increases net Crown debt by 12% of GDP, limiting the Government's ability to invest in other priorities.[9]

20   Upfront investment is critical to reduce the growing risks from natural hazards, and to build and maintain the ability to effectively respond and recover from emergencies. Natural hazards do not inherently result in disasters; their impacts depend on human actions or inactions, and in particular pre-event risk reduction and readiness measures, and the resilience of communities and infrastructure.

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[5] See Section 3 (Purpose) and Part 3 (Civil defence emergency management planning and civil defence emergency management duties) of the Civil Defence Emergency Management Act 2002.

[6] These figures are provisional and subject to finalisation. Source: White, A., Comendant, C., Yee, D., and Moore, D. (forthcoming). Natural hazards-related public spending in New Zealand Tracking costs over time by the nature of spending. Sapere Research Group. Report commissioned by Insurance Australia Group.

[7] Ibid.

[8] The Treasury 2021. Combined Statement on the Long-term Fiscal Position and Long-term Insights Briefing.

[9] Ibid.

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21   Recent risk and resilience science shows the likelihood of geological hazards is greater than we thought.[10] The annualised potential direct costs of key hazard scenarios, listed in Appendix 1 (page 6), exceed $1.7 billion, with over 50 deaths per year. Just as the cost of the 2011 Christchurch earthquake eclipsed previous events, the Christchurch earthquake could be eclipsed by an Auckland Volcanic event, and Cyclone Gabrielle could be eclipsed by a cyclone making a direct hit on a highly populated area such as Auckland or Tauranga.

22   New Zealand needs better evidence of the financial and economic benefits of investing in disaster resilience. However, international studies show a significant return on investment. Modelling of 25 disaster scenarios by the US Chamber of Commerce (USCC) revealed that each $1 invested in resilience and disaster preparedness reduces a community's economic, damage and cleanup costs by $13.[11] Actions modelled by the USCC align with the proposed Roadmap, including increasing public readiness, early warning systems, risk assessments, mitigation planning, hazard mitigation measures, and building public-private partnerships.[12]

I propose strengthening the emergency management system to manage major to severe emergencies

23   I am seeking Cabinet's in principle agreement to the proposed Roadmap, subject to new funding through future Budgets. s9(2)(j)

24   The proposed Roadmap operationalises the actions agreed in the Government's Response and is set out in Appendix 1 (page 4) and summarised in Figure 2 (after paragraph 29). When fully implemented, New Zealand's emergency management system will have the capability and capacity to respond to and recover from more frequent, and major to severe emergencies.

Investment pathway options

Baseline funding

25   NEMA is a small agency and has significantly reprioritised its baseline funding. Initiatives underway or that can be progressed within NEMA's baseline – focused on operational readiness, response and recovery – include a new National Emergency Management Facility; refocusing public readiness, community outreach programmes; the current Resilience Fund; improving policy and funding settings; updating guidance and plans; and developing priority standards. Limited risk and resilience science, limited progression on workforce development and assurance, and limited exercising will also be possible. Investment planning for a COP is underway but new investment is required for implementation.

Roadmap investment pathways

26   I have considered 9(2)(f)(iv) to deliver the actions agreed in the Government's Response (Page 3 of Appendix 1). The pathways are additive to enable scaling over time if required. I have ruled out a 'no new investment' option as additional investment is needed to advance the agreed actions in the Government's

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[10] The latest research estimates a 75% chance of a magnitude 8+ Alpine Fault earthquake and 25% chance of a large Hikurangi Subduction Zone earthquake within the next 50 years.

[11] U.S. Chamber of Commerce, 2024. The Preparedness Payoff: The Economic Benefits of Investing in Climate Resilience.

[12] Ibid.

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Response. Establishing a COP is included in all 9(2)(f)(iv) pathways, with future investment decisions to determine the details as set out in paragraphs 30-32.

s9(2)(j), 9(2)(f)(iv)

27 My preference is the 9(2)(f)(iv) investment pathway as I am deeply concerned about New Zealand's growing risk exposure and increasing cost of emergencies. We have historically underinvested in emergency management, and a substantive lift in investment is needed to deliver the Government's response to the Inquiry.

28 Some progress can be made within baseline funding, but the trade-off of working within tight fiscal constraints is the very limited scale and pace of improvement. The 9(2)(f)(iv) will lift community resilience and improve emergency management, but patching up won't cut it.

