



Tā Mātou Ahunga Rautaki Our Strategic Direction

2025–2030



He Taonga He Taonga

The **He Taonga** series of messages help describe at a high level how we protect what matters. A taonga (a treasure) in Te Ao Māori is an inherent way of viewing many elements in life. We are using taonga to describe our role as kaitiaki, guardians and caregivers of fire, people and the environment. This is a responsibility of everyone in the organisation that is passed down as people leave and join us.

HE TAONGA TE AHI

Fire is an intrinsic part of the natural environment, a powerful element that has the power both to cause harm and sustain life, for example, by providing warmth and comfort or land management.



HE TAONGA TE TANGATA

This refers to the importance we place on our people and the importance we place on our communities.



HE TAONGA TE TAIAO

The taonga of the environment reminds us to take care of the environment and property as we carry out our work.



He taonga te tangata and he taonga te taiao reflect an important concept in Te Ao Māori, where people and the environment are intrinsically linked.

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Kupu Takamua

Foreword

Tēnā koe,

It is a privilege to present Fire and Emergency New Zealand’s refreshed Strategic Direction to 2030.

**Ka whāia te wāhi mo takurua
ka mahi te kai mō te tau.**

If you look for firewood in the winter, you will have plenty of food all year round.

This whakataukī speaks to the importance of forward planning and helps us set the scene for our refreshed strategic direction. It also helps us signal why the mahi (work) we are commencing to transform our organisation over the next few years is important, to meet the needs of New Zealanders in the ever-changing environment we operate in.



Rebecca Keoghan

Rebecca Keoghan
Chair

28 February 2025

Where we have come from

Fire and Emergency New Zealand was established in 2017, unifying all fire services across Aotearoa New Zealand. As we settled as an organisation, we shared a long-term direction in our National Strategy 2019–2045 and short-term goals in a 10-year plan to 2030. As we have grown as an organisation, we have gained a clear view of the landscape we operate in and a better understanding of the challenges we are yet to overcome.

Where we are

Fire and Emergency’s commitment to preparedness means we must be ready to respond to a wide range of emergencies, even though we cannot predict when they may happen.

Last financial year, we responded to 86,327 incidents, including over 18,000 fires. The numbers and types

of emergencies our people respond to continue to evolve and has become more complex over time.

Fire prevention is a critical part of our work at Fire and Emergency. We promote fire safety throughout Aotearoa New Zealand to prevent fires and minimise the impact on people, property, and the environment. As a regulatory authority, we actively manage fire risk and need to ensure we have a robust end-to-end system to do this effectively. Through regulatory and educational initiatives, we work to foster behaviours that reduce fire risks and build safer, more resilient communities across the country.

Fire and Emergency is a team of 15,000 personnel, proudly serving New Zealanders when they need us the most.

Since 2017, we have been working hard to enhance our business foundations and operations, such as maintaining specialist skills and assets, so our team of people have what they need for the incidents they respond to. Additionally, we are dedicated to fostering long-term workplace culture change, asking everyone who is part of Fire and Emergency to live our organisational values, so people have a safe, positive, and inclusive environment to operate in.

The time is right in our maturity as an organisation to set a clear strategic direction for the next five years to drive the change we need to ensure Fire and Emergency is sustainable, continues to mature and grow, and delivers the right services effectively to those who need them most.

Looking ahead

In setting this direction, Fire and Emergency’s Board have looked at where we have been, the context we currently operate in and the factors that will shape our organisation in the future. Our strategic direction outlines the five core areas of focus that will guide the organisation for the next five years to drive the change we need to make.

Our focus on organisational culture is intensified through the new strategic direction and underpins all the focus areas. The Board will be holding the organisation accountable for delivering against the new strategy.

This strategic plan will guide Fire and Emergency in planning, allocating resources and delivering services for New Zealanders, while ensuring the long-term financial sustainability of the organisation. It also helps us, the Fire and Emergency Board, to set Fire and Emergency up for the future based on the anticipated operating environment.

– Rebecca Keoghan

The following pages explain our core areas of focus, the impact of their collective influence on our organisation culture, why each is essential to our success, the principles guiding our work and how these focus areas align with our organisational values.

I agree with the Board that it is the right time to implement a strategy that provides clarity about what we will focus on, prioritise investment in, and achieve over the next five years. This direction clearly sets out what the specific impacts are that the Board are looking to us to achieve for each focus area so that we can direct our efforts and be held to account. I am confident that this new direction and concentrated effort and investment over the next five years will set Fire and Emergency up well for the future.

– Kerry Gregory

Thank you for continuing this journey with us, and for your ongoing work and commitment to delivering what matters most as we serve Aotearoa New Zealand communities together.

Whakataki Introduction

This document details our refreshed Strategic Direction, a key element of the strategic alignment programme we are undertaking to realign the organisation to a clearer purpose and revised set of core focus areas. It forms our National Strategy as defined in the Fire and Emergency New Zealand Act 2017 (the Act) and sets out our overall national strategic direction and intentions.

This Strategic Direction builds on the foundation set out in the National Strategy 2019–2045, which was created following our establishment as Fire and Emergency New Zealand in 2017. It responds to changes in our strategic context and focuses on areas we consider important in the next period of our evolution.

This Strategic Direction has a stronger focus on the culture of our organisation as a foundational element of our purpose. We have developed a new purpose statement that we believe captures the essence of our reason for existing and encompasses three tenets essential to a successful emergency service: **service, community and working together.**

Our values — **Kia tika** — we do the right thing, **Manaakitanga** — we serve and support, **Whanaungatanga** — we are better together, and **Auahatanga** — we strive to improve — remain constant and unchanged. They underpin the foundation from which to build a strong organisational culture.

The strategic outcomes we will deliver for New Zealand have been aligned with the principal objectives defined in the Act.

We have centred this Strategic Direction around five core areas of focus where we will drive change:

- + Undertaking safe, effective and resilient operations
- + Being an effective regulator
- + Building strong relationships
- + Supporting our people
- + Having strong business foundations.



Te āhua o tā mātou tautoko i ō mātou hāpori

How we contribute to our communities

Main functions

Promoting fire safety

Preventing unwanted fires reduces harm to people, property and the environment. Supporting communities to lift their awareness of the risks of fire and take action to reduce risks and prevent or limit damage when a fire happens through the provision of public information, education campaigns and community engagement.

Providing fire prevention, response and suppression services

Providing technical fire prevention advice, and promoting, monitoring and ensuring compliance with standards through monitoring and enforcement of fire safety regulations. Administration of the open-air fire permitting system, including declaration of prohibited or restricted fire seasons.

Maintaining a continuous state of readiness to respond to fire incidents. Deployment of resources in response to fire incidents. The suppression of fires to minimise their social, economic and environmental impacts.

Providing for the safety of persons and property endangered by incidents involving hazardous substances

Responding to hazardous substance incidents with specialised skills and equipment to stabilise the environment and render it safe.

Rescuing people trapped because of transport accidents or other incidents

Responding to and rescuing persons who are trapped as a result of transport accidents or other types of incidents.

Providing urban search and rescue services

Deployment of skilled and specialist Urban Search and Rescue (USAR) teams and their specialist equipment domestically and internationally.

Regulatory functions

Our role as a fire safety regulator includes:

- + the determination of open, restricted and prohibited fire seasons
- + the issuing of fire permits when required
- + maintaining an enforcement function under our regulatory powers
- + review and approval of evacuation schemes for relevant buildings
- + ensuring the Fire and Emergency Levy is accurately calculated, collected and passed on.



Additional functions

We assist our emergency service partners by providing the following additional functions.

We only undertake these additional functions when we have the capability and capacity to do so, and while ensuring we retain the capacity and capability to undertake our main functions.



Responding to medical emergencies

Responding to and assisting at medical emergencies based on 'first-responder and co-responder' levels of capability to assist ambulance services.

Providing assistance at transport accidents

Providing assistance at the scene of transport accidents, such as cordoning off the scene and providing traffic control.

Responding to severe weather-related events, natural hazard events and disasters

Assisting in the response to and recovery from severe weather-related events, natural hazard events such as earthquakes and volcanic eruptions, and other disasters.

Performing rescues

Providing assistance at other types of rescue (non-transport-accident-related) that utilise our specialist skills and equipment:

- + high angle line rescues in steep terrain
- + from collapsed buildings
- + from confined spaces
- + from unrespirable and explosive atmospheres
- + specialist water response
- + the rescue of animals.

Responding to non-hazardous substance incidents

Responding to incidents in which a substance other than a hazardous substance presents a risk to people, property, or the environment.

Responding to maritime incidents

Responding to maritime incidents on ships, aircraft, or offshore marine structures with specialised skills and equipment.

Promoting safe handling, labelling, signage, storage and transportation of hazardous substances

Assist with the promotion of the safe use of hazardous substances in terms of handling, labelling, signage, storage and transportation.

Other situations if we have the capability to assist

Responding to any other situation if we have the capability to provide assistance.

Other functions conferred by the Minister

The legislation provides for the Minister responsible for administering the Fire and Emergency Act to confer on us any other additional functions in accordance with the provisions of section 112 of the Crown Entities Act 2004.

Ngā āhuatanga hei ārahi i a mātou

What guides us

Primary legislation and regulations

Fire and Emergency New Zealand Act 2017

This core piece of legislation creates Fire and Emergency New Zealand and sets out our roles and responsibilities. The legislation specifies our principal objectives and the functions we are required to carry out, as well as describing the process for how our board must determine our operating principles. The Act sets in place the framework for how we are required to be set up and operate, assigns us certain powers, and sets the framework for the levy system from which the majority of our funding is derived. The regulatory framework is established in the Act and enacted through additional regulations as described below.

Fire and Emergency New Zealand (Fire Permits) Regulations 2017

Describes the rules and process for applying for and granting fire permits for lighting a fire in open air, and the conditions whereby a permit may be suspended or cancelled.

Fire and Emergency New Zealand (Fire Plans) Regulations 2018

Specifies the content of fire plans and the procedures that we must follow when issuing and amending fire plans. Fire plans ensure that the particular fire risk conditions in each local area are considered when we establish policies and procedures for, and exercise fire control powers within, that local area.

