FIRE EMERGENCY NEW ZEALAND
WHAKARATONGA IWI

Statement of Performance Expectations

Tauākī o Ngā Taumata Mahi Hei Whakatutuki

2025/2026

Contents

Ngā kaupapa

Foreword

Kupu Takamua

We are pleased to present Fire and Emergency New Zealand's Statement of Performance Expectations (SPE) for the period 1 July 2025 to 30 June 2026. This SPE sets out the services and key initiatives we will deliver and the performance standards we will use to measure our progress. It should be read alongside our Statement of Intent (SOI) 2023–2027 which sets out the key focus areas on which this SPE is based: delivering for New Zealand, developing our people and building our business.

Our principal objective is to protect and preserve life, property, and the environment. We do this through a wide range of response, risk reduction, and community readiness activities right across the country. Our legislative mandate is reasonably broad, with functions that we must carry out and additional functions that we can assist with if we have the capability and capacity to do so.

We are an organisation of ~14,500 people whose natural inclination is to serve our communities in any and every way possible. While we are extremely proud of our people and the work they do, ensuring our people can respond to community needs comes at a cost – both financially and psychologically. We need to ensure our people can undertake all the activities asked of them safely and effectively. This involves investment in training, equipment, appliances, stations, and support.

Fire and Emergency operates in an increasingly complex and dynamic environment. The incidents we respond to are changing in nature, driven by the effects of climate change, new technology, and evolving community needs. We are seeing more extreme weather events and wildfires, as well as greater demand for non-fire emergency responses such as flooding and hazardous incidents. At the same time, demographic shifts, social and economic disparities, and increased expectations from our communities and partners require us to continually adapt. Ensuring we are ready and able to respond safely and effectively—now and in the future—requires a deep understanding of these influences, sustained investment in our people and capability and close collaboration with stakeholders. Our strategic direction and planning must reflect this complexity so we can remain responsive and resilient in the face of ongoing change.

The reality is like all organisations, Fire and Emergency's funding is limited. There are challenges to our ongoing financial sustainability, so we need to look at where we are investing our funds and change the way we do things. These challenges come from a number of sources including:

- the current economic environment we operate in resulting in less revenue than anticipated in 2024/25
- affordability and availability of insurance and the risk of insurance retreat
- the implementation of a new levy system from 2026 which makes modelling our ongoing revenue difficult
- our aging asset base which requires significant capital investment and presents ongoing cost pressures.

2025/26 will be a year of significant focus on enhancing and embedding a disciplined and prudent approach to financial management to ensure Fire and Emergency remains financially viable. We intend to also place a focus on ensuring we get the basics right so we have the right capability in the right places based on evidence and data, while reducing financial risk and reinvesting in the things that matter most. We need to do less and deliver well, as opposed to the trap we, like many others, have fallen into where we try to do too much and thereby risk compromising the quality of delivery of services to New Zealanders. This focus will ensure that Fire and Emergency continues to be there for communities when they need us, reducing the risk of unwanted fires and responding on what is often someone's darkest day.

In addition, we need to continue to get better at telling our performance story and be more transparent about the activities we are undertaking, the impacts and outcomes these activities will help deliver and how we are performing against them. Last year's Statement of Performance Expectations (SPE) and Annual Report took a step towards achieving that. A multi-year programme of work is in place to improve our performance framework and reporting. This remains a focus for us in 2025/26.

This SPE will be the final SPE under our current SOI. We will be launching Our Strategic Direction 2025–2030 | Tā Mātou Ahunga Rautaki in the next financial year, which will drive the need for a new SOI. Our Strategic Direction 2025–2030 will set our focus areas and the impacts we want to achieve over the next five years, which will enable prioritisation of resources and effort.

This SPE is produced in accordance with the requirements of the Crown Entities Act 2004. This statement reflects our proposed performance targets and forecast financial information for the year ahead. We, the Board of Fire and Emergency, take responsibility for the SPE's content. We have authorised, as appropriate, the forecast financial statements and underlying assumptions in the document, in accordance with our role under the Crown Entities Act.

Rebecca Keoghan MNZM
(Chair)

27 June 2025

Danny Tuato'o
(Deputy Chair)

27 June 2025

Introduction

Whakataki

Our Statement of Intent (SOI) 2023–2027 outlines our strategic intentions over the medium term.

This Statement of Performance Expectations (SPE) 2025/26 should be read in conjunction with our SOI, as it outlines our plan to deliver towards these intentions over the next 12 months for the financial year ending 30 June 2026.

The SPE is an important instrument of public accountability. It enables the Crown, via the Minister of Internal Affairs (the Minister), to participate in setting annual expectations for our organisation. The Minister has responsibility for Fire and Emergency under both the Fire and Emergency New Zealand Act 2017 (the Act) and the Crown Entities Act 2004.

This SPE sets out our outputs for the financial year and within each output, provides information about the key activities we will deliver, why these are important, what we expect to achieve by delivering these activities, and how we will measure our performance.

This SPE contains our prospective financial statements, including expected revenue and proposed expenses for each of our output classes. Almost all of our annual revenue (approximately 97%) is derived from levies collected on contracts of insurance, as determined by the Act.

Our purpose, vision, outcomes and values

Tā mātau kaupapa, matakitenga, putanga, uara hoki

Purpose

Section 10 of the Act sets out our principal objectives. We have derived our purpose statement from this section. Our purpose statement is why we exist – **protecting and preserving lives, property and the environment** as New Zealand's trusted fire authority and emergency responder.

Vision

Our vision is what we aspire to – **stronger communities protecting what matters, he taonga te ahi, he taonga te tangata, he taonga te taiao.**

Outcomes

Our outcomes are the contribution we make to communities over the long term:

- **fewer unwanted fires**
- **reduced harm to people, property and the environment from fires and emergencies.**

Values

Our values reflect the behaviours we hold ourselves to:

- **Kia tika** | We do the right thing
- **Manaakitanga** | We serve and support
- **Whanaungatanga** | We are better together
- **Auahatanga** | We strive to improve

Our role, responsibilities and functions

Tā mātau e kawe ana, ngā kawenga, mahi hoki

We have a statutory role as part of the emergency services sector to reduce the incidence of unwanted fires and the associated risk to life and property.

Our role is to protect and preserve lives, property and the environment.

To do this, we work to:

- **reduce the risk of fire** by identifying risk to life and property from fires, preventing fires, if possible, through school and community education programmes, providing technical advice and promoting, monitoring and enforcing fire safety regulations
- **be ready for fires and emergencies** by helping communities prepare for fires, and undertaking post-incident reviews after significant incidents so we can learn and improve
- **respond to fires and emergencies** by deploying our resources when structure fires, wildfires and other emergencies such as floods, earthquakes and landslides occur.

We respond to fires and emergencies 24 hours a day, 7 days a week, 365 days a year, when they happen in our communities.

We are the lead agency for fire response, and on a day-to-day basis we work collaboratively alongside other agencies and entities that may also be called upon to respond when fires and emergencies happen.

To be able to respond right across the country when communities need us, we maintain a continuous state of readiness, from a national network of over 640 fire stations and depots.

We have ~14,500 people within our organisation, including permanent career firefighters who are mostly based in our major towns and cities, volunteer firefighters predominately serving our more remote and rural communities and staff who work behind the scenes in our local, regional, and national offices to equip and enable our frontline personnel to serve our communities.

Our large national footprint means we are well placed to respond. We are often first on the scene when a fire or emergency happens in communities.

Who are we and what we do

Ko wai mātau, ā, he aha ā mātau mahi

Our outcomes: Fewer unwanted fires and reduced harm to people, property and the environment from fires and emergencies.

Main functions:

- Promoting fire safety
- Providing fire prevention, response and suppression services
- Providing for the safety of persons and property endangered by incidents involving hazardous substances
- Rescuing people trapped because of transport accidents or other incidents
- Providing urban search and rescue services

Additional functions (assist with):

- Medical emergencies, maritime incidents, weather events, natural hazard events, disasters, and non-hazardous substance incidents
- Promoting safe handling, labelling, signage, storage, and transportation of hazardous substances
- Rescues including line rescues, animal rescues, rescues from collapsed buildings, confined spaces, unrespirable and explosive atmospheres and swift water
- Providing assistance at transport accidents

Our role as a regulator

Our regulatory role is focused on fire safety and fire-related offences.

This includes:

- a range of fire safety activities including setting fire seasons and issuing fire permits
- a compliance and enforcement function
- issuing infringement notices and prosecuting certain regulatory offences where necessary.

We carry out additional risk reduction activities under various legislative provisions and organisational practices.

These activities are also primarily focused on fire safety and include:

- being consulted on changes to relevant fire bylaws and certain matters of compliance with the Building Act 2004
- being consulted, as needed, by other authorities when they consider exemptions under their legislation
- being consulted, as needed, by local or regional authorities in the development of local, district or regional council plans
- approving certain events or changes, such as the location of fire hydrants
- providing technical expertise on the firefighting capability required for outdoor pyrotechnic displays.

Our changing operating environment

Tō mātau taiao mahi hurihuri

To continue to deliver for communities as our climate and society change, we have to focus on what we need most and consider the contributing factors that are driving the changes. Below we consider key influences that might impact our work over this coming year.

Climate adaptation and mitigation

Climate change brings extreme weather events, which can contribute to more complex wildfires and significant flooding. To respond safely to fire and extreme climate-related events we need to shift our strategy and capability. We are taking steps to better understand how we respond safely and how we can contribute to reducing our own emissions as well as responding to the impacts of climate change on the incidents we are called to.

Technology and innovation

Technology and capability innovations continue to evolve, and these affect both our organisation and communities across New Zealand. We will work to manage these impacts on our people, our systems, and our services over the coming year. The use of emerging technology capabilities in our operations has the potential to deliver a range of benefits, including for our service delivery. For example, artificial intelligence has the potential to derive structured information from natural language, such as extracting key facts about an incident from communication transcripts.

Impacts of change on communities

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 fire and emergencies.

Changing demand for our services

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

Safety, health and wellbeing of our people

Many of our people work in physically and psychologically challenging environments. It is important we have safe and effective processes, systems and risk management approaches to manage the impact of this on our own people and communities. This continues to be a priority for Fire and Emergency over the next 12 months.

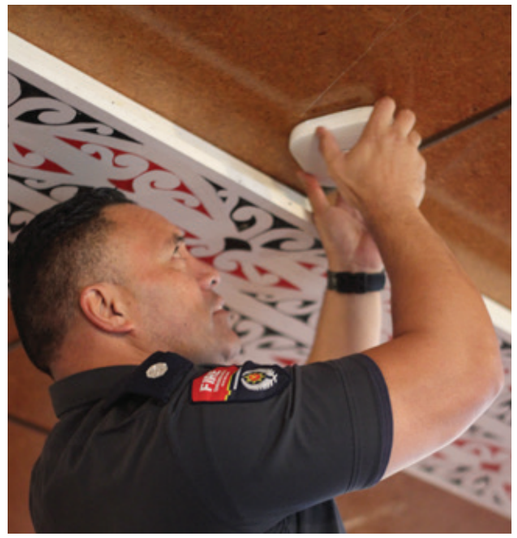
Sustainable funding

As the emergencies we respond to change and become more complex, the ability to be sustainably resourced now and into the future is critical. We need to understand our future funding needs and plan well for them.

We will work with the insurance industry and other partners to understand how economic and climate change uncertainty impact insurance and funding streams. We will continue to work with the Department of Internal Affairs (DIA) to monitor implementation of Part 3 of our Act (which sets out our levy provisions) to ensure a stable and predictable future funding model.

Partners and stakeholders

As we respond to an increasing number of (and more severe) events it is important that we have mutual trust and confidence with our partners and stakeholders. We will work to strengthen our relationships with our partners and stakeholders so that we can continue to work together and deliver for communities. We are committed to working with communities across New Zealand and our partners to understand how we can best support each other in times of change.



Our strategic alignment programme

Ta mātou rautaki tiaroaro hōtaka

Our multi-year programme to align the strategic direction and intent of our organisation with performance measurement and reporting that is representative of all aspects of our organisation.