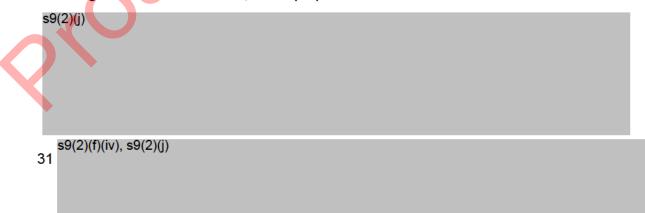## Key initiatives in the proposed Roadmap

29 Key initiatives and outcomes in the proposed Roadmap are set out in Figure 2 below. The full Roadmap is set out in Appendix 1. Some of the initiatives within the Roadmap may be achieved by other agencies other than NEMA through related workstreams. For example, the proposed 9(2)(f)(iv)

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Figure 1. Key initiatives and outcomes within the proposed Roadmap to deliver the five focus areas and 15 actions of the Government's Response.

What we are investing in:

Increased public readiness and priority **community development** programmes
e.g. evidence-based community and national initiatives to build self-reliance

Resilience fund increased from s9(2)(j) s9(2)(j) with increased access to funding
e.g. resilience pods with equipment and supplies including water tanks and solar power, risk and resilience science operationalised locally

Increased national response and recovery **capacity and capability** supporting regions
e.g. up to six regional support teams of ten people and a national pool of specialist recovery experts

Improved capability and professionalism across the system
e.g. new standards, assurance, exercises, integrated planning, education, training, guidance, tools

Modernise antiquated technology for real-time information, warnings and emergency response and recovery decisions
e.g. Common Operating Picture across NZ

National crisis management centre (bunker) and **alternative**, guidance to improve regional and local coordination centres
e.g. local centres beefed up with technology, standard operating procedures and training

Increased stockpiles and access to nationally critical equipment and supplies
e.g. generators, food, petrol, bridges, medical and road supplies stockpiled

What will be different?

Each of us knows how to protect ourselves and others. We are deliberate about taking action. **Businesses, communities and iwi/Māori are the champions,** equipped, organised, funded and supported to prepare, respond and recover.

At risk communities are strong "first responders" and have built resilience and the ability to protect themselves

Leaders are accountable and people have the skills, knowledge, and expertise at all levels to manage the increasing frequency and severity of disasters and recovery efforts

Data, facilities, equipment and technology help us – we have and use these to protect lives and rapidly mobilise relief and expertise to where its most needed

30 NEMA's current operational technology systems are antiquated, relying on early 2000s–2010 technologies that fall far behind global standards (some elements of the current information system rely on phone calls and whiteboards). Investment is needed to bring these systems up to current standards, while ensuring the sector can leverage advances in data science, emerging technologies, and disaster resilience research. The 9(2)(f)(iv) pathways include costs estimates based on 9(2)(f)(iv) within the Programme Business Case, which proposes to:

s9(2)(j)

s9(2)(f)(iv), s9(2)(j)

31

s9(2)(j), s9(2)(f)(iv)

32   s9(2)(j), s9(2)(f)(iv)

How is funding allocated within the proposed Roadmap?

33   Most of the funding goes towards building communities' ability to take greater ownership and be better able to prepare for, respond to and recover from emergencies. Across the five years these initiatives collectively are estimated to cost 9(2)(j). This funding will be sought in successive budgets and is scalable, to meet fiscal priorities of the time.

34   The second largest component is modernising antiquated technology as discussed in paragraph 30-32 above. The rest of the funding covers a wide range of initiatives which collectively contribute to the objectives. Options for scaling and sequencing initiatives will be included in future budget bids.

Implementation risks and mitigations

35   Five years is an ambitious timeframe for strengthening the emergency management system to manage major to severe events. Given current capacity, a moderate scale or worse event will delay progress of some deliverables, as NEMA, other agencies and local authorities would be focussed on response and recovery. NISWE disrupted NEMA's business as usual programme of work for 9 – 12 months as work was immediately reprioritised. To ensure programme delivery NEMA will require additional investment.

36   Ensuring a well-governed approach to delivery is part of the Government's Response to the Inquiry. The National Hazards Board (NHB), which provides governance and assurance of the national hazards system, will govern the delivery work programme to ensure alignment and review progress against Government expectations [CAB-24-MIN-0831]. NEMA will provide six-monthly progress reports to the NHB, and publicly report on progress every six months. NEMA will also consider operational governance arrangements within the emergency management system, to enable other agencies to continue to support and provide advice on staging and prioritisation of Roadmap initiatives.

Cost-of-living implications

37   A proactive focus on disaster resilience will help to reduce the widespread harm and cost of emergencies and enable communities and New Zealand's economy to bounce back better and faster after emergencies. 9(2)(g)(i)

Financial implications

38   There are no immediate financial implications associated with this paper's recommendations. However, implementing the proposed work programme will require additional investment of s9(2)(j), proposed to commence from 9(2)(f)(iv). Given the current fiscal constraints, this will depend on funding availability in future Budgets. Further policy work, including business case development, will also be required. NEMA will continue to work with the Treasury and follow investment management processes.