Fire and Emergency New Zealand (Fire Safety, Evacuation Procedures, and Evacuation Schemes) Regulations 2018

Describes the requirements placed on building owners and tenants to implement fire safety provisions, document evacuation procedures and, for relevant buildings, the requirement for an approved evacuation scheme.

Fire and Emergency New Zealand (Local Advisory Committees) Regulations 2018

Specifies the requirements for appointing Local Advisory Committee members and notifying the membership of a Local Advisory Committee.

Fire and Emergency New Zealand (Offences) Regulations 2018

Describes the schedule of offences under the Fire and Emergency New Zealand Act 2017 and associated regulations. The regulation also prescribes the form of infringement and reminder notices.

Fire and Emergency New Zealand (Levy) Regulations 2024

Specifies the amount of levy payable to Fire and Emergency New Zealand by insurers for motor vehicles and properties. The regulations also describe any exemptions allowed and the processes for administration of the levy scheme. These regulations will replace the transitional provisions within the Fire and Emergency New Zealand (Levy Rates and Information Requirements in Transitional Period) Regulations 2017, and subsequent amendments, from 1 July 2026.

Other significant legislation

Health and Safety at Work Act 2015

Describes the framework to ensure the health and safety of workers and others at workplaces. Advances the principle that workers and other persons should be given the highest level of protection against harm to their health, safety and welfare from hazards and risks arising from work as far as is reasonably practicable.

Building Act 2004

Specifies the performance standards for buildings to ensure people who use buildings can do so safely and without endangering their health, and people who use a building can escape from the building if it is on fire. Also specifies the accountability of building consent authorities who have responsibilities for ensuring that building work complies with the Building Code. The Building Code sets the minimum performance standards buildings must meet. Clause C of the building code specifies the required standards for buildings in terms of fire safety.

Civil Defence Emergency Management Act 2002

Specifies the framework for civil defence emergency management in New Zealand, including the planning for, response to, and recovery from emergencies. The Act includes the provision for the Board to assign a representative to the Civil Defence Emergency Management Co-ordinating Executive Group.

Crown Entities Act 2004 and other relevant public service acts

We are a Crown entity and required to comply with the requirements of this Act. The Act specifies the powers and duties of board members in respect of the governance and operation of Crown entities, including their duty to ensure the financial responsibility of the Crown entity. The Act also sets out the reporting and accountability requirements of Crown entities. We also comply with all other relevant legislation governing crown entities, including the Public Service Act 2020, Public Finance Act 1989, and the Public Audit Act 2001.

Employment Relations Act 2000

The Act is intended to build productive employment relationships through the promotion of good faith in all aspects of the employment environment and relationships, and the promotion of collective bargaining. It sets out important obligations for Fire and Emergency New Zealand, employees and unions.

Hazardous Substances and New Organisms Act 1996

Specifies the requirements for prevention or management of the adverse effects of hazardous substances and new organisms.

Land Transport Act 1998

The Act includes some exemptions to the requirements when a driver is responding to an emergency.

Official Information Act 1982

Provides for the proper access by each person to official information and protects official information to the extent consistent with the public interest and the preservation of personal privacy. As a Crown entity, we are required to comply with the Official Information Act, and any information held by us is subject to disclosure through requests for access to official information.

Privacy Act 2020

Provides a framework for protecting an individual's right to privacy of personal information, including the right of an individual to access their personal information.

Ngā āhuatanga kua auaha i tō mātou ahunga

What has shaped our direction

We work in a complex operating environment, where we must both meet our full range of statutory obligations and deliver on the expectations set out by the government of the day. Changes in climate, societal shifts, technological threats and advancements and movement in the demographic makeup of New Zealand's population all create a range of driving factors that shape the direction we need to head in.



Safety, health and wellbeing of our people

The health, safety and wellbeing of our people is our highest priority. Many of our people work in physically and psychologically challenging environments and encounter a range of hazardous and emotionally challenging situations. This creates the risk of exposure to long-term health and wellness issues.

Fiscal priorities

Balancing priorities in a fiscally prudent way

As the number and type of emergencies we respond to change and become more complex, the ability to be sustainably resourced to safely respond, now and into the future will be critical. This requires us to understand our future funding needs and prioritise and plan well for them. Delivering our services within our available funding requires a disciplined and prudent approach to financial management to ensure fiscal sustainability.

Insurance retreat and affordability

The future affordability of insurance premiums and insurance retreat in high-risk areas could result in fewer levy payers bearing higher costs. Insured entities are choosing to assume more risk and therefore are either insuring fewer assets or for a lower value. Insurance companies may choose to not provide cover in some areas, particularly those vulnerable to the impact of climate change, such as sea level rise, or that have a high-risk exposure to natural hazards such as flooding and subsidence.

Increased performance expectations

In responding to the need to better manage within our fiscal parameters, we face increased expectations from our stakeholders to safely operate more efficiently and effectively. We will undertake evidence-based resource planning to optimise the allocation and location of our resources.

Additional functions

We undertake a number of functions in addition to our fire safety and response functions 'where we have the capacity and capability' that utilise our resources and require us to provide specialist equipment and training to our personnel to deliver those additional functions.

We respond to and assist ambulance services at medical emergencies based on 'first-responder and co-responder' levels of capability. This requires our personnel to be appropriately trained and equipped to deliver this service. Responding to medical emergencies accounted for 16.7 percent of all incidents we attended in FY 2023–24 and 45.9 percent of all non-fire incidents. Fulfilling our undertakings to provide these additional functions places pressure on our available funding.



Societal

Community resilience

Communities need to understand their need to have an active role in preventing fires and creating resilience to the impact of unwanted fires. The impact of emergencies on communities is greatest where there is social and economic inequality. We know that when emergencies happen, stronger communities are more resilient and adaptive. We have a focus on building relationships with communities, particularly those most at risk of fires, emergencies and their impacts. Our role is to effectively engage at the local level to increase awareness and understanding and incentivise risk reduction activities.

Volunteerism

We can't provide our service without our volunteers. Over 80 percent of our personnel are volunteers and provide a key link to the local communities they serve. Societal shifts, such as provincial drift, and changing attitudes to volunteerism by individuals and businesses, have the potential to impact our ability to attract and retain the volunteers we need to effectively deliver our services. This is at a time when external influences such as climate change are increasing the workload we are asking our volunteer brigades to provide. In response to these changes, we need to ensure we have the volunteer support systems in place that make Fire and Emergency New Zealand an organisation people want to volunteer for.

Aging population

New Zealand has an ageing population that will likely require increased levels of community support and result in higher numbers of medical emergency incidents. An ageing population may also have an impact on our ability to attract and retain volunteers. The average age of our volunteers is already older than the general population.

Social inequality

Economic factors and social and wealth inequality can mean that the impact of emergencies can disproportionately affect vulnerable communities. We know that when emergencies happen, stronger communities are more resilient and adaptive.

Commitment to Māori as tangata whenua

We are committed to delivering better outcomes for Māori, who are disproportionately impacted by unwanted fires and emergencies, and enabling safer, more resilient Māori communities.

Diversity

New Zealand is becoming more diverse in lots of ways. To effectively engage with local communities, our organisation needs to be representative of the society we protect and the diverse make-up of New Zealand. By way of example ethnic diversity is increasing, particularly in urban areas, yet our workforce does not currently reflect this.



Changes in our climate

The anticipated impacts of climate change will continue to have an effect on our ability to sustainably provide our services to communities. These include:

- + the risk of diminishing availability of water for firefighting during long periods of drought, impacting our ability to provide effective suppression services
- + an increase in the frequency and severity of weather events we respond to, impacting surge demand
- + an increase in the frequency and extent of wildfires
- + the proliferation of lithium-ion batteries and batteries as energy storage systems as society chooses cleaner energy alternatives
- + insurance retreat, where people in high-risk areas can no longer access insurance cover.



Demographics

Population changes

A range of social and economic factors are contributing to an increase in migration from larger cities to provincial centres and rural communities. We are also seeing increased population density, resulting in increasing housing density, in urban areas.

Metropolitan, provincial and rural New Zealand each have different service delivery requirements and fire-related risks. These population movements can lead to increased complexity of response and the need to adapt our approach to risk reduction and readiness to meet the changing risk profiles.



Industrial change and growth risk

The way New Zealanders live, work and use land is changing. The services that we, Fire and Emergency, provide are just as vital to our communities, but our role and the types of emergencies we respond to have changed. Changes in the industrial makeup of the New Zealand economy have the potential to impact where our resources need to be located. Whether it is factors such as changing technologies and industries, boosting urban density to address housing requirements in New Zealand, changing construction types and methods, or changes to land use such as carbon forestry, Fire and Emergency must adapt to deliver our operations safely and effectively.



Technological

Advances in technology present opportunities to increase our efficiency and effectiveness, while introducing new fire risk and risks to the health and safety of our responders.

Emerging Technology Capabilities

The use of emerging technology capabilities in our operation has the potential to deliver a range of benefits, including for our service delivery. AI for example could be used to train automated alarm systems to recognise false alarms, reducing their frequency. AI also has the potential to derive structured information from natural language, such as extracting key facts about an incident from communication transcripts.

Digital security and reliability

More reliance on technology comes with data privacy and security responsibilities and the need to ensure we have effective data management systems and processes. Over-reliance on technology may create a vulnerability due to the unreliability of power and communications networks.

On-site power generation

The expanding use of on-site power generation, solar and wind, creates a health and safety risk for our firefighters. These systems often include lithium-ion batteries (discussed below). They also increase the risk of electrocution, requiring the system to be disabled before fire suppression can be applied.

Lithium-ion batteries

The incidence of fires caused by rechargeable lithium-ion batteries is increasing. These fires can be difficult to suppress, burn intensely, can potentially reignite, and present a risk of explosion and exposure to toxic gases. These factors pose increased risk to firefighters responding to fires in lithium-ion-powered devices, including attendance at structure fires where solar batteries are installed and transport accidents involving electric vehicles (EVs).



Changing demand for services

Risk-based service delivery

We use a service delivery approach that considers community risks and needs in a given area, including the demand profile of our services. Increasingly, this will inform how and where we allocate our resources and services to better meet our service delivery requirements.