Fire and Emergency is undertaking a multi-year programme to update our strategic line of sight documents and improve performance measurement to align with the strategic outcomes we are seeking to achieve to be implemented in the 2025/26 year. Through this programme we have refreshed our Strategic Direction to state the strategic outcomes we are seeking to achieve, develop a set of strategic focus areas that better encompasses all aspects of our organisation, and document the outcomes and impacts we aim to achieve.

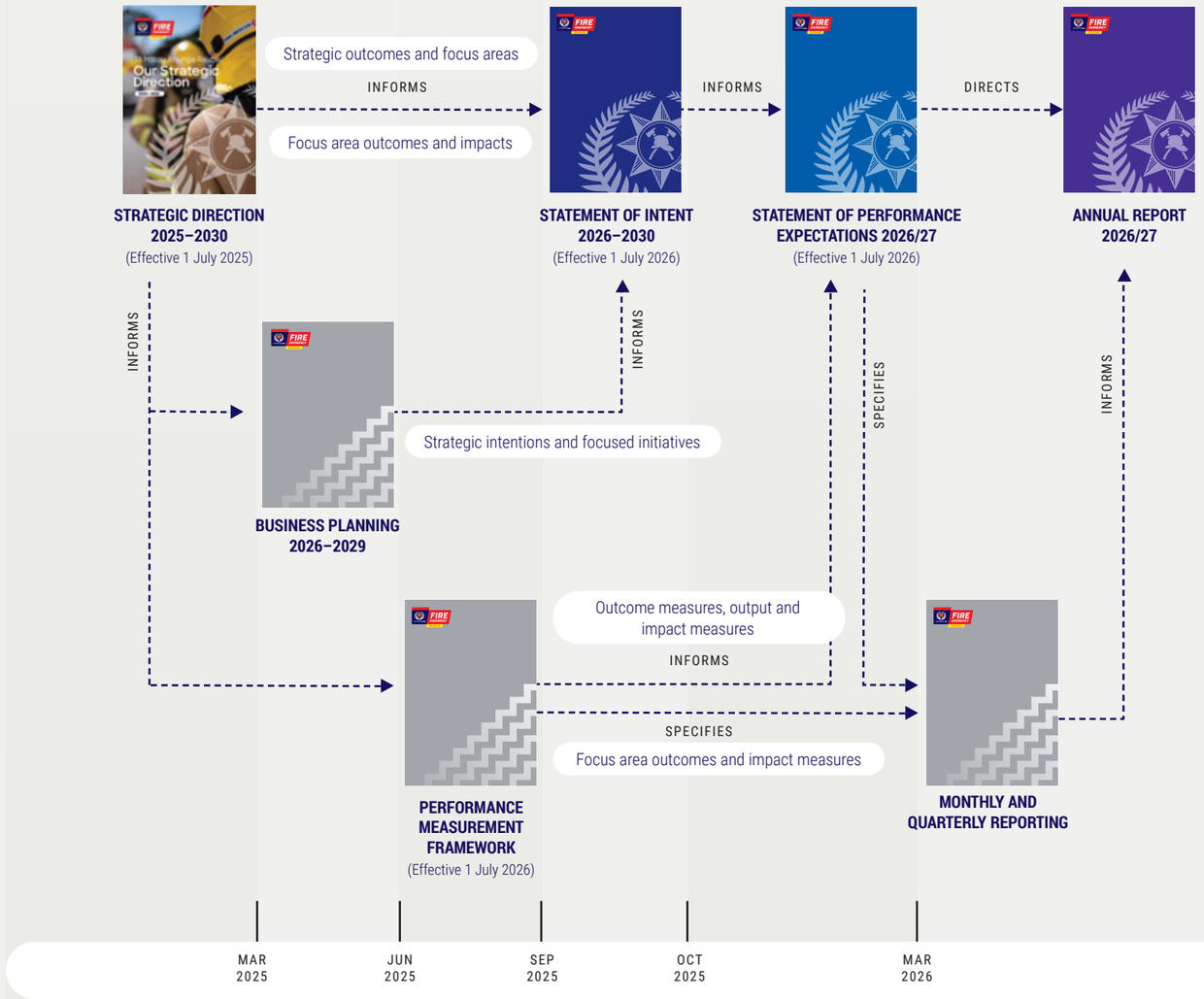
In the SPE 2024/25, we took the first steps (phase 1) to make improvements to performance measurement within output classes by stating at least one performance measure for each reportable output and by expanding the explanation of each measure and why we considered it important. To do this in some instances we used impact measures as a proxy for output measures where we did not have a suitable output measure. We also made some improvements to how our actual performance was reported in the Annual Report for the year ended June 2024, adding additional context for each measure, and expanding on the analysis of the performance results. These changes were out of sequence with the Strategic Alignment Programme but informed by the work we had done to date within the programme.

The output measures stated in this SPE 2025/26 continue the performance measures stated in last year's SPE. Some minor updates have been applied to a number of these measures and are documented in the disclosure of judgements and within the measure definitions.

There is a significant amount of work underway that is critically sequenced as there are a number of dependencies that need to flow from one document to the other.

The following diagram shows the sequencing of the programme we are working to in developing the line of sight documents and performance measurement framework, and the timeline we are working to.

Key sequencing of our line of sight documents and the performance measurement framework



MULTI-YEAR DEVELOPMENT TIMELINE

Strategic direction

We recently published our new Strategic Direction for 2025 to 2030, shifting the timeframe the strategy covers to the medium term to focus on the change and improvement in performance we want to achieve in the next five years.

We have restated our core purpose to be Serving Communities Together, which encompasses three key tenets we consider essential to being a successful emergency service organisation:

- **Service** is at our heart as an organisation
- Our services are delivered to the **communities** we live and work in
- We work **together** with others in delivering our services

The strategic outcomes remain aligned to the principal objectives defined in the Fire and Emergency New Zealand Act 2017:

- Fewer unwanted fires, and,
- Reduced harm to people, property, and the environment

The new Strategic Direction positions our organisational culture at the foundation of our purpose and introduces five focus areas where we intend to concentrate our performance improvement effort.

Strategic direction and focus areas

Safe, effective and resilient operations

+ Capable, equipped and safe
+ Effective fire response to reduce harm
+ Specialist response

Effective regulator

+ Promote fire safety in communities
+ Provide expert technical services
+ Enable regulatory compliance
+ Proportionate intervention

Strong relationships

+ Effective partnerships
+ Confidence of Government
+ Trust of communities
+ Our role is clear

Supporting our people

+ Sustainable workforce
+ Increased engagement
+ Foster safety and wellbeing
+ Develop our people

Strong business foundations

+ Prudent financial management
+ Effective governance
+ Risk focused and risk prepared
+ Robust business support
+ Effective management of assets

Culture

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

Statement of Intent 2026–2030 and Statement of Performance Expectations 2026/27

Our next SOI 2026–2030 is our first opportunity to show how we align our intentions with the 2025–2030 Strategic Direction. We will describe how we intend to manage our functions, operations and our organisational health and capability.

We have developed a new set of long-term outcomes that better represent what we need to achieve and allow for meaningful performance measures that track progress towards their achievement. This will lead to the development of more meaningful and relevant performance measures for outputs and medium-term impacts.

The strategic intentions will be derived from a comprehensive business planning process at local, regional, and national level and within each branch of the organisation.

The SPE 2026/27 will reflect our review of the long-term outcomes, so they better represent what we need to achieve. It will also reflect a review of the output classes, so they are more representative of the range of activities we undertake, align with our strategic outcomes and focus areas, and provide a more logical breakdown of where our expenditure on activities is applied.

Strategic Direction 2025–2030 Focus Areas

- Culture
- Safe, effective and resilient operations
- Effective regulator
- Strong relationships
- Supporting our people
- Strong business foundations

The SPE will also include the results of the redeveloped performance measurement framework, with revised output and impact measures that are more relevant to the services we provide and allow for improved tracking of our delivery.

Statement of Intent 2026–2030

We are working on

- Alignment of our intentions to Strategic Focus Areas
- Describing how we intend to manage our functions and operations
- Describing how we intend to manage our organisational health and capability
- Development of meaningful long-term outcomes that better represent what we need to achieve
- Our focus area outcomes, and the impact we will have over the medium term

Performance Measurement Framework

We are on track to complete a Draft Statement of Intent to cover the period 2026 to 2030 to go to the Fire and Emergency New Zealand Board in October/November 2025. We will begin work on our SPE 2026/27 in October 2025.

Key interfaces

Strategic Direction, Statement of Intent, Statement of Performance Expectations, and the Performance Measurement Framework

Statement of Performance Expectations 2026/27

We are redeveloping our

- Long-term outcomes
- Output classes
- Output measures
- Impact measures
- Strategic intentions (enabling activities)

Performance measurement framework

Key steps

in developing our new Performance Measurement Framework

Strategic Direction 2025–2030

Performance Measurement Framework

- Development of new measures that better represent progress towards our stated outcomes
- Set multi-year targets for measures
- Validate that our data sources can provide the information we need to measure
- Comprehensively document each measure including its source and derivation
- Review sector best practice performance measurement

SPE MEASURE DEVELOPMENT PHASE 1

In 2024 we undertook phase 1 of improving our SPE output class measures. In alignment with the new Strategic Direction 2025–2030, phase 2 redevelops the performance measurement framework we use to measure and report on our progress toward achieving our stated outcomes, aligned with our Strategic Direction 2025-2030 and stated intentions.

To ensure we achieve alignment between strategy and delivery, it is essential that development of the components of strategy and performance measurement and reporting occur in the order sequence shown earlier.

We have reviewed sector best practice performance measurement in New Zealand and internationally, and developed a draft set of potential performance measures that align with our new Strategic Direction. Our work continues to agree and finalise with our subject matter experts the most appropriate measures to be used to achieve our medium term impacts and long-term outcomes. Once agreed, we will set multi-year targets for measures that allow for setting a baseline for a measure and then improving our performance to an appropriate level over time.

It is critically important that we validate the data sources we intend to use for performance measures to ensure we have the systems, processes, and appropriate reporting in place. All performance measures we select will be comprehensively documented so that it is well understood where the source of the data for a measure comes from, how any calculated result is derived, and an explanation of the metric used for the measure.

Our new performance measurement framework will be used to then develop business reporting processes for monthly, quarterly, and annual reporting cycles, including the performance measures to be stated in future SPE and reported in our Annual Reports.

We are on track to complete our new performance measurement framework by the end of September 2025.

Our performance framework

Tā mātau anga whakatutukitanga

Understanding our performance

Te mārama ki tā mātau whakatutukitanga

Linking our outcomes to our impacts

Working to achieve our dual outcomes of fewer unwanted fires and reduced harm to people, property and the environment from fires and emergencies underpins everything we do.

Our medium-term impacts link to the outcomes that we want to achieve. Together, our outcomes and impacts will lead to change, over time, that will positively benefit communities.

The work our people do every day, from our teams on the frontline helping to deliver fire and emergency services in our communities to our teams that enable them behind the scenes, should connect to our purpose and outcomes.

We report our day-to-day activity using five classes of reportable outputs. These are also known as output classes and reflect the activities that we carry out on a day-to-day basis, and how we allocate our finances to those activities.

Delivering against these output classes in our communities over the coming year helps us to show the relationship between the work we do now, and longer-term effects we want to achieve for communities over time.

The output classes help us describe what we will do during this year, to help make a difference, over time.

Measuring performance

For each of our output classes we describe:

- what we want to achieve
- why this is important
- what we plan to deliver
- our investment
- our planned programmes or initiatives.

We have chosen measures for each output class. In each output class we describe:

- why the measure we have chosen is important
- how it links to the medium-term impact we want to have
- the result we want to see over time (including any targets)
- notes about how we will undertake the measurement.

Multi-year improvements

As indicated in the section describing our strategic alignment programme, our redevelopment of the performance measurement framework will include the determination of multi-year improvement targets.

This year we have strengthened the description of our long-term outcome indicators to explain in more detail our reason for using the measure, and how it links to our outcome measures.

How we assess our performance

He pēhea tā mātau aromatawai i tā mātau whakatutukitanga

We assess our performance at a range of different levels

Outcome indicators

These are long-term indicators that we use to monitor the extent of change we want to see across New Zealand, over time. The outcome indicators have a desired long-term trend. Our performance measurement framework shows the outcomes we want to achieve for communities over the longer term – fewer fires and reduced harm.