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Legislative implications and Impact analysis

39 This paper has no legislative implications. The Roadmap will be complemented by the Emergency Management Bill, as set out in my previous paper *(Strengthening emergency management: Release of discussion document on legislative reform)*.

40 There are no immediate regulatory proposals in this paper, and therefore Cabinet's impact analysis requirements do not apply at this stage.

Population implications

41 Many inquiries and reviews have highlighted that iwi and other Māori organisations bring relevant and necessary expertise to emergency management, for the benefit of both Māori and non-Māori. Better integration of iwi and other Māori organisations is part of the whole of society approach to emergency management. Disabled people and rural communities are often more vulnerable to emergencies. Consideration for people at higher risk due to spatial or demographic vulnerabilities is part of the whole of society approach to emergency management.

Human rights

42 Strengthening emergency management will help protect the right to life under the International Covenant on Civil and Political Rights and the New Zealand Bill of Rights Act 1990.

Use of external resources

43 NEMA engaged professional service providers to facilitate the development of the Roadmap and Programme Business Case. As a small agency, NEMA does not have capability or capacity to undertake this work, which is best undertaken by specialists.

44 If Cabinet agrees to direct NEMA to move to the next stage of investment planning to modernise technology systems, NEMA will need further expert external resources to support business case development, information technology procurement, and change management.

Consultation

45 The following agencies have been consulted on the Cabinet paper: Department of the Prime Minister and Cabinet; Treasury; Government Chief Digital Officer; Department of Internal Affairs; Ministry of Business, Innovation and Employment; Ministry of Transport; Ministry of Health; New Zealand Police; Ministry of Foreign Affairs and Trade; Ministry for Primary Industries; Ministry for the Environment; Ministry of Social Development; Te Puni Kōkiri; Ministry of Justice; Public Service Commission; Ministry of Education; Ministry for Regulation; New Zealand Defence Force; and Ministry for Pacific Peoples.

46 The following organisations have been consulted on the development of the Roadmap: Civil Defence Emergency Management Special Interest Group; Ministry for Ethnic Communities; Whaikaha; Fire and Emergency New Zealand; Natural Hazards Commission; and National Iwi Chairs Forum.

Communications and proactive release

47 I propose to announce Government decisions on the Roadmap to strengthen the emergency management system after Budget 2025. While no funding is sought for the Roadmap in this year's budget, if accepted, it may have outyear implications which cannot be made public before the release of Budget 2025. I intend to proactively

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release this paper, with appropriate redactions, after Budget 2025 is announced. I do not intend to release documents related to modernising technology systems until after related budget decisions and commercial negotiations are completed.

Recommendations

The Minister for Emergency Management and Recovery recommends that the Committee:

1   **note** that in September 2024 Cabinet invited the Minister for Emergency Management and Recovery to report back early in 2025 with a detailed investment and implementation roadmap, in particular fiscal implications, for the programme of work set out in the Government's Response to the Inquiry into the Response to the North Island Severe Weather Events (the Inquiry) [CAB-24-MIN-0831].

2   **agree in principle** to the attached Roadmap (Appendix 1, page 4) to deliver the Government's Response to the Inquiry, by transforming the emergency management system so it can manage major to severe emergencies within the next five to ten years, subject to further policy work and business cases as required, the passage of enabling legislation, and availability of new funding through future Budgets.

3   **note** that the 9(2)(f)(iv) pathway is the preferred level of investment set out in the attached Roadmap. This pathway would address critical gaps in our emergency management system, improving our ability to prepare for, respond to, and recover from all types of emergencies. This pathway is estimated to cost up to s9(2)(j)

4   **agree** to publicly announce the proposed Roadmap after Budget 2025, and to publicly report on progress every six months. Note that any financial information will be redacted.

5   **agree** that the Minister for Emergency Management and Recovery may make minor editorial changes to the Roadmap prior to its release.

6   **approve** the Programme Business Case 'Emergency management sector – operational systems' (Appendix 2), which 9(2)(j) with costs and sources of funding to be refined through detailed business cases.

7   **direct** the National Emergency Management Agency to complete detailed business cases to modernise the emergency management sector's operational systems; and report back to Cabinet by 9(2)(f)(iv) to seek approval of detailed business cases, and to complete a detailed business case for local and regional operational systems, subject to feasibility.

Authorised for lodgement.