To address our changing operating environment, we need to continue to build our capability, deployable capabilities and specialised expertise. We need to invest in our people, equipment, training, property, fleet, and information and communications technologies (ICT) based on risk and operational requirements. We must focus on the capability and capacity to deliver our core functions in a changing environment. It is more important than ever to build stronger connections with partners and local communities to mitigate risk where we do not have the capacity to respond.

Te anga rautaki

Our Strategic Direction

FIRE
EMERGENCY
NEW ZEALAND



WHAKARATONGA IWI



CrewCab

Te take me ngā putanga rautaki

Purpose and strategic outcomes

Our purpose

Serving communities together

Our core purpose of serving communities together encompasses three key tenets essential to being a successful emergency service organisation.

Service is at our heart as an organisation: We provide essential services within our communities and are ready to respond 24 hours a day, 7 days a week, 365 days a year. We have a commitment to service and demonstrate this in all our actions.

Our services are delivered to the communities we live and work in: We are a community-based organisation with strong local connections. We understand the specific needs of our local communities and our work makes communities safer places to live.

We work together with others in delivering our services: We work with communities to ensure they are protected from harm and are able to identify and manage their fire risk. We work with and through a number of partner organisations and groups who we have strong relationships with in delivering our services.

Our strategic outcomes

Fewer unwanted fires

Our strategic outcomes reflect the principal objectives in our governing legislation:

Reducing the incidence of unwanted fires and the associated risk to life and property

Unwanted fires are those that are uncontrolled, unintentional, non-permitted, and/or pose a danger to life and property or a risk to the environment. Unwanted fires cause a range of negative social, economic and environmental impacts on people and communities.

We can have a significant impact on community safety and resilience through risk reduction by actively promoting fire safety in communities through school and community education programmes, providing expert technical advice, and promoting, monitoring and enforcing fire safety regulations.

Our regulatory function provides a range of interventions we can use to support organisations and the public to meet their compliance obligations as defined in the relevant legislation, regulations, rules and standards.

Reduced harm to people, property and the environment

Protecting and preserving life, and preventing or limiting injury, damage to property, land and the environment

By responding promptly with skilled personnel and specialised equipment to provide fire suppression services when unwanted fires occur, we seek to reduce the harm caused to people, property and the environment and minimise the social, economic and environmental impacts of fire.

Providing an effective response to hazardous material spills, severe weather events and natural disasters, and medical emergencies, and performing rescues also contributes to a reduction in harm to people, property and the environment.



Our purpose and strategic outcomes are integral — each informs and reinforces the other. They must be considered together as an **integrated whole** to understand our strategic direction.

Tō mātou aronga — Ka aha mātou hei kōkiri i te huringa

Our focus — what we will do to drive change

Our culture is the foundation of our purpose and strategic outcomes

Culture

- + Alignment to core values
- + Raising the bar on behaviour expectations
- + Safe, positive and inclusive environment
- + Capable, trusted leadership
- + Commitment to performance

Underpinned by the values of our organisation:



Kia tika — We do the right thing is drawn from the image of a growing heart. The heart guides our decisions and gives us the inner courage to make choices we feel are right, if not necessarily easy. The interconnecting shapes represent combining the heart and mind.



Manaakitanga — We serve and support is based on the stylised concept of two hands, symbolising being proactive and responsive both inside and outside our organisation.



Whanaungatanga — We are better together is drawn from a flax weave and is based on the strength and flexibility that come from being connected and interwoven, contributing to us working together to create a unified organisation.



Auahatanga — We strive to improve uses the poutama to represent growth and striving ever upwards.

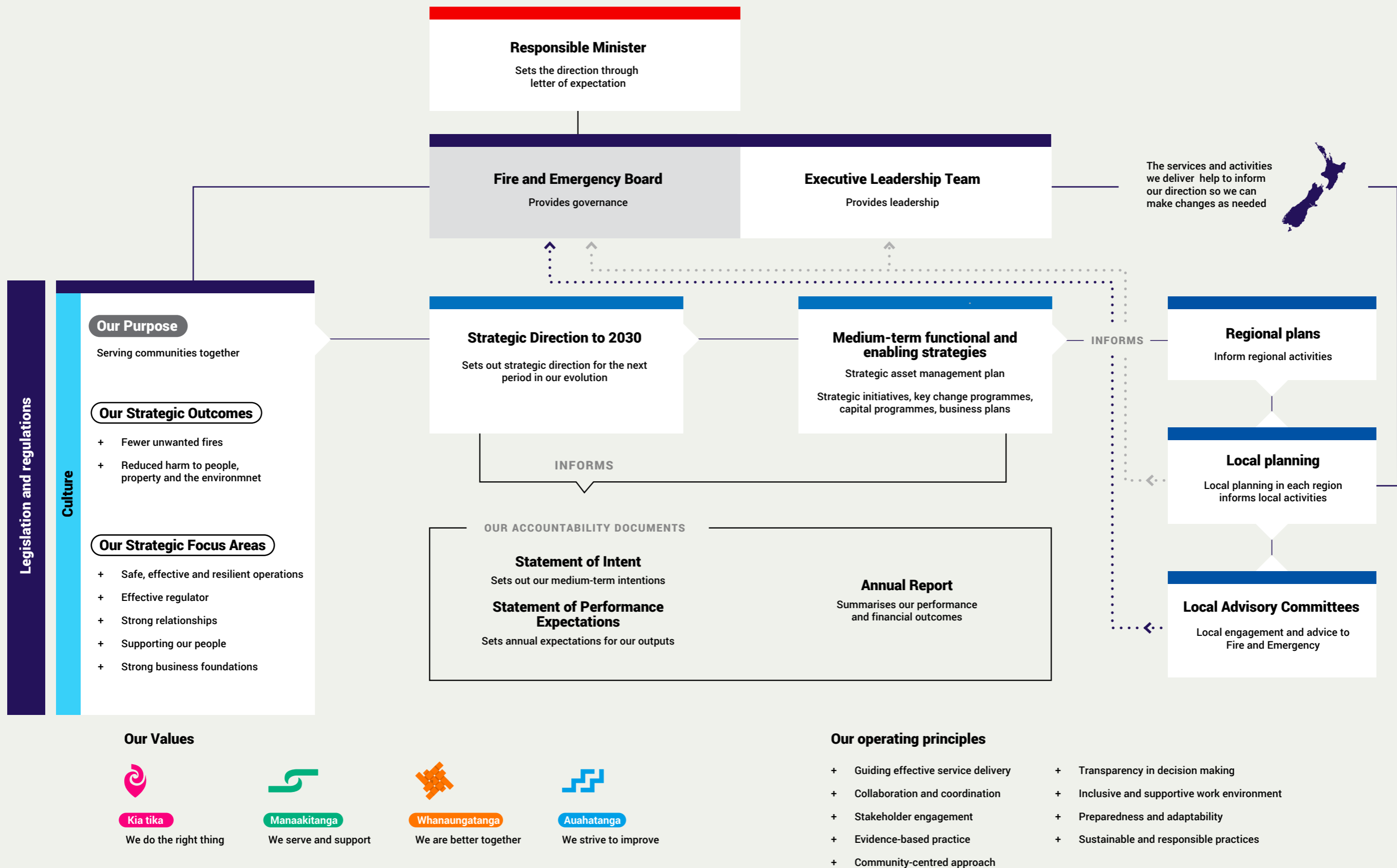
To drive change towards 2030 we will focus on the following outcomes:



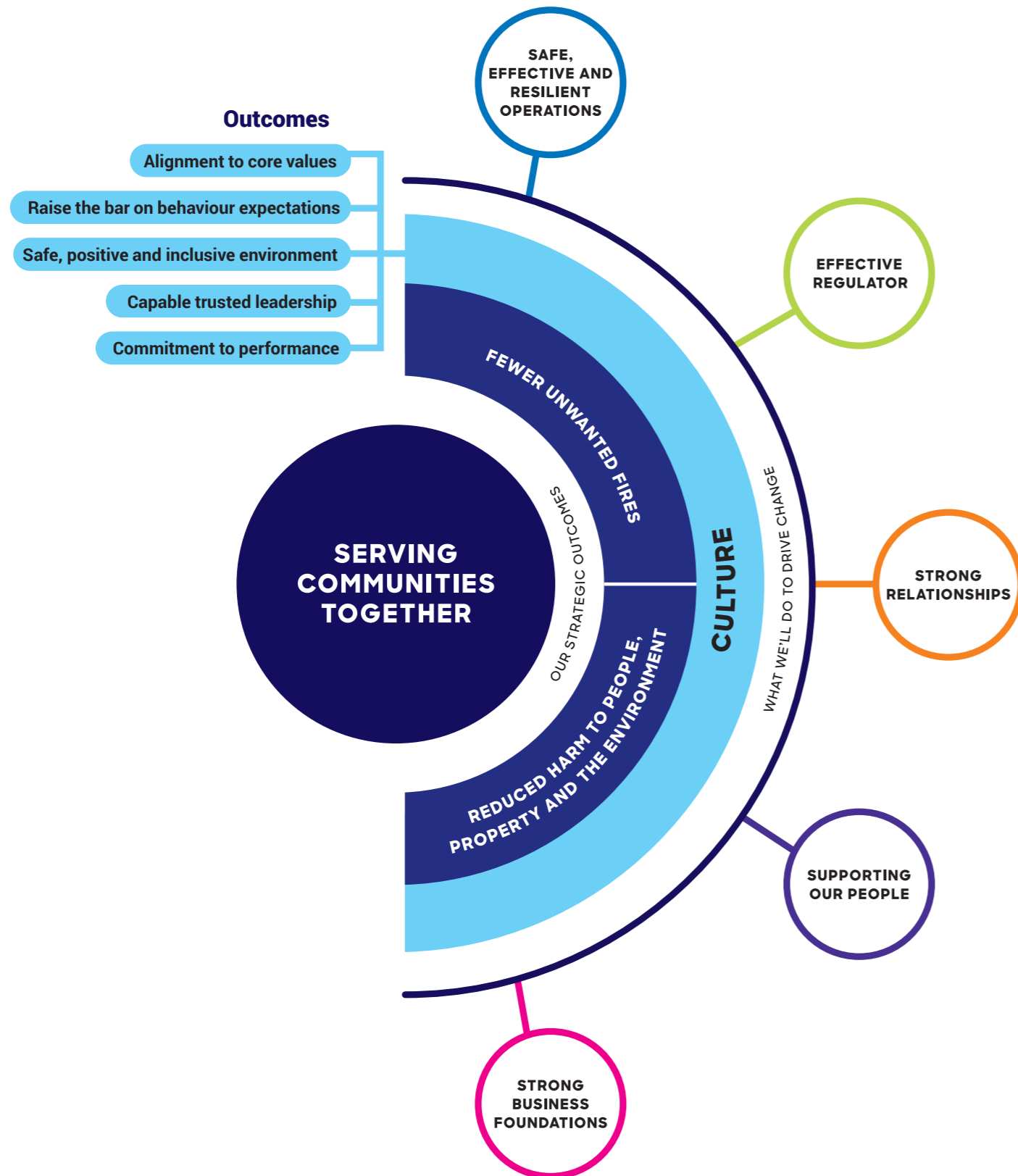
Horopaki Rautaki

Our strategic landscape

The diagram below shows how our Strategic Direction connects with the other aspects of our strategic landscape.