Impact measures

We have identified the impacts we want to have over the medium-term. Impacts are the positive behaviour changes that we expect to see, as a result of the work we do in each output class. Impact measures show the impact that we want to have within our communities, over the medium term, as we make progress towards our long-term outcomes. This will help us show the cumulative effect of the work that we do.

Output measures

These are measures and targets that assess how well we are carrying out our activities each year. They help us track the progress we make each year. In this year's SPE we have, at times, used impact measures as a proxy for output measures, where we do not have suitable output measures.

Developing appropriate output measures for each of our output classes is part of our multi-year improvement approach.

Our enabling activities

These are focused initiatives we do to ensure we are successful. These activities show things like how we are building a positive, safe, and inclusive culture, how we are continuing to maintain and improve our assets and infrastructure and our systems and processes.

Our output measures and our enabling activities are aligned with the medium-term direction that we have set out in our Statement of Intent 2023–2027.

On occasion in this document, we have used impact measures as a proxy for output measures where we do not yet have a suitable output measure. Where this has been necessary, we have clearly acknowledged this.

Our performance measurement framework

Tā mātau anga ine whakatutukitanga

Our purpose | Kaupapa

Protecting and preserving lives, property and the environment

Our long-term Outcomes

The changes we want to see in our communities

Fewer unwanted fires

Reduced harm to people, property and the environment from fires and emergencies

Our medium-term Impacts

Steps to achieving our outcomes

- Reduce structure fires
- Reduce wildfires
- Reduce other fires
- Increase compliance
- Increase awareness
- Increase actions to reduce risk

Harm: People

- Reduce fire incident injury
- Reduce avoidable fatalities

Harm: Property

- Reduce cost: % of GDP/$
- Increase fire contained to room of origin

Harm: Environment

- Reduce hectares burned
- Reduce structures destroyed
- Reduce hazardous substance incidents

Our reportable Output classes

Our services and activities

Output class 1

Fire prevention including promotion of fire safety, compliance and enforcement

Output class 2

Fire response and suppression

Output class 3

Render safe hazardous substances and provide for safety at incidents

Output class 4

Rescue as a result of transport accidents and urban search and rescue (USAR)

Output class 5

Responding to other emergencies, including medical, maritime, other rescues and natural hazard events

Our Enabling activities

Focused initiatives we do to ensure we are successful

- **Delivering for Aotearoa New Zealand**
- **Developing our people**
- **Building our business**

Our Values

- **Kia tika** We do the right thing
- **Whanaungatanga** We are better together
- **Manaakitanga** We serve and support
- **Auahatanga** We strive to improve

Our output classes and reportable outputs

Ā mātau wāhanga putanga me ngā putanga ka taea te pūrongo

This diagram shows how we have aligned our five output classes with our reportable output activities at the present time. As part of our multi-year approach to performance improvement, we will consider whether these can be made clearer in the future.

Our outcomes for New Zealand

Fewer unwanted fires	Reduced harm to people, property and the environment from fires and emergencies
We promote fire safety across New Zealand to help stop fires from occurring	We respond quickly when communities need us, to prevent and limit damage

Our medium-term impacts

Output class	Fire prevention including promotion of fire safety, compliance and enforcement	Fire response and suppression	Render safe hazardous substances and provide for safety at incidents	Rescue as a result of transport accidents and urban search and rescue (USAR)	Respond to other emergencies, including medical, maritime, other rescues and natural hazard events
Reportable outputs	1.1 Promote fire safety 1.2 Provide fire prevention services 1.3 Assist in setting fire safety standards and granting certificates or approvals 1.4 Ensure compliance with standards through monitoring and enforcement	2.1 Response to fire	3.1 Response to hazardous substances incidents	4.1 Response to transport accidents 4.2 Provide urban search and rescue (USAR) services	5.1 Assist in responding to medical emergencies 5.2 Assist in responding to other (non-medical-related) emergencies 5.3 Assist in responding to non-transport-related rescue incidents

What our output classes cover

For each output class we describe:

- what we want to achieve
- why this is important
- what we do to deliver
- our investment
- our planned programmes or initiatives.

Our output measures include:

- the rationale for intervention (why this measure is important)
- medium-term impact we want to have
- what is intended to be achieved over time (targets)
- the measurement mechanism we use.

Enabling activities

These are focused initiatives we do to ensure we are successful

Delivering for Aotearoa New Zealand | Developing our people | Building our business

Disclosure of judgements

Whakapuakanga whakatauranga

Selection of performance measures

The rationale for selection of a particular performance measure, and why we consider it important, is described within the context of the measures that we have set out in later sections of this document. Overall, our approach to measure selection is to show how our day-to-day work links to the medium-term impacts we want to have for our communities. We also wanted to show more clearly why we have chosen each measure, and how it helps make a difference.

In selecting our measures, we have specifically considered:

- the activities we undertake in each output class. We have listed these at the start of each output class section
- which of these activities we propose to undertake in the 2025/26 financial year
- why we undertake these activities, and how they help make a difference for communities
- the most appropriate way to measure the activities we will do this year, qualitatively, or quantitatively
- any context that helps describe the reach of these activities and the scale and scope of our work across New Zealand
- the best measurement mechanism to use at this time, considering that we will continue to make improvements to the way we measure our performance as part of a multi-year improvement process
- how we demonstrate fiscal prudence in undertaking our activities and functions.

We have primarily used quantitative measures to help show the actions we are taking this year to make a difference. We know that reporting on the number of times we meet a target often needs more context to enable robust performance measurement and analysis. We recognise that we still have some work to do to improve our suite of performance measures.

Our response time measures

We have a number of measures that we call "response time measures". These measure how long it takes for us to respond when we are called to an incident.

Response times are used by other fire services globally, and they can help us understand the effectiveness of the way we have allocated resources to the types and locations of incidents we are called to. Response times can help show when changing environmental conditions (such as changes to infrastructure or urban sprawl) are beginning to impact the services we provide to communities.

It is important to note that response time is one of many variables that can influence the outcome of an incident. Response time should be considered alongside other variables, for example, risk reduction activities (smoke alarms, escape planning), location of the fire, type of fuel (natural environment or structure), access by Fire and Emergency to the fire and proximity to water supplies.

Disaggregation of performance measures

We disaggregate our response time measures for responding to structure fires (output 2.1) and responding to medical emergencies (output 5.1) into two groups – career and volunteer firefighters. Response times differ depending on where the incident occurs. Our career firefighters are based at a station for the duration of their shift. Because our volunteer firefighters are not able to do this, we factor in additional time for our volunteers to reach the station and then respond. Our remote and rural communities are mostly serviced by volunteer brigades, with career brigades mostly located in main urban centres.

We disaggregate our Communication Centre dispatch timeliness measures (output 2.1) into two groups – urban and rural. The targets reflect the differing complexity in dispatching incidents in a rural or urban environment. For example it can be more difficult to determine the exact address in some rural locations.

Changes in performance measures for 2025/26

As part of our multi-year process to improve our performance reporting, we have updated some of our performance measures from 2024/25. Where a measure has been updated, we have described this update in the measure description.

Changes have been made to some existing measures and to some of the new measures added in 2024/25 to refine the measure or to reflect where we better understand where we have control of the activity within the measure.

Improvement of our performance measures will continue into the 2026/27 SPE. This ongoing improvement will reflect our new strategic direction with a focus on measures that better demonstrate our performance story and provide better transparency about the activities we undertake, the impacts and outcomes those activities will help deliver and how we are performing against them. Updates in this SPE include:

Measure 1.1.3 Percentage of survey respondents who report having an escape plan, where we have increased the target from >62% to 65%.

Measure 1.1.4 Percentage of survey respondents who report having at least one installed and working smoke alarm, where we have increased the target from 88% to 90%.

Measure 1.1.5 Percentage of home fire safety visits delivered in medium and high-risk communities, where we have increased the target from 40% to 70%.

Measure 1.1.6 Number of national campaigns undertaken to increase fire safety awareness, where we have adjusted our target for 2025/26 to reflect a decision to focus on fewer but higher impact campaigns and more closely monitor the impact and effectiveness of those campaigns.

Measure 1.3.2 Percentage of fire permits processed within five days for permits not requiring a site visit, where we have increased the target from 95% to 96%.

Measure 1.4.1 Percentage of fires during restricted fire season that required a permit (but did not have one), where we have set our target for 2025/26 at 80% after re-introducing this measure in 2024/25.

Measure 1.4.2 Percentage of permitted vegetation fires that subsequently required a fire suppression response, where we have set our target for 2025/26 to 45% after introducing this measure in 2024/25.

Measure 2.1.3 Percentage of structure fires contained within room of origin where suppression was required, where we have decreased the target from 80% to 62%. This measure was introduced in 2024/25 and we have adjusted to target to better reflect our actual performance.

Measure 3.1.1 Percentage of hazardous substances incidents arrived at by crews with specialist resources within 60 minutes, where we have increased the target from 85% to 90%.

Measure 4.1.1 Percentage of motor vehicle accidents arrived at by crews with specialist resources within 30 minutes, where we have increased the target from 90% to 92.5%.

Measure 4.2.2 Domestic Heavy or Medium USAR Deployments – 12 hours from time of authorisation to deploy to incident location, which we have amended to better reflect the way USAR deployments work.

Measure 4.2.3 International Heavy or Medium USAR Deployments – 12 hours from time of authorisation to deploy, to departure point, which we have amended to better reflect the way USAR deployments work. For international deployments, the timeframes for deployments are outside of our control and set by external parties.

Measure 5.1.1 Percentage of career crews who respond to medical emergencies within 8 minutes, now excludes orange calls to reflect changes to our MOU with Hato Hone St John, as we no longer respond with lights and sirens to orange calls (calls for incidents which are potentially serious but not immediately life threatening).

Measure 5.1.2 Percentage of volunteer crews who respond to medical emergencies within 11 minutes, now excludes orange calls to reflect changes to our MOU with Hato Hone St John, as we no longer respond with lights and sirens to orange calls.

Measure 5.2.1 Median response time to other (non-medical-related) emergencies. We have changed the target time from 30 minutes to 10 minutes to better reflect our performance.

Measure 5.3.1 Median response time to non-transport related rescue incidents. We have changed the target time from 30 minutes to 10 minutes to better reflect our performance.

We have removed one performance measure from 2025/26:

Measure 1.2.1 Ahikura Whānau-Centred Fire Education programme – participation

We removed the measure because we don't have any control over external referrals, and we want our metrics to reflect the key activities that are within our control. This is replaced by **Measure 1.2.1 The percentage of evacuation schemes currently maintained through a trial evacuation or training programme increases by 10 percent year-on-year**.

What we strive to achieve for our communities

Ngā mea e whai nei mātau mō ō tātau hapori

Our performance measures

Ā mātau whakaritenga whakatutukitanga

Our long-term outcome indicators

Long-term outcome indicators show the trends we want to have for New Zealand over time.

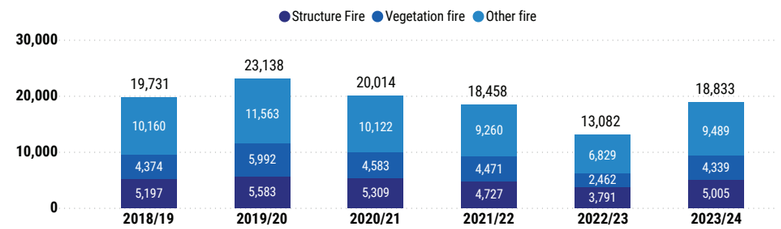
We work to achieve fewer unwanted fires and reduced harm to people, property and the environment across New Zealand. Our performance measurement framework shows how the work we do contributes to these outcomes.