Hon Mark Mitchell

Minister for Emergency Management and Recovery

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Appendix 1: Strengthening emergency management: a roadmap for investment and implementation

Appendix 2: Establishing a Common Operating Picture: Programme Business Case

Appendix 1 is being withheld in its entirety under section 9(2)(g)(i) of the OIA. Appendix 2 is being withheld in its entirety under section 9(2)(f)(iv) and section 9(2)(j) of the OIA.

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Cabinet
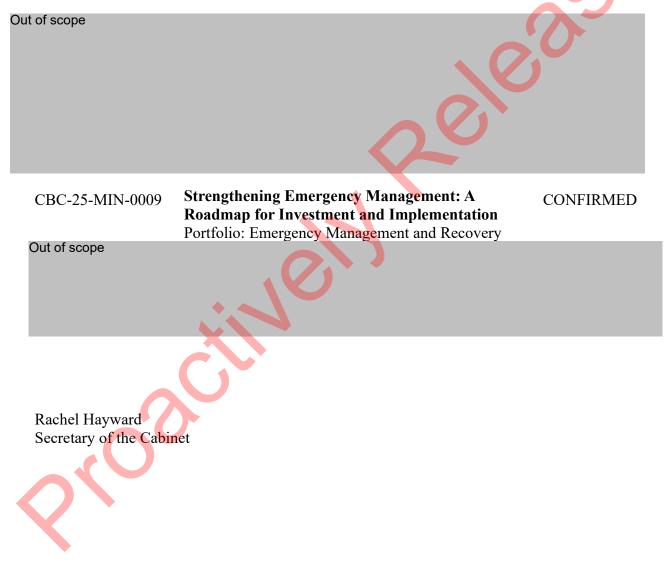
Minute of Decision

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 be released, including under the Official Information Act 1982, by persons with the appropriate authority.

Report of the Cabinet Business Committee: Period Ended 18 April 2025

On 28 April 2025, Cabinet made the following decisions on the work of the Cabinet Business Committee for the period ended 18 April 2025:

Out of scope

| CBC-25-MIN-0009 | **Strengthening Emergency Management: A Roadmap for Investment and Implementation** Portfolio: Emergency Management and Recovery | CONFIRMED |

Out of scope

Rachel Hayward
Secretary of the Cabinet

CBC-25-MIN-0009

Cabinet Business 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 be released, including under the Official Information Act 1982, by persons with the appropriate authority.

Strengthening Emergency Management: A Roadmap for Investment and Implementation

Portfolio   **Emergency Management and Recovery**

On 14 April 2025, the Cabinet Business Committee:

1   **noted** that, in September 2024, the Cabinet Economic Policy Committee invited the Minister for Emergency Management and Recovery to report back early in 2025 with a detailed investment and implementation roadmap, in particular fiscal implications, for the programme of work set out in the Government's Response to the Inquiry into the Response to the North Island Severe Weather Events (the Inquiry) [ECO-24-MIN-0216];

2   **agreed** in principle to the Roadmap, attached as Appendix One to the submission under CBC-25-SUB-0009, to deliver the Government's Response to the Inquiry, by transforming the emergency management system so it can manage major to severe emergencies within the next five to ten years (subject to further policy work and business cases as required, the passage of enabling legislation, and availability of new funding through future Budgets);

3   **noted** that:

3.1   the 9(2)(f)(iv) is the preferred level of investment set out in the Roadmap, as this pathway would address critical gaps in New Zealand's emergency management system, improving New Zealand's ability to prepare for, respond to, and recover from all types of emergencies;

3.2   this pathway is estimated to cost up to s9(2)(j)
;

4   **agreed** to publicly announce the proposed Roadmap after Budget 2025, and to publicly report on progress every six months;

5   **authorised** the Minister for Emergency Management and Recovery to make minor editorial changes to the Roadmap prior to its release;

6   **approved** the Programme Business Case 'Emergency management sector – operational systems', attached as Appendix Two to the submission under CBC-25-SUB-0009, which proposes:

s9(2)(j)

s9(2)(j)

7   **noted** that the Programme Business Case sets out an indicative cost of between s9(2)(j) , with costs and sources of funding to be refined through detailed business cases;

8   **directed** the National Emergency Management Agency to complete detailed business cases to modernise the emergency management sector's operational systems, and for local and regional operational systems, subject to feasibility;

9   **invited** the Minister for Emergency Management and Recovery to report back to Cabinet by October 2025 to seek approval of the detailed business cases.

Sam Moffett
Committee Secretary

Present:
Rt Hon Christopher Luxon (Chair)
Hon David Seymour
Hon Nicola Willis
Hon Chris Bishop
Hon Paul Goldsmith
Hon Simeon Brown
Hon Erica Stanford
Hon Louise Upston
Hon Judith Collins KC
Hon Shane Jones
Hon Mark Mitchell

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