Te Ahurea Culture



Our culture is the foundation of our purpose

Why is this important to us?

Towards 2030 we will continue to grow an environment where our people feel respected, safe, informed, included and empowered to perform their roles.

We will benefit from an adaptable and diverse workforce with the skills, expertise and dedication to provide Fire and Emergency services which maintain the trust and confidence of the communities we live and work in.

Our core values provide the foundation to achieve this. They guide how we work and the behaviours we expect from each other.

It is important we have:

- + Courageous leadership at all levels that supports our people to be successful and calls out where our direction does not align with strategy
- + An environment that embraces diversity and inclusion, supporting and harnessing new and diverse perspectives, ideas and insights which help us serve our communities better
- + Individual and collective accountability for the commitments we make to deliver on our stated outcomes, plans and actions effectively and efficiently
- + A shared commitment to Māori as tangata whenua, that is owned by all
- + Recognition of the many communities that make up and strengthen the rich fabric of New Zealand's identity
- + A culture of effective financial management through the efficient allocation and use of resources.

As we adapt, our focus must remain firmly on our purpose of serving communities together, and our strategic outcomes of fewer unwanted fires and reducing harm to people, property and the environment. By supporting our people to live our core values and play their part in creating a safe, positive and inclusive environment for us all, we can show Aotearoa New Zealand that Fire and Emergency is worthy of their continued trust and confidence.

Alignment with He Taonga:

TE AHI TE TANGATA TE TAIAO

What are we focused on?

Outcomes

Alignment to core values

Our culture reflects our values in our everyday work.

At the heart of our organisation are our values of Kia tika – we do the right thing, Manaakitanga – we serve and support, Whanaungatanga – we are better together, and Auahatanga – we strive to improve.

We will ensure our values define the way we go about our day-to-day roles, guiding our decisions and the behaviours we demonstrate.

The impact we will see:

- + Our core values are visible, communicated, discussed and understood
- + Our values are demonstrated in day-to-day work
- + Our people are recognised for demonstrating our values
- + Behaviour that does not align with our values is called out.

Raise the bar on behaviour expectations

Our behaviours always reflect our values, and we hold each other to account.

At our core is 'our commitment to service'. Our core purpose 'serving communities together' relies on our individual behaviours to shape our culture and define our character and reputation. We must continue to build and maintain the trust and confidence of the community, together.

We will all strive to ensure our actions, activities and responses meet the behavioural expectations we have set for our organisation.

The impact we will see:

- + Our behaviours align with our values
- + People feel safe and supported to call out unwanted behaviour
- + Appropriate action is taken in response to reports of unwanted behaviour.

Safe, positive and inclusive environment

A safe, positive and inclusive environment for our people that supports their wellbeing.

A sense of belonging comes from creating a shared identity we are all proud to be a part of, where all our people can feel they belong. It is a place where they are supported to enable them to thrive, so that collectively we can deliver service to our communities and each other. We seek to provide an environment for our people that is safe, positive and inclusive, where we all are adaptable, responsive, respectful, accountable, trustworthy and committed to service.

To serve our communities better together, we will create a safe, positive and inclusive environment where our ideas, insights and perspectives influence decision making and where we can share and celebrate our personal stories or whakapapa.

The impact we will see:

- + Diverse views, skills and backgrounds are embraced in an environment where our differences are celebrated, and everyone is appreciated for their unique contribution to our success
- + The diversity of our organisation allows us to better serve our diverse communities
- + We attract and retain talented people through providing a safe, positive and inclusive environment
- + Te reo Māori (Māori language), tikanga Māori (Māori culture) and mātauranga Māori (traditional knowledge) are an integral part of our culture.

Outcomes

Capable trusted leadership

Trust in leadership plays a significant role in the strength of relationships with our people.

It's essential that leadership at all levels energises and inspires our teams and provides clear direction, focus and context while maintaining trust and transparency.

We will set clear expectations of competency and accountability for our leaders at all levels.

The impact we will see:

- + Leaders are trained, capable and effective in their leadership roles
- + Leaders are clear about the leadership expectations placed upon them
- + Our appointments to leadership positions are merit based
- + Increased trust and confidence in our leaders at all levels
- + Leaders support and take active ownership of organisational decisions.

Commitment to performance

We have a high-performance mindset.

Our performance is driven by our commitment to success, commitment to others and commitment to self. This is essential in fostering a collaborative work environment, amplifying our collective impact and focusing our energy on organisational priorities.

High performance includes allocating and utilising our resources to demonstrate effective financial management.

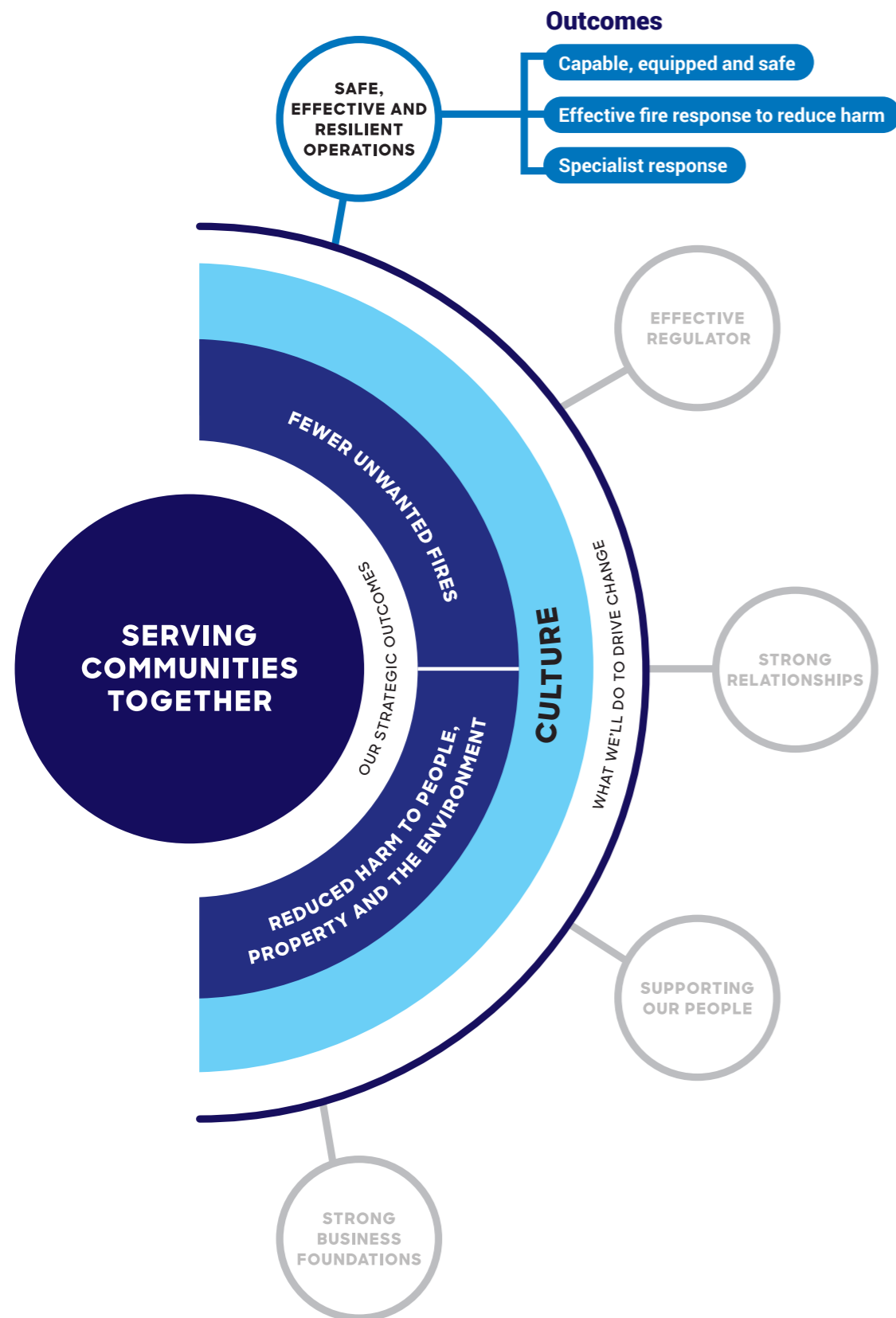
We will be clear about our individual and collective performance expectations; our people will understand their role and how they can meaningfully contribute.

The impact we will see:

- + Alignment of effort with our strategic direction and priorities
- + Enhanced productivity through capability improvements and the energy we bring to our work
- + Effective cross-team collaboration when working alongside colleagues outside of our home branch
- + A willingness to challenge and address poor performance when we observe it
- + Recognition and celebration of people demonstrating exceptional performance.
- + Effective financial management through efficient allocation and use of resources

Focus Area 1

He haumaru, he whaitake, he aumangea ngā mahinga Safe, effective and resilient operations



Why is this important to us?