These indicators are based on the data entered in our station management system by our firefighters when they attend an incident:

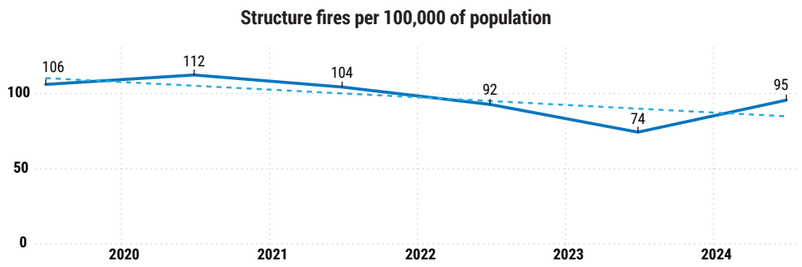
- all fire incidents
  - structure fire incidents
  - vegetation fire incidents
  - other fire incidents.
- all emergency incidents we respond to including fires, rescues, motor vehicle accidents, hazardous substance incidents, medical emergencies, and other non-medical emergencies
- all fire incident injuries
- all fire incident fatalities.

These indicators will help us monitor the extent of change we are seeing over time. We are working to identify additional data that might help us better understand the trends we are seeing and the impact of our work.

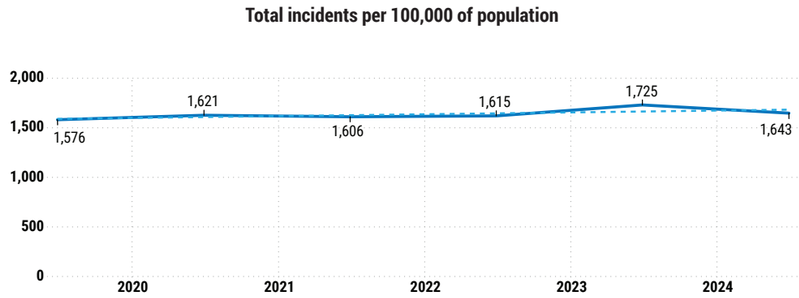
Outcome: Fewer unwanted fires

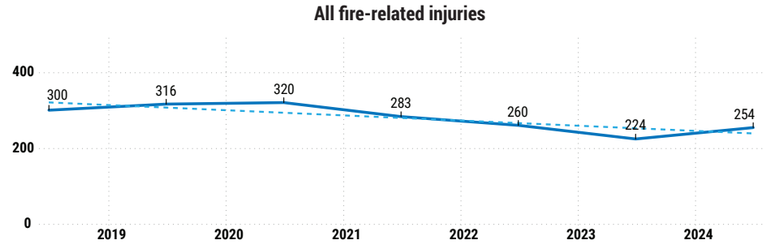
Outcome measure	Total number of fire incidents attended by type
Why this measure is important	We track the number of fires we attend and classify them by the type of fire, being structure fires (fires involving buildings), vegetation fires (forest and grass fires), and others. Tracking the total number of fire incidents attended gives us a high-level indicator of our effectiveness in achieving the long-term outcome of Fewer Unwanted Fires. As such it is an indicator that our fire safety and prevention campaigns, and our regulatory function of administering the fire restriction and permitting system are achieving their aim. While incident numbers are remaining stable, we are seeing increasingly complex wildfires. This is increasing response duration, cost of response and has a flow on effect on the capability we need to respond safely and effectively. It is expected that with climate change our country will become hotter and drier, which will create the conditions that increase both the frequency and severity of wildfire events. The "Other" category includes fires that are not structure or vegetation, under four categories.[1]
Tracking performance	**Fire incidents attended by type** 
Measurement mechanism	The measure is a count of attendances at fire incidents for the year, broken down by type: structure fires, vegetation fires and other types of fire. It is important to note that this chart does not show the scope or scale of responses. For example, the Port Hills fire and a roadside grassfire are both counted as vegetation fires despite the difference in the scale and duration of the response. The chart does not show cost of incident data. In our finance system we have a mechanism to track and report on the cost of individual "significant" incidents.
Measuring outputs and impacts	A range of output and impact measures are used to track the initiatives we undertake to reduce the number of fire incidents we need to attend. For fire safety promotion we track the number of schools offered and who take up our Get Firewise programme (1.1.1 and 1.1.2). We undertake surveys to gauge the number of households that have an escape plan (1.1.3) and at least one installed and working smoke alarm (1.1.4). We target and deliver free home safety fire visits to medium and high-risk communities (1.1.5) and deliver national fire safety campaigns (1.1.6). In undertaking our regulatory function of administering the fire restriction and permitting system we track how promptly we issue permits (1.3.1 and 1.3.2). We also track how promptly we process evacuation schemes (1.3.3). Our regulatory role also includes a compliance and enforcement function. We monitor unpermitted fires during restricted fire seasons (1.4.1) and permitted vegetation fires that needed a fire suppression response from us (1.4.2).

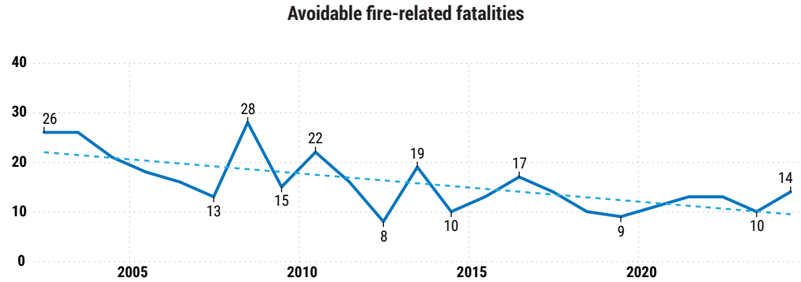
1. The four categories within the "other fire" classification are mobile property fire, hazardous substance fire, other fire, and outside rubbish bin/skip fire. The other fire category includes subcategories for bonfire and campfires, BBQ fires, gas cooking fires, outside fires with definable value, cultural fires, incendiary device fires and other fire types not captured within these subcategories.

Outcome measure	Structure fires per 100,000 of population
Why this measure is important	Tracking the number of structure fires attended per 100,000 of population normalises the data so that the effect of population growth and the associated growth in the number of residential houses are factored into the analysis of our performance. This provides insight into the effectiveness of achieving the long-term outcome of fewer unwanted fires. As such, it is an indicator that our fire safety and prevention campaigns are achieving their aim. Analysing the information in this way allows us to factor in any change in structure fire incidents that could be attributable to the increase in population.
Tracking performance	**Structure fires per 100,000 of population** 
Measurement mechanism	The measure is a count of fire incidents attended per 100,000 of population. The population number for each year is that published by Statistics NZ for June at the end of the reporting year.
Link to outputs and impacts	This measure is mainly an indicator of the effectiveness of our fire safety programme. For fire safety promotion, we track the number of schools offered and who take up our Get Firewise programme (1.1.1 and 1.1.2). We undertake surveys to gauge the number of households that have an escape plan (1.1.3) and at least one installed and working smoke alarm (1.1.4). We target and deliver free home safety fire visits in medium and high-risk communities (1.1.5) and deliver national fire safety campaigns (1.1.6).

Outcome: Reduced harm to people, property and the environment

Outcome measure	Total incidents per 100,000 of population
Why this measure is important	Tracking the number of incidents attended per 100,000 of population normalises the data so that the effect of population growth are factored into the analysis of our performance. This measure provides the context against which our performance in responding to incidents to reduce harm is compared. A decline in this measure serves as a proxy for an associated reduction in the harm to people, property and the environment caused by the range of emergency incidents we respond to. Analysing the information in this way allows us to factor in any change in the number of incidents attended that could be attributable to the increase in population.
Tracking performance	**Total incidents per 100,000 of population** 
Measurement mechanism	The measure is a count of total incidents attended per 100,000 of population. The population number for each year is that published by Statistics NZ for June at the end of the reporting year.
Link to outputs and impacts	A range of output and impact measures are used to track our response to emergency incidents. For response to structure fires, we measure the time it takes career crews (2.1.1) and volunteer crews (2.1.2) to respond to these incidents. The effectiveness of our response is gauged by measuring the percentage of these fires contained to the room of origin (2.1.3). For vegetation fires, we measure our response time of our crews to arrive onsite anywhere in NZ (2.1.4). We also measure the effectiveness of our communication centre to dispatch crews to incidents in both urban (2.1.5) and rural (2.1.6) environments. For non-fire incidents we track the time to arrive at hazardous substance incidents (3.1.1), motor vehicle accidents (4.1.1), medical emergencies by career crews (5.1.1) and volunteer crews (5.1.2), and the median response time to other non-medical emergencies (5.2.1) and non-transport related rescues (5.3.1).

Outcome measure	All fire-related injuries
Why this measure is important	We collect data on injuries to the public that occur during fire incidents. These injuries relate only to incidents that we attend. Measuring fire-related injuries is an outcome measure of our effectiveness in reducing the harm to people caused by fire. We work closely with our emergency service partners, Hato Hone St John and Wellington Free Ambulance to ensure that members of the public injured by fire receive appropriate treatment, whether that be treating the injured person at the scene or requesting an ambulance to provide medical care. We cannot directly control or influence the occurrence of all fire-related injuries, but we know that many of the activities we undertake, including prevention, education, and response, can reduce the likelihood of harmful outcomes.
Tracking performance	
Measurement mechanism	The measure is a count of the number of people injured during fire incidents we have attended.
Link to outputs and impacts	A prompt response to fire incidents can have an impact on limiting or preventing injury caused. We have a range of output and impact measures to track our response to fire incidents. For response to structure fires, we measure the time it takes career crews (2.1.1) and volunteer crews (2.1.2) to respond to these incidents. For vegetation fires, we measure our response time of our crews to arrive onsite anywhere in NZ (2.1.4). We also measure the effectiveness of our communication centre to dispatch crews to incidents in both urban (2.1.5) and rural (2.1.6) environments.

Outcome measure	Avoidable fire-related fatalities
Why this measure is important	We collect data on fatalities that occur due to structure fires. We cannot directly control or influence the occurrence of all fire-related fatalities but we know that many of the activities we undertake (including prevention, education and response) can reduce the likelihood of harmful outcomes. Tracking the occurrence of fatalities that we record in our systems helps us to monitor trends. Measuring fire-related fatalities is an outcome measure of our effectiveness in reducing the harm to people caused by fire. Every life claimed by fire is a profound tragedy. When an avoidable fatality occurs at a fire incident, it is referred to the coroner. Our data may change as a result of coronial findings. Welfare support is offered to our attending firefighters. There has been a positive downward trend in avoidable structure fire fatalities since 2000/01.
Tracking performance	
Measurement mechanism	The measure is a count of the number of avoidable fatalities resulting from the structure fire incidents we have attended.
Link to outputs and impacts	A prompt response to structure fire incidents can have an impact on preventing the fatalities caused. We have a number of output and impact measures to track our response. For response to structure fires, we measure the time it takes career crews (2.1.1) and volunteer crews (2.1.2) to respond to these incidents. We also measure the effectiveness of our communication centre to dispatch crews to incidents in both urban (2.1.5) and rural (2.1.6) environments.

Our medium-term impact indicators

Impacts are the effect we want to have for communities across New Zealand.

Impacts show the difference we are making, through the outputs we deliver. To make the long-term changes we are seeking, we have identified the impacts we want to have over the medium-term.

We will further refine the impacts we want to have and improve our impact indicators as part of our multi-year approach to performance improvement.

Fewer unwanted fires

	Our role
Reduce structure fires	We have a statutory role to reduce the risk of fire (structure fires, wildfires and other fires). Reducing unwanted fires helps protect lives, property and the environment. In carrying out our statutory role, we promote fire-safe building standards, inspect buildings to ensure compliance, and learn from investigating the causes of fire.
Reduce wildfires	We promote actions that reduce the risk and causes of wildfire. We provide training, guidance, fire risk information and tools and resources, and have fire plans in place for all local areas.
Reduce other fires	Our education, awareness and fire safety programmes, training, guidance, tools, and resources help us support local communities to reduce risk.
Increase compliance	We set standards for fire safety, ensure certain types of buildings incorporate appropriate means of escape from fire at the building consent stage, monitor and enforce fire restrictions and evacuation schemes, and issue fire permits. We take compliance action when these standards are not met.
Increase awareness	Lifting awareness is the first step to changing behaviour. We measure awareness by asking (surveying) people, and monitoring usage of our online tools and resources, such as fire danger, weather information and escape planning tools.
Increase actions to reduce risk	Actions taken by communities to reduce risk and help prevent fires. These include all homes having working smoke alarms, people having escape plans for their homes, and promoting fire-safe behaviour at home and when outdoors.

Reduced harm to people, property and the environment from fires and emergencies

Reduce fire incident injury	When fires occur, our focus is to prevent and limit harm (injury) to people. Through education campaigns, we encourage escape planning, such as "get out, stay out" and when an incident happens we respond in a timely manner, with a focus on the safety of our firefighters and the public.
Reduce avoidable fatalities	Our awareness campaigns educate that a fire is un-survivable within three minutes. To reduce avoidable fire fatalities, we encourage risk reduction behaviours and escape planning, and we respond to fires in a timely manner when we are called upon.
Reduce cost % of GDP/$	Our legislation requires us to prevent and limit damage to property and therefore reduce social and financial harm to the economy. Fewer avoidable fires and reduced harm and damage from fires reduces costs over time. This may be the cost of rebuilds, medical costs, management of biodiversity loss, loss of profit from impacted businesses or communities and reduced cost of absorbing loss (insurance).
Increase fire contained to room of origin	This impact is a proxy for the scale of fire and helps show how we were able to control a fire. Note this impact alone does have limitations and may be influenced by factors outside of our control.
Reduce hectares burned	Fighting wildfires is complex and dependent on factors outside of our control, however, this impact acts as a proxy for severity and how difficult the fire was to bring under control. Reducing hectares burned is a proxy for our activities in preventing wildfires and responding effectively, though this measure alone does have limitations.
Reduce structures destroyed	This impact is a proxy for the scale of fire and helps show how we were able to control a fire. Note this impact alone does have limitations and may be influenced by factors outside of our control.
Reduce hazardous substances impacts	This impact is a proxy for preventing and limiting damage to land and the environment, and we do this through response, as well as promoting the safe handling, labelling, signage, storage, and transportation of hazardous substances.

Our reportable output classes

Our outputs are the core services we deliver for New Zealand. Our people work with communities across New Zealand every day to deliver these core services to reduce the risk of fire, and protect and preserve lives, property and the environment.

Our reportable output classes:

Output class 1
Fire prevention, including promotion of fire safety, compliance and enforcement

Output class 2
Fire response and suppression

Output class 3
Render safe hazardous substances and provide for safety at incidents

Output class 4
Rescue as a result of transport accidents and urban search and rescue (USAR)

Output class 5
Respond to other emergencies, including medical, maritime, other rescues and natural hazard events

Each of these five reportable output classes links to our long-term outcomes and the impact we want to have on communities over the medium term.

For each reportable output class, we describe the work we will do over the coming year, why this work is important, how it benefits communities over the longer term, and how we will measure our performance.

Outcome: Fewer unwanted fires

Putanga: Kia iti noa ngā ahi ohorere

We promote fire safety across New Zealand to help stop fires from occurring

Output class 1

Fire prevention including promotion of fire safety, compliance and enforcement

Our legislative responsibility is to promote fire safety and provide fire prevention, response, and suppression services.

The Act furnishes us with powers to carry out our functions as a regulator and when we are called to respond in communities across New Zealand.

We have authority to issue fire plans, powers to declare fire seasons, prohibit fires in the open air, restrict activities that could cause fires and can require and grant or revoke permits for lighting fires.

We have inspection and enforcement powers, and the ability to require and approve various mechanisms, such as evacuation schemes or input into building standards, to keep buildings and people safe in the event of a fire. We have the ability to take prosecution action, or issue infringement action, for non-compliance.

Under our Act and Regulations, we administer the collection of levies to fund the services we provide. We can collect penalties for non-compliance with levy regulations.

What we want to achieve

We want to reduce unwanted fires. Preventing fires before they happen benefits communities and New Zealand by reducing harm to people, property, and the environment.

Why this is important

When we support 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, we help keep communities safe.

Reducing harm reduces the overall cost to our communities. The cost of treatment or lost time due to injury reduces if fewer people are harmed by fire. Costs of managing and rebuilding damaged property will reduce, as will costs of mitigating any environmental impacts of fire such as biodiversity and habitat loss.

What we do to deliver this output

To achieve fewer unwanted fires, we take actions to:

1.1 Promote fire safety

1.2 Provide fire prevention services

1.3 Assist in setting fire safety standards and granting certificates or approvals

1.4 Ensure compliance with standards through monitoring and enforcement

Our investment in fire safety, fire prevention, compliance and enforcement

	Forecast levy receipts $000	Forecast other revenue $000	Forecast total expenditure $000	Net surplus/ (deficit) $000
Output class reporting				
1. Fire prevention including promotion of fire safety, compliance and enforcement	**90,372**	**5,973**	**92,953**	**3,392**
1.1 Promote fire safety	30,761	1,751	31,640	872
1.2 Provide fire prevention services	3,708	211	3,813	106
1.3 Assist in setting fire safety standards and granting certificates or approvals	50,360	3,696	51,799	2,257
1.4 Ensure compliance with standards through monitoring and enforcement	5,543	315	5,701	157

Planned programmes or initiatives

We promote fire safety by delivering:

- fire awareness programmes
- positive behaviour change and awareness public information and education campaigns
- tools and resources tailored to specific groups or communities
- advice on policies, and setting standards and regulations
- certificates and approvals
- monitoring and enforcing of fire safety standards
- training, guidance, and support to our people to carry out the above.

These activities aim to change people's behaviour by increasing their awareness of the risk of fire and encouraging actions to reduce risk.

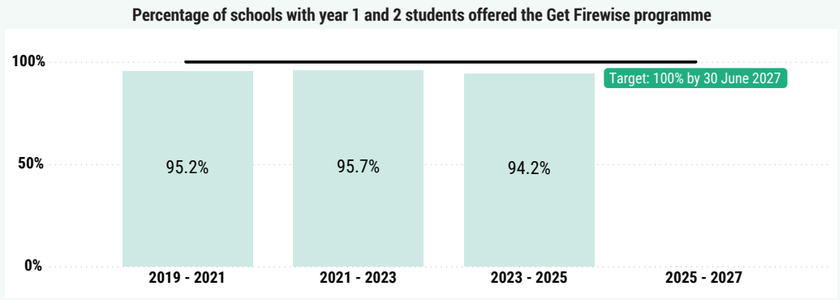
1.1 Promote fire safety

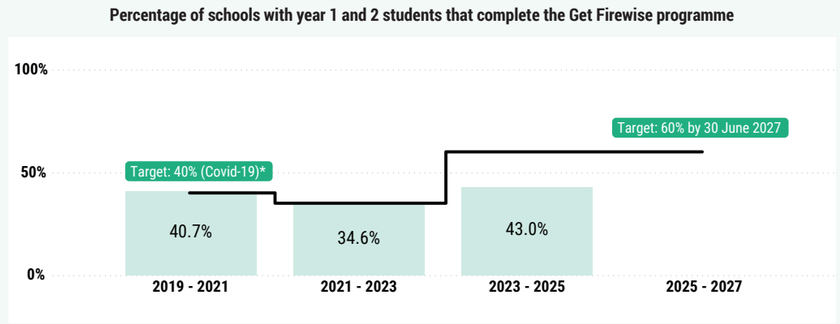
To promote fire safety, this financial year, we will deliver:

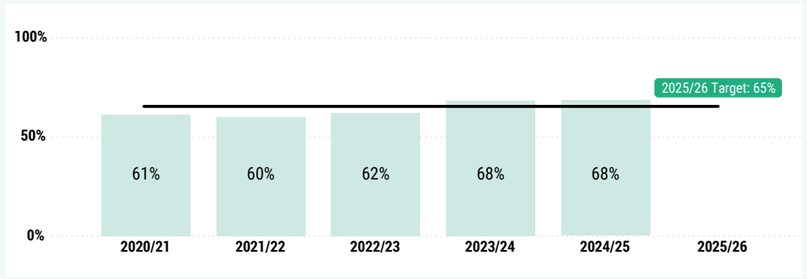
- **Get Firewise** a curriculum-based education resource for schools
- **Get Out! Stay Out!** an early childhood education fire safety programme
- **a survey to the public** to understand changes in behaviour
- **home safety fire visits** to help households understand fire risks and what to do in the event of a fire
- **public information and education campaigns** aimed at reducing the risk of fire.

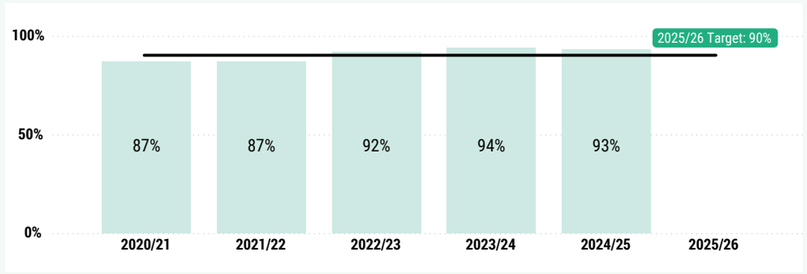
We will use our community engagement framework to support delivery of these activities.

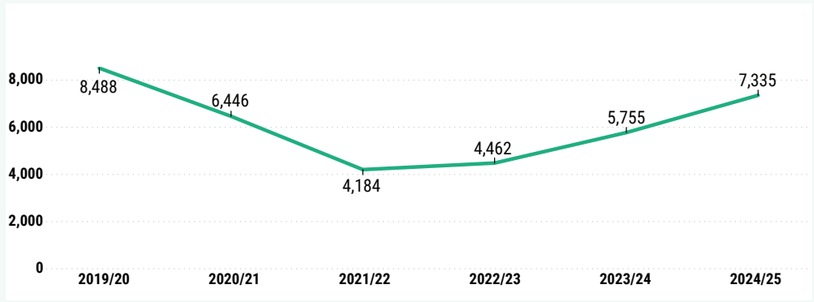
How we will measure our performance

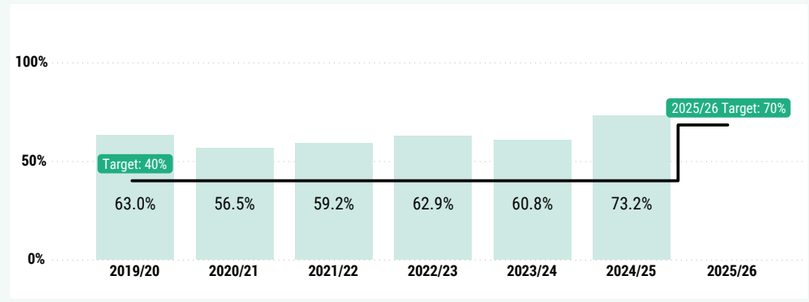
Measure 1.1.1	Percentage of schools with year 1 and 2 students offered the Get Firewise programme
Why this measure is important	This measure helps us show how we are promoting fire safety messaging to every school in New Zealand that has year 1 and 2 students. We have made a judgement that this is a good measure to use because by ensuring all schools across New Zealand are approached and encouraged to run the programme, we take the opportunity to promote fire-safe behaviour to students at an early age. This output contributes to the medium-term impacts of increasing awareness and actions to reduce risks.
Contributes to medium-term impacts	**Increase awareness** **Increase actions to reduce risk**
Tracking performance	 The data for the 2024/25 performance cycle is YTD as at 31 March 2025. This measure operates on a two-year performance cycle with the 2025/26 FY current cycle covering the two-year period from 1 July 2025 — 30 June 2027. The two-year cycle provides time for all schools to be offered, and to complete, the programme.
Measurement mechanism	This is a cumulative delivery measure that covers a two-year period from 1 July 2025 to 30 June 2027. Over the two-year period, the target is for all schools to be offered the programme and for at least 60% of all schools to complete it (measure 1.1.2). Schools are offered the programme by a variety of means, including via phone, email, and school visits. Every school that is offered the programme is recorded in our station management systems. The way the programme is offered can impact the uptake.