Our aims are to deliver effective emergency response services promptly and to ensure our people are safe, appropriately trained, and equipped to deliver to our legislated mandate. When we are not responding to a call, we are working to be ready for the next one. This includes having trained and skilled people with tools and specialist equipment available where they are needed.

We respond to fires and attend other emergency incidents, including traffic accidents, medical emergencies, and hazardous materials containment and clean-up. We also provide rescue services for incidents such as floods, earthquakes and landslides.

We have 15,000 personnel comprised of volunteers and permanent employees providing frontline response, operational support or administrative functions, with most spread across more than 640 fire station sites in communities across the country. Together, our actions help save lives, minimise injuries, and reduce the extent of damage to property and the environment.

We prioritise work to understand local service needs and examine our operational performance to identify specific process, technology and equipment improvements. This supports our operational planning efforts, including developing an optimal station location model. Together with detailed resource planning, this ensures we have trained and skilled people with tools and specialist equipment available where they are needed.

Business continuity and capability planning enhances our organisational resilience so we can effectively respond to and manage critically constrained resources in disasters and during extreme weather events. These practices also ensure we can promptly return to operational readiness following these events.

To effectively serve our communities it is important that we:

- + Provide our people with the resources and knowledge required to undertake our role safely
- + Have a good understanding of local hazard and risk information
- + Train our people in the safe and correct use of our equipment, systems and procedures
- + Respond promptly to fire emergency incidents so that harm to people, property and the environment is minimised
- + Prioritise timely return to operational readiness following each response event
- + Understand where our resources need to be deployed the most, and most frequently, using the information we have to undertake comprehensive resource planning
- + Provide an effective specialist response as appropriate to non-fire related emergencies and rescues.

Alignment with He Taonga:

TE TANGATA TE TAIAO

What are we focused on?

Outcomes

Capable, equipped and safe

Our people are capable, equipped and safe when serving our communities.

We are reliant on specialist equipment, from our fleet to our equipment, personal protective equipment (PPE) and station facilities. Appropriate training in the use of this equipment will ensure our people have the capabilities to do their jobs safely and effectively.

We prioritise the safety of our people by providing comprehensive training on the proper use of the equipment they require.

The impact we will see:

- + We use appropriate and affordable technology to enhance the efficacy of our response
- + Our investment in facilities, fleet, equipment, PPE and systems is appropriately prioritised and planned
- + Comprehensive business continuity planning that enhances our resilience
- + Local hazard and risk information is captured and maintained
- + A future operating capability model is in place and regularly reviewed
- + Capabilities (and supporting resources) are geographically located in accordance with the community risk, and informed by local area planning, to ensure our response is appropriate to need and is sustainable
- + We consider the required levels of contingent capability to meet larger scale demand periodically and/or to support other geographic locations that may become overwhelmed
- + Our people are appropriately trained to safely deliver the agreed capabilities and training is kept current.

Effective fire response to reduce harm

Provide fire response and suppression to help save lives, minimise injuries and mitigate damage to property and the environment.

Our strategic outcome of reduced harm to people, property and the environment focuses our response efforts on protecting and preserving life, and preventing or limiting injury, damage to property, land and the environment.

As the national response agency for fire, we are authorised to assume command at fire scenes. We have the power to employ all practicable measures to suppress fires.

We plan for and deliver efficient fire response and suppression services that reduce harm to people and the impact of fire on property and the environment. Our first response and surge response capabilities are aligned with an operating model that is fit for purpose.

The impact we will see:

- + The extent of harm and damage caused by fire to people, property and the environment is reduced
- + First response capacity is aligned with assessed community risk and is considered practically and financially sustainable over the medium to long term
- + Contingent capacity is aligned and considered at both the regional and national levels, including frontline enabling functions, to locate our people, equipment and facilities in the right place to provide an effective response
- + We maintain operational readiness, and return to operational readiness as soon as practicable after a response event
- + We consider and endeavour to minimise the environmental impact of our response effort and operations.

Outcomes

Specialist response

Provide specialist capabilities in response to non-fire incidents to limit harm to people, property and the environment.

We provide effective and timely response to non-fire incidents, including our main functions of:

- + Hazardous substances stabilisation
- + Ensuring the safety of persons and property endangered by hazardous substances
- + Rescue of persons trapped in transport accidents or other incidents
- + Providing urban search and rescue (USAR) services and additional functions (where we have the capability and capacity to do so) to provide assistance with:
 - + Medical emergencies
 - + Transport accidents
 - + Severe weather-related events, natural hazard events and disasters
 - + The performance of rescues
 - + Non-hazardous substance incidents
 - + Maritime incidents
 - + Promoting safe handling, labelling, signage, storage and transportation of hazardous substances.

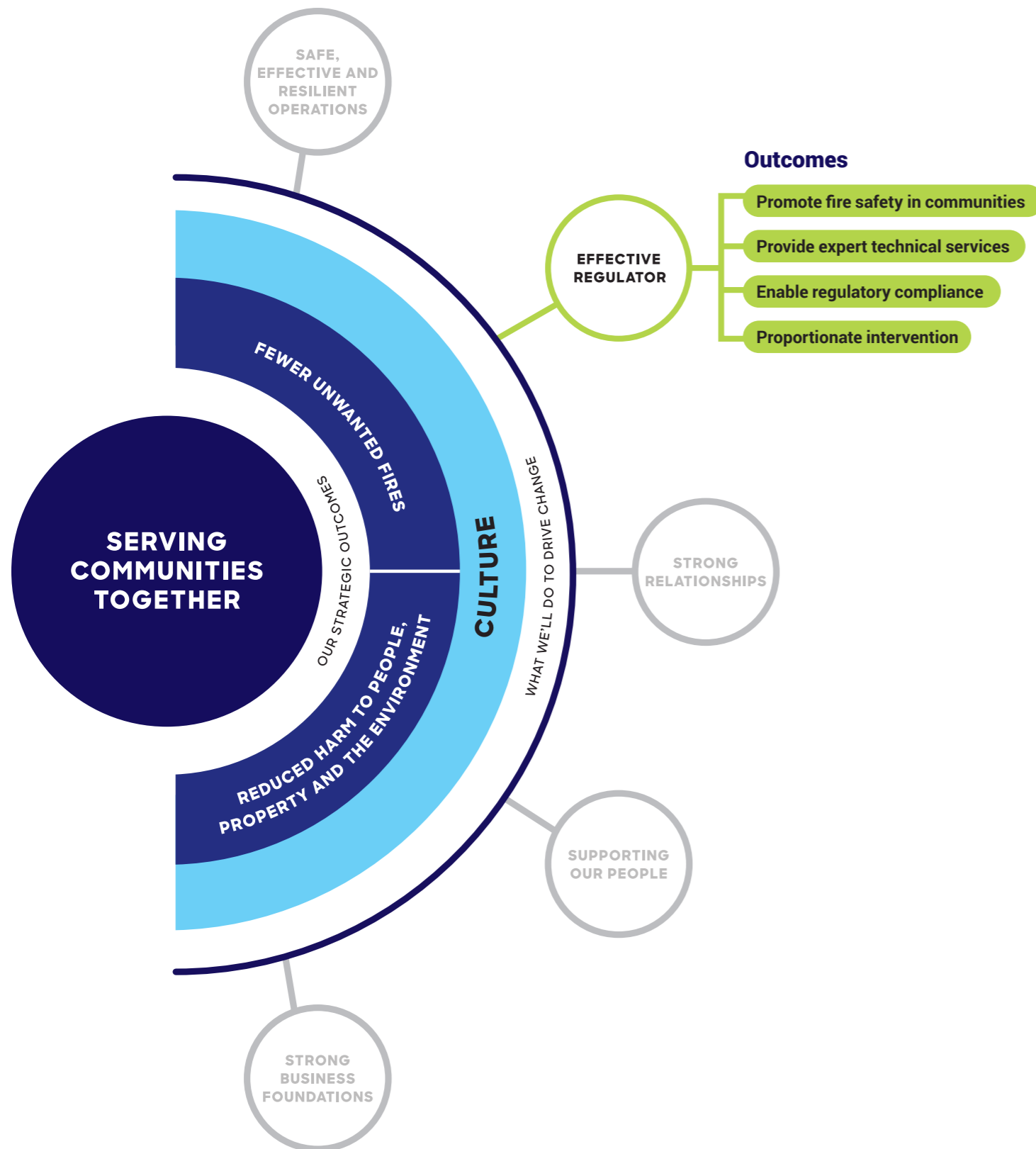
We provide an effective specialist response to non-fire emergency incidents within the scope of our legislated main and additional functions.

The impact we will see:

- + Our people are trained, and their roles and responsibilities are understood, which enables effective response to specialist incidents
- + The extent of harm caused by hazardous substances to people, property and the environment is minimised
- + Effective response to persons trapped in transport accidents and medical emergencies contributes to people receiving prompt tertiary medical care
- + We respond effectively to calls for USAR services with specialised equipment and skills
- + We respond effectively to calls for assistance associated with our additional functions with specialised equipment and skills.

Focus Area 2

He kaiwhakariterite pai Effective regulator



Why is this important to us?

Fire and Emergency New Zealand is established as the principal statutory authority responsible for fire safety, prevention and response across New Zealand, pursuant to the Fire and Emergency New Zealand Act 2017 and associated regulations.

We exercise our statutory mandate through comprehensive regulatory frameworks designed to identify, assess and mitigate fire risks, and enforce compliance with fire safety standards to prevent fire-related harm.

Our legislation empowers us to set fire seasons and limit activities to reduce the likelihood of fire, conduct mandatory inspections, impose penalties for non-compliance and undertake enforcement actions as prescribed by law. We meet our statutory responsibility for delivering comprehensive fire safety education and awareness programmes to reduce fire occurrence and build community resilience and emergency preparedness. We provide specialised technical guidance on fire protection and prevention systems, evacuation procedures, fire engineering and building design. This includes guidance on evacuation planning, wildfire risk management and hazardous substances safety. We also provide specialist guidance on fire detection, alarm, and suppression systems, as well as ensuring infrastructure and water supply are adequate for firefighting needs and ensure the safety of our people.