Measure 1.1.2	Percentage of schools with year 1 and 2 students that complete the Get Firewise programme
Why this measure is important	This measure helps us understand the uptake of our Get Firewise programme offered to every school in New Zealand with year 1 and 2 students. We have made a judgement that this is a good measure to use because it shows that our fire safety messaging is reaching a large number of young children, that we are promoting fire safety to this age group every year, nationally, in a consistent manner. This output contributes to the medium-term impacts of increasing awareness and actions to reduce risks.
Contributes to medium-term impacts	**Increase awareness** **Increase actions to reduce risk**
Tracking performance	 *Targets adjusted due to the effects of COVID-19 and Industrial Action. The data for the 2024/25 performance cycle is YTD as at 31 March 2025.
Measurement mechanism	This measure should be read in conjunction with 1.1.1 as both are cumulative delivery measures that cover a two-year period from 1 July 2025 to 30 June 2027. Over the two-year period, the target is for all schools to be offered the programme (measure 1.1.1) and for 60% of all schools to complete the programme. Uptake is often dependent on the way the programme is offered and other demands in the school curriculum. This is measured as the count of schools completing the Get Firewise programme as a proportion of the total number of schools with year 1 and 2 students.

Measure 1.1.3	Percentage of survey respondents who report having an escape plan
Why this measure is important	This measure helps us understand how many homes in New Zealand have a fire escape plan. This measure has been chosen because it signals the actions people are taking to reduce the risk of fire incident injury. We enable these actions to be taken by promoting escape plans, providing online tools and resources to complete an escape plan and undertaking surveys to understand the uptake of escape plans. We have made a judgement that this is a good measure to use at this time because having an escape plan and regularly practising it, raises fire safety awareness in households in New Zealand and promotes action which can reduce risk to life, in the event of a fire breaking out in the home. We acknowledge that this is an impact measure, however we are using this measure as a proxy for an output measure for this output class while we undertake a multi-year performance measurement improvement process. This output contributes to the medium-term impacts of increasing compliance, awareness and actions to reduce risks.
Contributes to medium-term impacts	**Increase compliance** **Increase awareness** **Increase actions to reduce risk**
Tracking performance	**Percentage of survey respondents with an escape plan**  The data for the 2024/25 performance cycle is YTD as at 31 March 2025.
Measurement mechanism	Our Fire Knowledge and Communications Effectiveness Tracker is undertaken by an external provider, which surveys households chosen at random to ensure the population of New Zealand is reflected in the sample group. For this measure the survey asks, 'Do you have an escape plan for your household if a fire occurs?' This measure counts the number of survey respondents who report having a household escape plan as a proportion of all survey respondents. We have increased the target for 2025/26 from >62% to 65%.

Measure 1.1.4	Percentage of survey respondents who report having at least one installed and working smoke alarm
Why this measure is important	This measure helps us understand how many homes in New Zealand report having at least one installed and working smoke alarm. We have made a judgement that this is a good measure to use at this time because having at least one installed working smoke alarm in the home demonstrates that households in New Zealand are taking action to improve fire safety and will be alerted early should a fire break out. It is also good practice to have smoke alarms in every bedroom, hallway and living area. This measure has been chosen because it indicates whether people are receiving our fire safety messaging and translating it into practical actions that are proven to improve safety. We support people to install working smoke alarms by providing information online about smoke alarms, conducting home fire safety visits, installing smoke alarms, and undertaking surveys to measure uptake. We acknowledge that this is an impact measure, however we are using this measure as a proxy for an output measure for this output class, while we undertake a multi-year performance measurement improvement process. This output contributes to the medium-term impacts of increasing compliance, awareness and actions to reduce risks.
Contributes to medium-term impacts	**Increase compliance** **Increase awareness** **Increase actions to reduce risk**
Tracking performance	**Percentage of survey respondents with at least one installed and working smoke alarm**  The data for the 2024/25 performance cycle is YTD as at 31 March 2025.
Measurement mechanism	Our Fire Knowledge and Communications Effectiveness Tracker is undertaken by an external provider which surveys households chosen at random to ensure the population of New Zealand is reflected in the sample group. For this measure the survey asks 'Do you have at least one smoke alarm installed in your house? If yes, are your smoke alarms working?' This measure counts the number of survey respondents who report having at least one installed and working smoke alarm as a proportion of all survey respondents. We have increased the target for 2025/26 from 88% to 90%.

Measure 1.1.5	Percentage of home fire safety visits delivered in 'medium and high-risk communities' (changed measure)
Operational context	Every year between 15,000 and 16,000 free home fire safety visits (HFSVs) are undertaken. At these visits we check smoke alarms, provide advice on their installation and maintenance, install any smoke alarms people have purchased, discuss escape planning and fire safety actions that can be taken. We have made a judgement that this is a good measure to use at this time because these free visits help people take action which can reduce the risk of unwanted fires and prevent injury or loss of life if a fire broke out in their home. **Number of home fire safety visits delivered in 'medium and high-risk communities'**  The data for the 2024/25 performance cycle is YTD as at 31 March 2025.
Why this measure is important	HFSVs are used globally as a proven way to reduce fire injuries and deaths. Those most at risk in our communities are also more likely to suffer harm or damage from fires and are therefore most likely to benefit from HFSVs. We prioritise delivering HFSVs in communities that are at medium or high-risk. Risk may be determined by factors such as population density, quality, nature, and type of housing stock, remote or rural homes, and demographics such as elderly or very young residents. Installing smoke alarms during these visits and providing escape plan information helps provide early warning if a fire happens, so people can get out in time, and stay out. Knowing to take these actions when a fire happens helps reduce death or injury. This output contributes to the medium-term impacts of increasing compliance, awareness and actions to reduce risks.
Contributes to medium-term impacts	**Increase compliance** **Increase awareness** **Increase actions to reduce risk**

Measure 1.1.5	Percentage of home fire safety visits delivered in 'medium and high-risk communities' (changed measure)
Tracking performance	**Percentage of Home Fire Safety Visits delivered in 'medium and high-risk communities'**  The data for the 2024/25 performance cycle is YTD as at 31 March 2025.
Measurement mechanism	In 2024/25 we started using the At-Risk index to assess risk levels. This index identifies communities based on their demographic profile but does not consider the number of structure fires that have historically occurred in the area. This helps avoid the bias against rural and isolated communities, provides a more accurate representation of community risk, and acknowledges the important fire safety work undertaken in rural and isolated communities. We have increased the target from 40% to 70% as the new index reflects a larger number of medium and high-risk communities.

Measure 1.1.6	Number of national campaigns undertaken to increase fire safety awareness (updated)
Why this measure is important	This measure helps us ensure we are undertaking our main function of promoting fire safety. We have made a judgement that this is a good measure to use at this time because undertaking national media campaigns is an effective method for getting our fire safety message to as many people as possible and seeks to promote positive behaviour change. This output contributes to the medium-term impacts of increasing compliance, awareness and actions to reduce risks.
Contributes to medium-term impacts	**Increase compliance** **Increase awareness** **Increase actions to reduce risk**
Tracking performance	We introduced this measure in 2024/25 with a target of two national campaigns. This year, we have adjusted our target to focus on one higher impact campaign and to monitor the impact and effectiveness of our campaigns more closely.
Measurement mechanism	A national media campaign is one that is directed nationally and through a range of channels. This is measured as evidence of delivery of one national campaign promoting fire safety within the reporting year. We will monitor and report on the effectiveness of the campaign in our Annual Report.

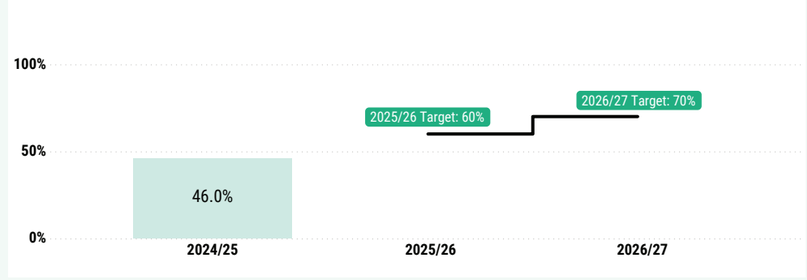
Measure 1.1.7	Maintain an organisational relationship satisfaction rate with stakeholders
Why this measure is important	We work closely with other agencies to respond to fires and emergencies when they happen in communities. We regularly work alongside local councils, territorial authorities, the Department of Conservation, Hato Hone St John, the National Emergency Management Agency, and the New Zealand Police. We strive to maintain strong relationships with these key stakeholders, to promote a positive working relationship. This measure helps us understand how our external stakeholders perceive us and the services we provide. We have made a judgement that this is a good measure to use at this time because maintaining strong partnerships with stakeholders and our emergency services partners is essential to deliver our services, particularly those that involve a coordinated approach by multiple entities. We acknowledge that this measure spans both impact and outcome levels. However, we are using this measure as a proxy for an output measure for this output class, while we undertake a multi-year performance measurement improvement process. This output contributes to the medium-term impact of reducing economic harm.
Contributes to medium-term impacts	**Reduce cost % of GDP/$**
Tracking performance	 The data for the 2024/25 performance cycle is YTD as at 31 March 2025.
Measurement mechanism	The results for this measure are determined by an annual survey undertaken by an external provider. Stakeholders are asked: How satisfied or dissatisfied are you with the current relationship your organisation has with Fire and Emergency New Zealand? They are presented with a five-point scale, running from very dissatisfied, dissatisfied, neither satisfied nor dissatisfied, satisfied and very satisfied. This measure calculates the percentage who state satisfied and very satisfied. We have increased the target for 2025/26 from 60% to 70%.

1.2 Provide fire prevention services

We provide a range of technical fire prevention services and activities that are designed to help people take action to stop fires from occurring and contribute to limiting the damage if fires do occur. These services include, but are not limited to:

- ensuring compliance with standards through monitoring and enforcement
- providing fire engineering and technical fire safety advice on building design to government, industry and councils and advising other regulatory agencies about fire safety compliance.
- approving fire alarm panels and hose run distance and providing firefighting facility checklists
- providing operational firefighting feedback including review, input, advice and comment on building design and firefighting systems
- providing advice on Firefighting Water Supplies and Code of Practice Water Supply advice
- completion of Site Reports and reviewing Emergency Response Plans
- agreement for Pyrotechnic Displays (indoors and outdoors).

How we will measure our performance

Measure 1.2.1	**The percentage of evacuation schemes currently maintained through a trial evacuation or training programme increases by 10 percent year-on-year (to reach 100% in 5 years). (New measure)**
Why this measure is important	This measure helps us understand how many buildings that are required under the Act to have an evacuation scheme are maintaining the currency of their scheme by undertaking either a required six-monthly trial evacuation or an evacuation training programme. We have made a judgement that this is a good measure to use at this time as it will assist us to increase the level of compliance with the Act as it relates to building evacuation schemes. We currently have 43,035 evacuation schemes recorded in our system of which 19,782 (46%) are currently compliant. Building owners/managers are required to notify us when they have undertaken a trial evacuation of their building, or an evacuation training programme. This measure has been chosen because it puts in place targets over the next five years to lift the level of compliance from the current 46% of schemes being compliant towards 100% compliance. This output contributes to the medium-term impacts of increasing compliance and actions to reduce risks.
Contributes to medium-term impacts	**Increase compliance** **Increase actions to reduce risk**
Tracking performance	**The percentage of evacuation schemes currently maintained through a trial evacuation or training programme increases by 10 percent year-on-year** 
Measurement mechanism	This measure counts the percentage of evacuation schemes recorded in our system that have either undertaken the required six-monthly trial evacuation or an evacuation training programme as a proportion of all evacuation schemes.