We have significant compliance and enforcement powers, including the authority to intervene in cases of non-compliance. We have adopted a graduated enforcement model which means we expect regulated parties to take responsibility for compliance, and we will support them by providing clear, accessible guidance. While we prefer to work collaboratively to achieve voluntary compliance, we will escalate enforcement action when necessary.

An effective regulatory system is proportionate, fair and consistently applied and provides clear, authoritative and timely guidance that enables regulated parties to fully understand and meet their obligations. It also provides for the establishment of accessible and efficient mechanisms for engagement, ensuring stakeholders can seek clarification and interact seamlessly with regulatory processes.

We are committed to:

- + Working proactively with communities to deliver fire safety education, providing the information and support needed to reduce fire risk and encourage regulatory compliance
- + Leveraging our collective regulatory expertise, intelligence and technical knowledge to provide expert fire safety advice to government, industry and stakeholders
- + Meeting service expectations when undertaking our review and approval functions, so the process is considered efficient, consistent and dependable
- + Maintaining a clear and enforceable compliance and enforcement strategy that is evidence-based, risk-informed and proportionate to the level of harm or non-compliance being addressed.

Alignment with He Taonga:

TE AHI

What are we focused on?

Outcomes

Promote fire safety in communities

Working with communities to deliver fire safety education, prevention and voluntary compliance.

We help communities reduce fire risk through fire safety education and awareness.

We provide targeted support that aligns to community risk profiles.

We will proactively educate communities about fire risks, promote fire safety and support regulatory compliance.

The impact we will see:

- + Our fire safety messages increase awareness and action by communities and individuals
- + Engaged communities that determine their goals and outcomes for community readiness, safety and resilience, and are empowered to identify and manage fire risk
- + Voluntary compliance with fire season restrictions
- + An accessible and efficient process for evacuation scheme compliance.

Provide expert technical services

We provide expert technical guidance in fire protection and prevention.

We utilise our technical expertise to provide expert technical fire safety advice to government, industry and stakeholders.

This includes advice on fire protection and prevention systems and evacuation procedures for both existing buildings and new building plans, wildfire risk management, and hazardous substances safety.

We will provide advisory services, contribute to the development of policy and standards, and undertake proactive district and hazard response planning.

The impact we will see:

- + Our contribution to policy, standards and codes of practice improves fire safety outcomes
- + The evacuation scheme applications we receive for review are of a high standard
- + Our fire engineering design advice improves fire safety outcomes
- + District and hazard response plans are in place for high-risk locations
- + Advisory and approvals service level targets are consistently met.

Outcomes

Enable regulatory compliance

Accessible services encourage compliance.

We enable regulatory compliance by managing the fire season prohibition and restrictions process, administering the fire permitting process, producing local area fire plans, administration of the evacuation scheme application process, and providing information about how to achieve compliance.

We enable regulatory compliance with levy regulations through the provision of clear guidelines, engagement with key stakeholders, and transparent and timely processes.

We will encourage compliance by making compliance processes easy, and by providing information that helps people understand their obligations that is clear and easy to access.

The impact we will see:

- + A regulatory model that is consistent with our responsibilities under the Act
- + Fire plans produced and reviewed within legislated timeframes
- + Appropriately determined fire seasons (open, restricted and prohibited)
- + Fire permit applications processed within expected timeframes
- + Accurate calculation, collection and transfer of the Fire and Emergency Levy.

Proportionate intervention

Applying a fair, reasonable and proportionate approach to regulatory compliance intervention.

When enforcement action is required, the level of enforcement is proportionate to the risk and seriousness of non-compliance.

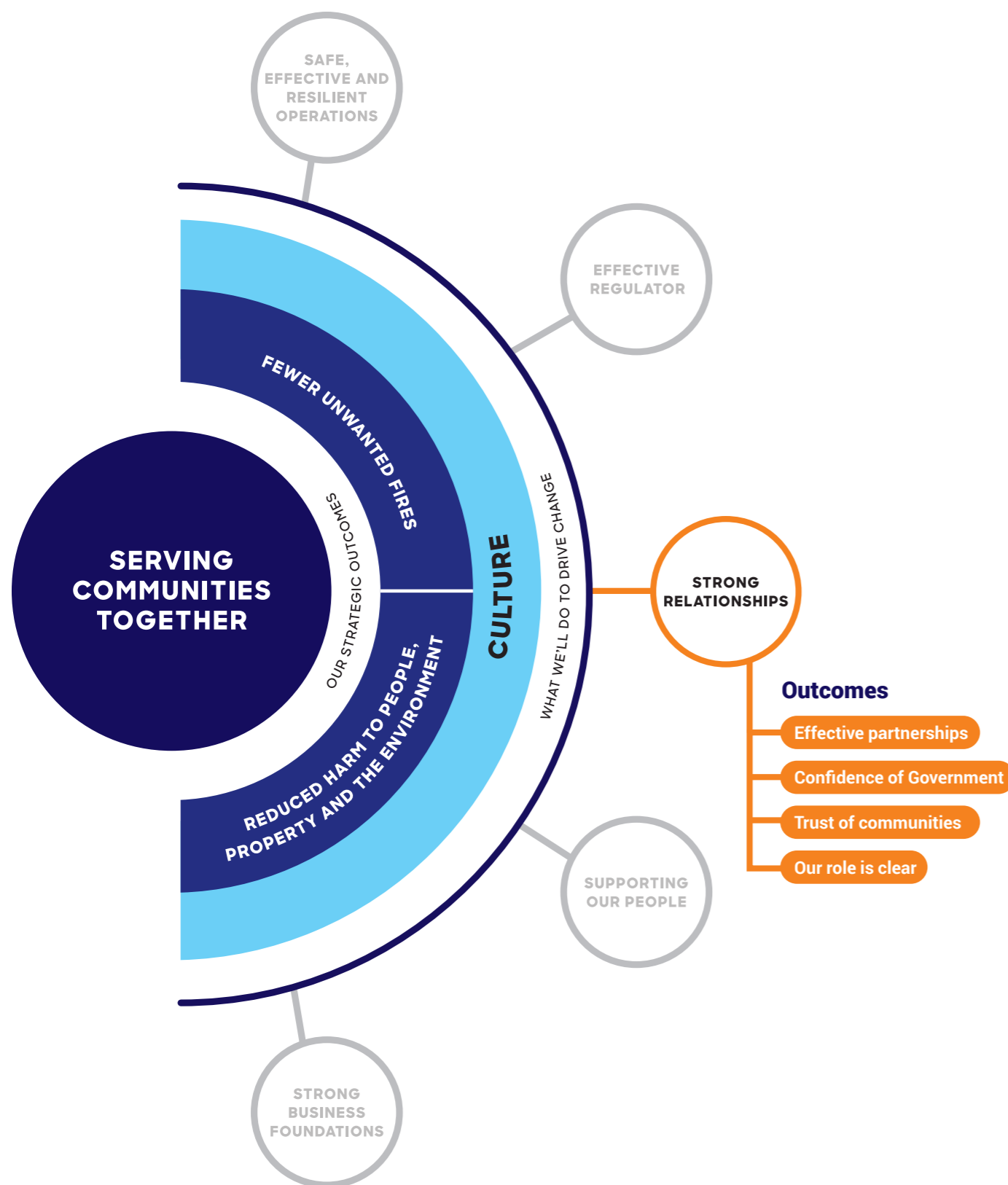
We will apply a consistent and measured approach that is fair and transparent when determining interventions.

The impact we will see:

- + Application of appropriate interventions supports improved regulatory compliance
- + The full range of regulatory tools available to us is applied to encourage regulatory compliance fairly
- + Regulatory compliance expectations are clearly communicated and well understood
- + Escalation of enforcement action when voluntary compliance fails.

Focus Area 3

Ngā hononga pakari Strong relationships



Why is this important to us?

Fire and Emergency New Zealand is a Crown agent, a statutory entity under the Crown Entities Act 2004, and required to give effect to government policy.

The Government and Minister need to have confidence we operate effectively within the legislative and regulatory environment they have set, and are delivering services to communities to their expectations. To instil this confidence, it is important we adhere to public service principles including providing free and frank ministerial advice, maintaining political neutrality, and acting as a responsible steward of the organisation including its long-term operating capability. We must also ensure we demonstrate the public service values in practice.

We operate with the oversight of the Department of Internal Affairs (DIA), the agency responsible for the administration of our primary legislation, the Fire and Emergency New Zealand Act 2017. DIA must be confident we can deliver our legislated principal objectives and functions effectively.

Delivering our services requires working in collaboration with partner organisations and groups. It's important our role with each of our partners is clearly understood.

We partner with and have collaborative relationships with:

- + Māori as tangata whenua, to support the Crown in its relationships with Māori under the Treaty of Waitangi (te Tiriti o Waitangi)
- + Local Advisory Committees
- + Other emergency service organisations – Police, Hato Hone St John, Wellington Free Ambulance, National Emergency Management Agency, Civil Defence Emergency Management and the Ministry of Foreign Affairs and Trade
- + Community groups
- + NZ Defence Force, Department of Conservation, the Ministry of Education
- + Forestry sector partners
- + Local and central government
- + Our unions and associations
- + International partners (USAR and wildfires)
- + The insurance sector.

Being clear about our role means understanding:

- + Who we deliver services to
- + Who we deliver services through
- + Who we deliver services with
- + Other services we have an interest in.

It is important we:

- + Have strong and enduring relationships with the partners we deliver our services with and through
- + Grow the confidence of Government and the Minister that we are operating effectively and efficiently
- + Have the trust of local communities that we are highly skilled and experienced in fire prevention and response
- + Clearly understand our role in each partnership, including those things outside our scope of operations.

Alignment with He Taonga:

TE AHI TE TANGATA

What are we focused on?

Outcomes

Effective partnerships

Responsive and dependable emergency services are delivered with our trusted partners.

We work with external agencies and organisations in the delivery of our services.

We will have effective partnerships built on mutual trust and respect.

The impact we will see:

- + Safer, more resilient communities with improved knowledge and increased ownership of local risks
- + Sustained trust and confidence in our role as a partner
- + Effective collaboration with partners and communities for improved local outcomes
- + Appropriate resourcing arrangements of shared outcomes are in place
- + Rautaki Māori (Māori Strategy) shapes our relationships with Māori as tangata whenua.

Confidence of Government

Effective delivery of our legislative and regulatory responsibilities.

Having the confidence of Government requires that we demonstrate the public service values in practice. We manage the funding we receive prudently and manage our assets well. We operate in an open and transparent manner and are conscientious about how we serve and make a positive difference to communities across New Zealand.

We will maintain the trust and confidence of government through the effective and responsible management of our organisation.

The impact we will see:

- + We demonstrate the public service values: we are impartial, accountable, trustworthy, respectful and responsive
- + The responsible Minister is confident in how we deliver on our legislated and regulatory requirements
- + Our monitoring agency (DIA) has confidence in our ability to operate effectively and efficiently
- + An unqualified audit of our annual report every year.

Outcomes

Trust of communities

Our relationships within communities are built on trust knowing we will be there when they need us most.

As New Zealand’s trusted national fire authority, our skilled teams have an active, visible presence in our communities every day, providing specialist expert advice on fire safety and prevention and responding to emergencies. Trusted community relationships enhance our ability to share fire prevention messaging effectively.

We are connected to and trusted by the local communities we serve.

The impact we will see:

- + Communities have a good understanding of our services, including those things we do not do
- + Communities trust the fire safety information we provide and understand their role in keeping themselves safe
- + Communities trust us to make decisions that are consistent, transparent, well reasoned, and in their best interests
- + Communities have a role in local planning
- + People actively volunteer in our organisation and support their local brigades.

Our role is clear

Our roles with service delivery partners are understood by our people and our communities.

To focus on and apply resources to the right areas, it is essential we can clearly define our roles and responsibilities. This includes defining those things outside our scope of operations.

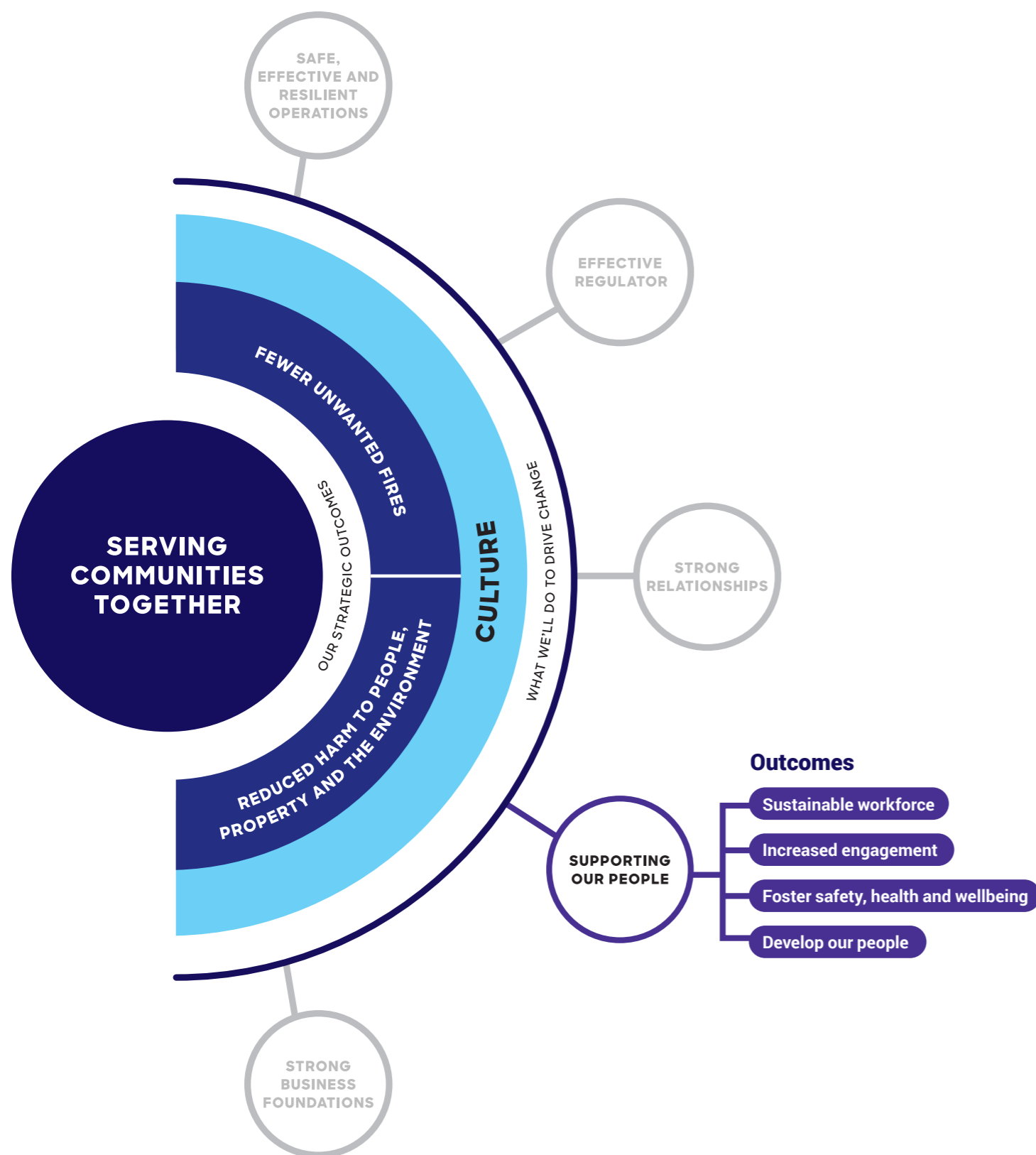
We are clear on our role and the roles of our partners.

The impact we will see:

- + The distribution of responsibilities for each of our partnerships is clearly articulated to cover:
 - Who we deliver services **to**
 - Who we deliver services **through**
 - Who we deliver services **with**
 - Other services we have an **interest in**
- + Enquiries are effectively referred to the appropriate agency for response.

Focus Area 4

Te tautoko i ā mātou tāngata Supporting our people



Why is this important to us?

Our people are the heartbeat of our organisation, united by a shared commitment to making a meaningful impact. We create an environment where each team member can thrive, develop their skills, and reach their potential, enabling them to make the best contribution they can.

Our dedicated volunteers and employees form an extraordinary team, enabling us to respond to communities when they need us most.

We couldn't deliver our services without the energy and commitment of all our people every day in our communities, fire stations and offices.

We are committed to providing an environment where our people find their work both safe and meaningful, and where their dedication is genuinely valued. We will support long-term service by offering clear paths for professional growth and recognising the contributions of our most committed employees.

It is important that we foster a culture of belonging by embracing authenticity and celebrating diversity within our team. By genuinely knowing, understanding, caring for and inspiring our people, we cultivate meaningful engagement and mutual respect.

Operating in a high-risk environment requires us to have a culture that puts the safety, health and wellbeing of our people first.

It is important we:

- + Are an organisation where the safety, health and wellbeing of our people comes first
- + Provide a place where people feel they belong
- + Increase engagement with our people and allow them to contribute meaningfully to our success
- + Develop the skills and knowledge of our people so they are capable and competent and have opportunities to advance.

Alignment with He Taonga:

TE TANGATA

What are we focused on?

Outcomes

Sustainable workforce

Attracting and retaining a capable and committed group of volunteers and employees engaged in safe and fulfilling work.

A sustainable workforce will come from being an organisation where people feel they belong and want to stay.

We will develop and retain a skilled workforce of both employees and volunteers, so we have the capability and capacity to deliver our services effectively.

The impact we will see:

- + Greater numbers of people choosing Fire and Emergency as their preferred place to work or volunteer
- + Positive changes to our work and operating environment in response to the feedback we receive from our people
- + A safe and fulfilling work environment that promotes connection and commitment.

Increased engagement

Our people feel connected to the organisation.

Our people feel engaged and a sense of belonging. They are communicated with, listened to and able to contribute to relevant decision making.

We are committed to enhancing engagement at all levels, creating an environment where our people can meaningfully contribute and feel valued, connected and supported.

We will actively recognise and celebrate the contributions of our team to our organisation's success.

The impact we will see:

- + Increased opportunities for our people to contribute meaningfully to planning and decision making that affects their role
- + Recognition and celebration of the contributions of our people to our success.

Outcomes

Foster safety, health and wellbeing

We put the safety, health and wellbeing of our people first.

The nature of our services exposes our people to a wide range of risks to their personal safety and health, and to stressful situations with the potential to impact on their psychological wellbeing. We need to provide a high level of protection and emotional support to our people exposed to these risks.

Safety is the highest priority, guiding our decisions and actions. We are committed to protecting the safety, health and wellbeing of our people, ensuring they have access to the resources and support systems they need.

The impact we will see:

- + Safe behaviour in everything we do and every action we take
- + Thorough investigation of accidents and near-miss incidents, and corrective actions implemented promptly to prevent future occurrences
- + Prioritisation of the safety, health and wellbeing of our people as a fundamental aspect of our organisational culture
- + Our people have access to the wellbeing support services they require.

Develop our people

Our people are supported to be successful in their roles now and in the future.

Our people are provided training and development to undertake their role safely, confidently and effectively. They are also supported to enable them to reach their potential.