1.3 Assist in setting fire safety standards and granting certificates or approvals

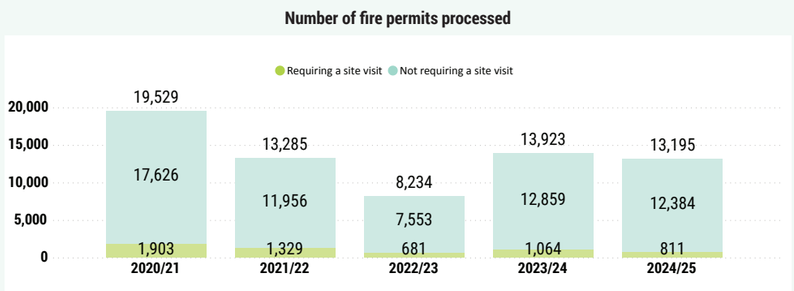
We provide professional advice and input to the development of codes and regulations associated with fire protection and safety. We have various responsibilities to set and uphold standards, such as:

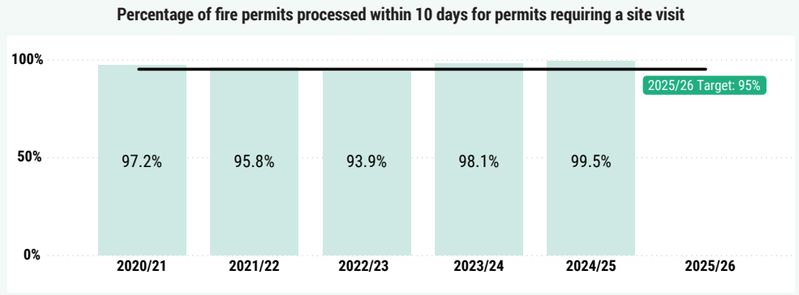
- preparing and issuing local area fire plans
- prohibiting fires in the open air
- granting fire permits
- declaring prohibited or restricted fire seasons
- providing hazard notification and removal.

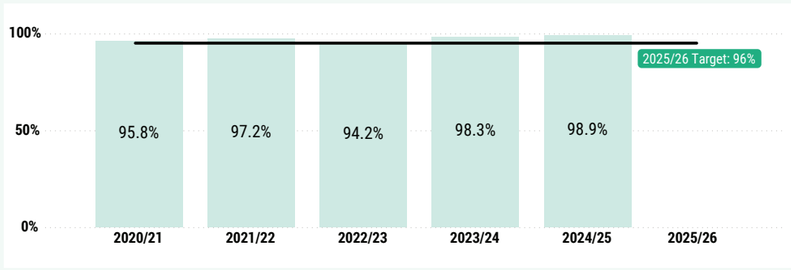
We provide fire engineering and technical fire safety advice on building design to government, industries, and councils. This includes:

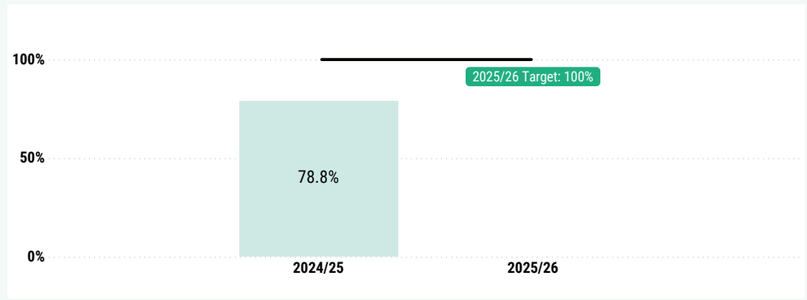
- advising building consent applications covering the means of escape from fire and our needs regarding entering buildings to undertake firefighting for certain types of buildings
- approving and monitoring fire evacuation schemes
- advising other regulatory agencies about fire safety compliance.

How we will measure our performance

Measure 1.3.1	Percentage of fire permits processed within 10 days for permits requiring a site visit
Operational Context	We administer a fire permitting system under section 190 of the Fire and Emergency New Zealand Act 2017 and the Fire and Emergency New Zealand (Fire Permits) Regulations 2017. Every year we process between 10,000 and 20,000 permits. The fire permitting system allows us to control the lighting of fires in open areas and gives us powers to ensure these fires are conducted safely and are not started during a restricted or prohibited fire season.  The data for the 2024/25 performance cycle is YTD as at 31 March 2025.
Why this measure is important	This measure helps us understand how well we administer the fire permitting system to agreed timeframes. Approximately 40% of wildfires are caused by land clearing or recreational fires, with a high proportion of these fires lit without a fire permit during a restricted or prohibited fire season. We have made a judgement that this is a good measure to use at this time because by approving fire permits in a timely manner, we build confidence in the administration of the system and are likely to have fewer high-risk fires lit without a permit. Having an efficient and customer-focused permitting system delivered in a timely manner ensures the public has confidence in the system. This output contributes to the medium-term impacts of increasing compliance, awareness and actions to reduce risks.

Measure 1.3.1	Percentage of fire permits processed within 10 days for permits requiring a site visit
Contributes to medium-term impacts	**Increase compliance** **Increase awareness** **Increase actions to reduce risk**
Tracking performance	The previous performance measure tracked fire permit processing for all permit applications. As the target processing time for permit applications varies depending on whether a site visit is required, we have split the measure into two parts (1.3.1 and 1.3.2) to recognise the relative complexities involved.  The data for the 2024/25 performance cycle is YTD as at 31 March 2025.
Measurement mechanism	This measure covers the fire permit processing time from the time of application until the permit is issued, declined, or deemed not requiring a permit for applications that require a site visit. The 95% target was set to account for situations where additional information is needed to process permits, or when a meeting to inspect the premises must be scheduled, and we are waiting for a response from the applicant. A fire permit application is considered to be processed when the application has a completed date. By this point an applicant would have been notified of an outcome. All outcomes of a fire permit application must be included: - Approved (includes partially approved). - Refused. - Not required. This measure is the count of fire permits processed within 10 days as a proportion of all permits processed for permits requiring a site visit.

Measure 1.3.2	Percentage of fire permits processed within five days for permits not requiring a site visit
Operational Context	See measure 1.3.1
Why this measure is important	This measure helps us understand our performance in delivering the fire permitting system to agreed timeframes. Approximately 40% of wildfires are caused by land clearing or recreational fires, with a high proportion of these fires lit without a fire permit during a restricted or prohibited fire season. We have made a judgement that this is a good measure to use at this time because by approving fire permits in a timely manner, we build confidence in the administration of the system and are likely to have fewer high-risk fires lit without a permit. Having an efficient and customer-focused permitting system delivered in a timely manner ensures the public has confidence in the system. This output contributes to the medium-term impacts of increasing compliance, awareness and actions to reduce risks.
Contributes to medium-term impacts	**Increase compliance** **Increase awareness** **Increase actions to reduce risk**
Tracking performance	The previous performance measure tracked fire permit processing for all permit applications. As the target processing time for permit applications varies depending on whether a site visit is required, we have split the measure into two parts (1.3.1 and 1.3.2) to recognise the relative complexities involved. **Percentage of fire permits processed within five days for permits not requiring a site visit**  The data for the 2024/25 performance cycle is YTD as at 31 March 2025.
Measurement mechanism	This measure covers the fire permit processing time from the time of application until the permit is issued, declined, or deemed not requiring a permit. This measure is for applications that do not require a site visit as part of the permitting process for electronic and paper permits issued by Fire and Emergency. A fire permit application is considered to be processed when the application has a completed date. By this point an applicant would have been notified of an outcome. All outcomes of a fire permit application must be included: • Approved (includes partially approved). • Refused. • Not required. This measure is the count of fire permits processed within 5 days as a proportion of all permits processed for permits not requiring a site visit. We have increased the target for 2025/26 from 95% to 96%.

Measure 1.3.3	Percentage of evacuation schemes processed within statutory timeframes
Operational Context	We administer an approval process under Part 2 of the Fire and Emergency New Zealand (Fire Safety, Evacuation Procedures, and Evacuation Schemes) Regulations 2018 to ensure relevant buildings have evacuation schemes that provide for the safe evacuation of people during a fire.
Why this measure is important	This measure helps us understand our performance in delivering the evacuation scheme application process to agreed timeframes. While it is a regulatory requirement that owners of relevant buildings must provide and maintain an evacuation scheme, having an efficient and customer-focused system for reviewing and approving evacuation schemes in a timely manner ensures the public has confidence in the system. We have made a judgement that this is a good measure to use at this time as this measure helps us understand our effectiveness in administering the fire safety, evacuation procedures and evacuation schemes regulations. This output contributes to the medium-term impacts of increasing compliance, awareness and actions to reduce risks.
Contributes to medium-term impacts	**Increase compliance** **Increase awareness** **Increase actions to reduce risk**
Tracking performance	Over the next 12 months we will work towards a target of 100% of evacuation schemes processed within the required statutory timeframes.  The data for the 2024/25 performance cycle is YTD as at 31 March 2025.
Measurement mechanism	This measure was updated last year. This measure counts the number of building evacuation scheme applications processed within the statutory timeframes set out in Part 2 of the Fire and Emergency New Zealand (Fire Safety, Evacuation Procedures, and Evacuation Schemes) Regulations 2018 as a proportion of all building evacuation scheme applications received.

1.4 Ensure compliance with standards through monitoring and enforcement

We have a compliance and enforcement role in standard-setting, with offence provisions in cases of non-compliance.

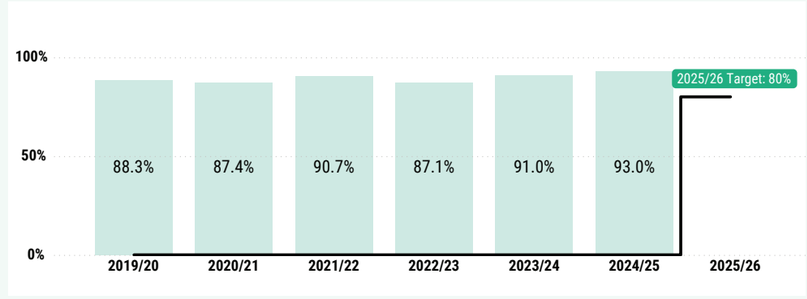
Examples of non-compliance include:

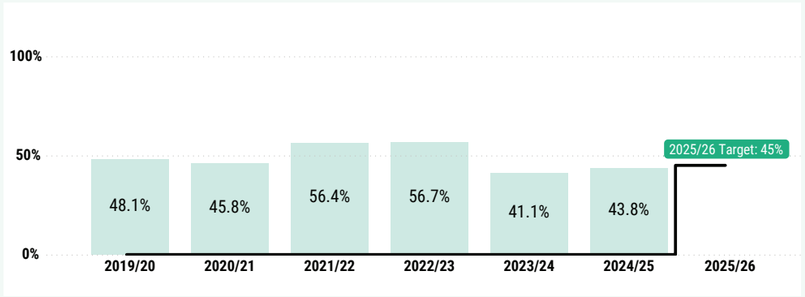
- lighting a fire in the open air when prohibited or restricted
- failure to provide a fire permit
- failure to provide or maintain an evacuation scheme for a relevant building.

As a regulator, we use our compliance powers where:

- education fails
- an individual or organisation continues operating outside of the law, putting others at risk
- the offending is serious.

How we will measure our performance

Measure 1.4.1	Percentage of fires during restricted fire season that required a permit (but did not have one)
Why this measure is important	Open fires lit without a permit during a restricted fire season cause up to 20% of all wildfires. Wildfires are vegetation fires that become out of control. Some fires lit during a restricted season do not need a fire permit if Fire and Emergency does not consider them to be fires in open air, such as gas operated barbeques, braziers, wood-fired pizza ovens, outdoor fireplaces and cultural cooking fires. All other types of fires require a permit in a restricted fire season. We have made a judgement that this is a good measure to use at this time as this measure helps us understand the effectiveness of actions we take to mitigate fire danger. These include public notifications, national publicity campaigns, education, permit systems and enforcement provisions of the Fire and Emergency (Offences) Regulations 2018 during declared restricted fire seasons. We acknowledge that this measure spans both impact and outcome as the impacts we are seeking are awareness and actions taken by the public towards the outcomes of increased compliance and reduced risk of wildfires. We are using this measure as a proxy for an output measure for this output class, while we undertake a multi-year performance measurement improvement process. This output contributes to the medium-term impacts of increasing compliance, awareness and actions to reduce risks.
Contributes to medium-term impacts	**Increase compliance** **Increase awareness** **Increase actions to reduce risk**
Tracking performance	**Percentage of fires during restricted fire season that required a permit (but did not have one)**  The data for the 2024/25 performance cycle is YTD as at 31 March 2025.
Measurement mechanism	We have set our target for 2025/26 at 80%. The measure is the number of vegetation fire incidents during a restricted fire season where the fire required a permit issued under section 190 of the Fire and Emergency New Zealand Act 2017 but did not have one as a proportion of all vegetation fires within a restricted fire season. This measure covers only fires recorded as incidents during a restricted fire season. Authorised fire types defined by our policies, false alarms, territorial authority smoke as a nuisance or clean air fires will not be included as incidents within this measure.