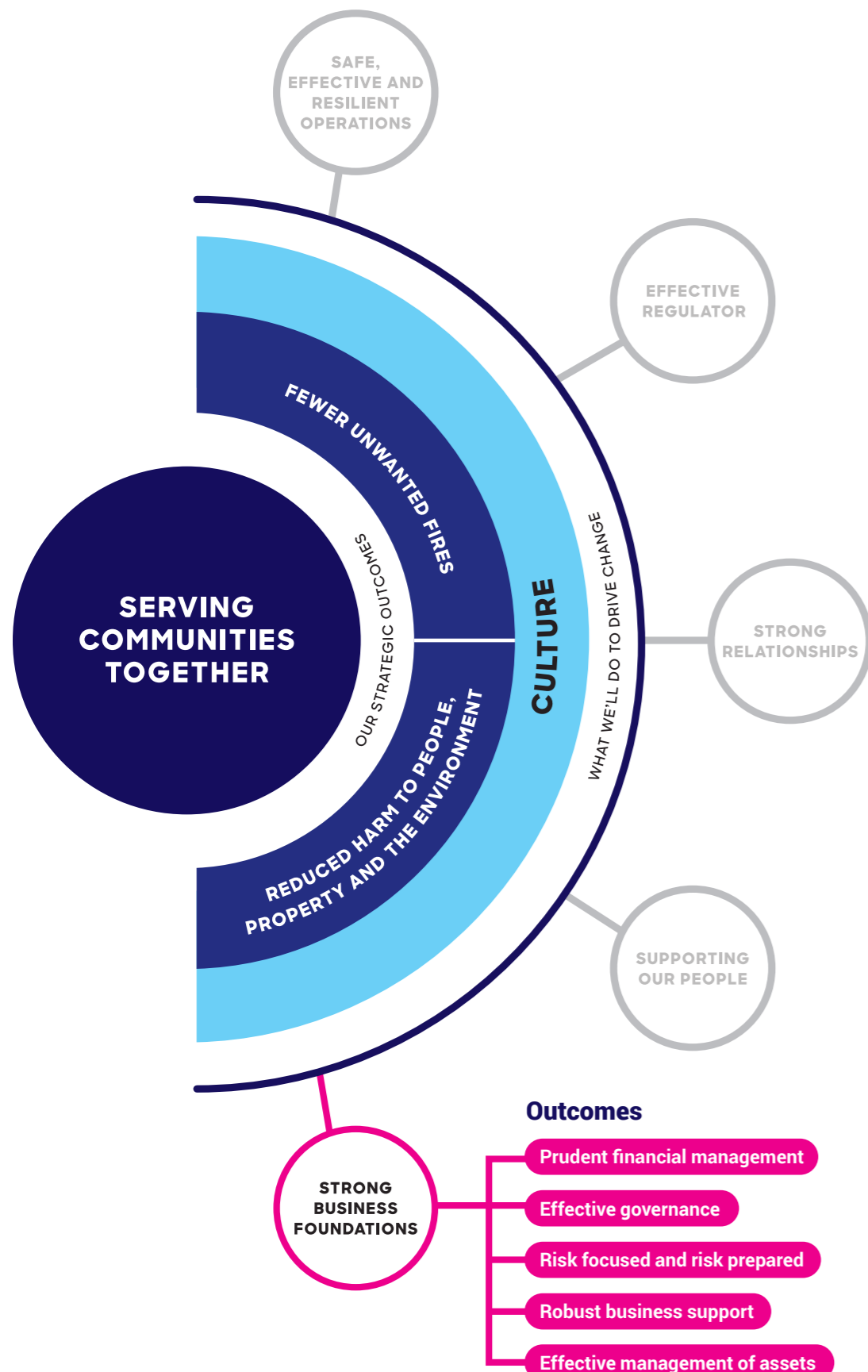
We are committed to enhancing the skills and capability of our people through skills training and professional development. This includes supporting career advancement through targeted leadership growth and development.

The impact we will see:

- + People's skills and capability increasingly aligned to organisation need
- + Development opportunities aligned to organisation capability need
- + Effective succession planning which enables internal promotion
- + Performance development and support that empowers professional growth.

Focus Area 5

Ngā tūāpapa pakihi pakari Strong business foundations



Why is this important to us?

Strong, efficient and effective business foundations are essential to achieving our desired outcomes. This starts with appropriate management decision making and oversight arrangements. It also requires managing our risk exposure and assets effectively, maintaining robust business support systems and practising prudent financial management.

We need to remain financially sustainable by understanding the cost of doing business and managing our operation within the funding envelope available to us through levies and other revenue.

It's important we are focused on efficiency and effectiveness when undertaking a wide range of support functions in our local, regional and national offices to equip and enable our frontline services to serve our communities. This includes functions in Finance and Business Services, Enforcement, Procurement, Policy, Strategy, Planning and Performance, Information and Communications Technology (ICT) and Business Intelligence, Kaupapa Māori, People Capability and Performance, Risk, Service Design and Improvement, Logistics, Asset Management, Legal, Governance, Strategic Relationship Management, and Communications and Engagement, amongst others.

People, process, technology and policy are key enablers of effective support for operational service delivery, and we will continue to improve all four of these areas to a level we consider appropriate. To provide the response that communities expect, our assets, including facilities, fleet, ICT and equipment, need to effectively support our frontline operations and enabling functions.

It is important that we:

- + Remain financially sustainable through the prudent management of the funding we receive and generate
- + Have an effective governance structure where evidence-based decisions are made at the appropriate level
- + Have a focus on risk management where we understand and plan for the risks our organisation may face
- + Back up our frontline operations with robust support processes, systems, technology, planning and policy
- + Demonstrate sound asset management practice for our ICT, facilities, fleet and equipment asset base.

Alignment with He Taonga:

[TE TANGATA](#)
[TE TAIAO](#)

What are we focused on?

Outcomes

Prudent financial management

Long-term financial sustainability through prudent financial management.

We are committed to delivering our services within our funding envelope. We take a prudent financial management approach to ensure financial sustainability.

We will understand and manage our cost drivers, ensuring our expenditure is aligned to planned priorities and grounded in evidence-based decision making.

The impact we will see:

- + Justifiable expenditure and investment decisions that:
 - are supported by clear, compelling evidence
 - ensure effective and economical resource allocation which enhances value and supports efficient expenditure
 - align to our strategic objectives, prioritising those with the greatest potential impact.

Effective governance

Our leadership is guided by robust governance principles that ensure decision making is clear, accountable and effective.

These principles direct our governance processes, ensuring efficient meeting administration, accurate documentation, effective decision making and action taking.

We maintain the trust and confidence of the Board and its sub-committees by ensuring they and the Executive Leadership Team receive appropriate, timely and relevant information to support effective governance and decision making.

The impact we will see:

- + Timely delivery of appropriate information to the Board and its sub-committees and the Executive Leadership Team
- + Clear, effective decision-making processes at the appropriate levels
- + Clearly defined governance and management roles
- + Board, sub committees, and Executive Leadership Team operate effectively
- + Resources and decision making aligned to our strategic direction.

Risk focused and risk prepared

Effective risk planning ensures we remain vigilant and strategically prepared to anticipate and proactively address potential critical risks and issues.

Through our established risk processes, we continue to communicate and build a strong foundation and culture around the strategic management and mitigation of business risks.

We will comprehensively identify, understand and manage risk tolerances across key organisational areas.

The impact we will see:

- + Our risk management approach plans and prepares for key areas of risk exposure, including governance, strategy, compliance, financial planning, operations, hazard mitigation, occupational safety and the external environment
- + Our strategic planning and organisational resilience are informed by a comprehensive understanding of future risks
- + Our people possess core risk management competencies and a clear understanding of the risks specific to their role.

Outcomes

Robust business support

Our business support processes and systems are designed to be proficient, efficient and highly effective.

Our frontline operations depend on robust support functions, processes, systems and appropriate technology underpinned by policies to deliver services effectively.

We will maintain and improve processes and practices to reflect our desired state of organisational maturity, ensuring our business support functions are adaptive and remain suitable, efficient and cost-effective.

The impact we will see:

- + Established support function standards appropriate to our unique operational needs
- + The necessary information and technology resources to effectively support our operations
- + Improvement in functions, processes, systems, technology and policies where necessary to support our operations
- + System and practice equivalence with recognised benchmarks for efficiency and effectiveness.

Effective management of assets

Demonstrating sound asset management principles and practices.

Effective asset management means we apply sound asset management principles and practices in procuring, operating, maintaining and replacing assets throughout their lifecycle, and safely disposing of assets at the end of their useful life.

Our reliance on ICT exposes us to the risk of system failure and cyber attack. The data in our ICT system is an important asset. It is essential we put in place the systems and data security measures to effectively protect our ICT and information assets.

We will apply sound asset management principles and practices, using an evidence-based approach to resource allocation in line with our operating model.

The impact we will see:

- + Asset management plans clearly define our long-term investment needs
- + A comprehensive understanding of assets is maintained including their useful operating life, age, condition, criticality, performance, utilisation and levels of service
- + All assets meet required safety standards or are withdrawn from service and repaired, replaced or retired
- + Critical asset risk is effectively managed and optimal asset performance is achieved within available budget
- + Our ICT and information assets are well protected against failure and malicious attack
- + Our core data and information informs evidence-based decision making.

Our operating principles

Our operating principles guide and assist us to carry out our functions effectively. We have integrated these operating principles into each of our focus areas as shown below.

Operating principles		Culture	Safe, effective and resilient operations	Effective regulator	Strong relationships	Supporting our people	Strong business foundations
Guiding effective service delivery	We provide fire and emergency services that are evidence based, efficient and effective, ensuring appropriate standards of safety in the delivery of our functions.	●	●				●
Collaboration and coordination	We foster strong, cooperative and collaborative relationships through engagement with other emergency service organisations, local government bodies and partners to ensure effective integration and coordination in all areas of our operation.			●	●		
Stakeholder engagement	We actively engage and seek input and feedback from our personnel, associated unions and industry associations, Local Advisory Committees and other relevant organisations, to build trust, gather insights and promote shared decision making.	●			●	●	
Evidence-based practice	We utilise intelligence, such as lessons learnt, to continually improve operational data, and analysis to support our strategies, operational decisions, training programmes and resource allocations, ensuring our practices are grounded in the best available evidence.		●	●			●
Community-centred approach	We recognise and respect the needs and interests of local communities and plan our services to acknowledge diverse local circumstances and cultural differences.			●	●	●	
Transparency in decision making	We demonstrate transparency by sharing information about our plans, priorities and decisions to build accountability and encourage the trust and confidence of communities.	●		●	●	●	●
Inclusive and supportive work environment	We maintain a supportive and inclusive environment for our personnel, recognising their contributions and providing opportunities for professional development, engagement and wellbeing.	●				●	
Preparedness and adaptability	We prioritise evidence-based preparedness and adaptability, ensuring we are equipped to respond effectively to a wide range of emergencies and challenges.		●				●
Sustainable and responsible practices	We adopt sustainable practices where practicable to minimise our environmental impact and ensure the long-term resilience of our operations, infrastructure and resources.		●				●

Notes

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Te Kāwanatanga o Aotearoa
New Zealand Government