Measure 1.4.2	Percentage of permitted vegetation fires that subsequently required a fire suppression response
Why this measure is important	This measure helps us understand the effectiveness of our fire permitting practices by identifying those vegetation fires we permitted during restricted fire seasons that subsequently escalated to become a wildfire and required a fire suppression response. During prohibited fire seasons, when fire danger conditions are extremely risky, we will only grant permits that are necessary to prevent, reduce or overcome any hazard to life or because of any other serious emergency. Permits may also be granted if the weather or other conditions temporarily reduce the fire risk, making it safe to light a fire. We have made a judgement that this is a good measure to use at this time because it is a starting point for us to understand the effectiveness of our system. Permitted fires that get out of control may be because of non-compliance with the permit (in which case we may have the option to take subsequent prosecution action), or environmental factors, or because the permit conditions were unsuitable. Understanding factors that cause permitted fires to get out of control helps us understand how well our fire management systems are working. We acknowledge that this is an impact measure, however we are using this measure as a proxy for an output measure for this output class while we undertake a multi-year performance measurement improvement process. This output contributes to the medium-term impacts of increasing compliance, awareness and actions to reduce risks.
Contributes to medium-term impacts	**Increase compliance** **Increase awareness** **Increase actions to reduce risk**
Tracking performance	**Percentage of permitted vegetation fires that subsequently required a fire suppression response**  The data for the 2024/25 performance cycle is YTD as at 31 March 2025.
Measurement mechanism	After introducing this measure in 2024/25, we have set our target for 2025/26 to 45%. The measure is a count of attendances at vegetation fire incidents during a restricted fire season where a permit was issued under section 190 of the Fire and Emergency New Zealand Act 2017 but the fire subsequently got out of control requiring us to attend, as a proportion of all permitted fires during a restricted fire season. The measure covers only fires recorded as incidents during a restricted fire season. Authorised fire types defined by our policies, false alarms, territorial authority smoke as a nuisance or clean air fires will not be included as incidents within this measure.

Outcome: Reduced harm to people, property and the environment from fires and emergencies

Putanga: Kia iti te whara o te tangata, ngā rawa me te taiao mai i ngā ahi me ngā ohotata

We respond quickly when communities need us, to prevent and limit damage

Output class 2

Fire response and suppression

One of our main functions under the Act is to provide fire response and suppression services.

When a fire alarm is raised or a fire is reported, we respond with skilled personnel and specialist equipment to extinguish or prevent the spread of the fire. The actions we take to provide fire response and suppression services save lives, limit injury and reduce damage to property and the environment.

As the only national response agency for fire, we have authority when attending fires to take control of the scene and direct our own personnel and other brigades and persons as needed. We have powers to take all practical means of suppressing the fire including entering land and buildings, taking down or shoring up buildings, and removing flammable, combustible, explosive or dangerous material from site. When responding to vegetation fires we have the power to cut or pull down and remove vegetation, and where necessary, set fire to vegetation to cause the backburn or burnout of a fire.

What we want to achieve

Our focus is to deliver timely and effective fire response and suppression services that follow good practice, have a sustainable operational footprint and work well with partners and stakeholders.

Why this is important

The time taken for crews to arrive at incidents and the suppression of fires has a significant influence on our ability to minimise social, economic and environmental impacts from fires. For structure fires we want to contain or limit the damage as much as possible. For vegetation fires we want to limit the geographic area impacted by the spread of fire.

How we respond to fires influences:

- how well we minimise social, economic and environmental impacts from fire.
- how affected communities recover from fires.
- how much communities value and trust our services.

What we do to deliver on this output

To minimise social, economic and environmental impacts from fire incidents we undertake the primary role of:

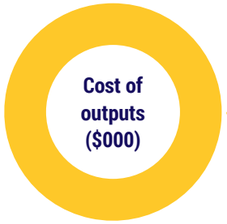
2.1 Response to fire

What we will do:

- respond to structure fires
- respond to vegetation fires
- maintain capability to respond to national wildfires
- work closely and communicate well with communities, when fires happen
- support other emergency sector partners to respond to international wildfires.

Our investment in response to fire

	Forecast levy receipts $000	Forecast other revenue $000	Forecast total expenditure $000	Net surplus/ (deficit) $000
Output class reporting				
2. Fire response and suppression	**552,518**	**27,749**	**568,305**	**11,962**
2.1 Response to fire	552,518	27,749	568,305	11,962



Response to fire **568,305**

When we are not responding to fires and emergencies, we are preparing for future emergencies, retaining our skills and capability and delivering community engagement and preventative measures to reduce the risk of fire.

It is important that our people, in our fire stations across the country, are ready to respond to fires and other emergencies 24/7, every day of the year.

For each of our response-based output classes, we make investments that benefit all response and readiness. These include ensuring:

- our fleet is well maintained and ready to respond when needed
- our firefighters have the right tools and equipment to carry out their duties safely
- our technology and communications systems work as they should when we are called to respond in an emergency situation
- we provide our frontline staff with the right support to ensure their health, safety and wellbeing as they work in dangerous environments on a daily basis
- we promote a positive and inclusive culture for all our people
- our 'back office' systems, processes and functions support our frontline responses so that our firefighters have access to training and development.

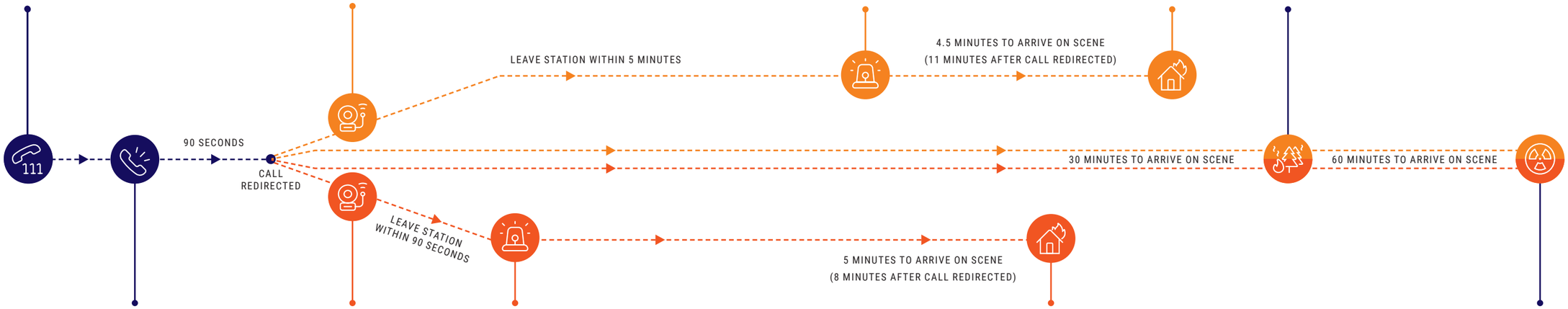
Programmes and initiatives

We respond to fire by delivering:

- ongoing readiness so that we are ready to respond to fires
- fire response and suppression services across New Zealand
- on-site liaison with individuals and communities during operational response, such as:
  - supporting our partners to provide immediate needs to impacted communities
  - assistance with referrals to specialist agencies.
- operational recovery of our own services, equipment and personnel after a fire event, such as:
  - recommissioning appliances, replenishing equipment and repairs to stations/property
  - reinstating response capability for other emergencies
  - ensuring the recovery of our own personnel (e.g. safety, health and wellbeing services, debriefings, welfare checks).

Response times

This infographic tracks the actions that we have to take to meet the targets for our response time measures relating to fire response, medical response and other types of response.



CALLER DIALS 111

When someone dials 111, the call is answered by the Spark Initial Call Answering Point and the caller is asked whether they require **Ambulance, Fire,** or **Police**. If the answer is **Fire**, the call is redirected to our Communication Centres (ComCen).

CALL REDIRECTED TO OUR COMCEN

Our ComCen personnel have **90 seconds** to speak with callers to **gather information** about an incident and **dispatch** the closest **appropriate resources** to the emergency. While career stations cover a large part of the population, in many parts of the country this will be a volunteer crew.

Once a crew is alerted our ComCen will continue to **monitor the situation**, liaise with other services, and respond any **support that is needed**.

VOLUNTEER CREW

ALERTED

Once a volunteer crew is alerted, they have **5 minutes** to turnout.

As well as donning their **protective gear**, volunteer crews need to **travel to the station** before they can turnout.

CAREER CREW

ALERTED

Once a career crew is alerted, they have **90 seconds** to turnout.

In this time our crews need to don their **protective gear.** This can include **overtrousers, jackets, gloves** and **boots**.

VOLUNTEER CREW

DEPART STATION
STRUCTURE FIRE AND MEDICAL

Once a volunteer crew departs the station, they have **4.5 minutes** to drive to the scene (for **fires** and **medical emergencies**).

This shorter drive accounts for the fact that volunteer stations are often in smaller communities.

When travelling crews have to balance arriving quickly with factors such as **public safety, traffic** and the **location** of the emergency.

CAREER CREW

DEPART STATION
STRUCTURE FIRE AND MEDICAL

Once a career crew depart the station, they have **5 minutes** to drive to the scene (for **fires** and **medical emergencies**).

When travelling crews have to balance arriving quickly with factors such as **public safety, traffic** and the **location** of the emergency.

VOLUNTEER CREW

ARRIVE ON SCENE
STRUCTURE FIRE AND MEDICAL

Our service delivery target is for volunteer crews to arrive on scene **11 minutes after an emergency** call is redirected to our ComCen.

CAREER CREW

ARRIVE ON SCENE
STRUCTURE FIRE AND MEDICAL

Our service delivery target is for career crews to arrive on scene **8 minutes after an emergency call** is redirected to our ComCen.

CREWS ARRIVE ON SCENE
VEGETATION FIRE AND TRANSPORT ACCIDENT

Our target for responding to **vegetation fires** is **30 minutes**. This target reflects the fact, that many vegetation fires occur in **rural** or **remote** areas, which can be far from stations and difficult to access.

Our target for responding to **transport accidents** is **30 minutes**. This target reflects our **assistance role** in transport accidents and the fact that many transport accident occur in locations that are further away from stations. For example, **highways** or **motorways**.

CREWS ARRIVE ON SCENE
HAZARDOUS SUBSTANCES

Our target for responding to **hazardous substance emergencies with specialist resources is 60 minutes.**

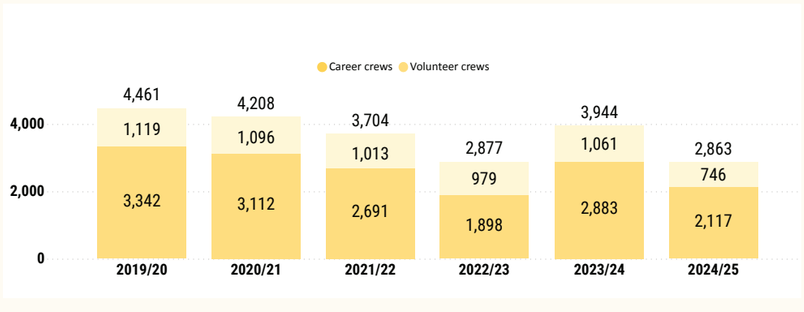
This target reflects the fact that other resources often attend sooner and provide cordon and control services.

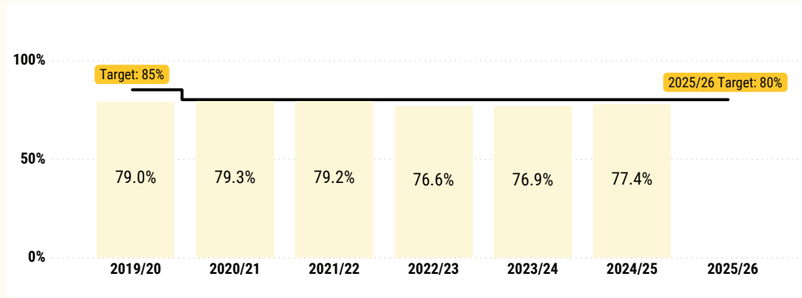
Disclaimer: Infographic is model only and not precisely to time scale

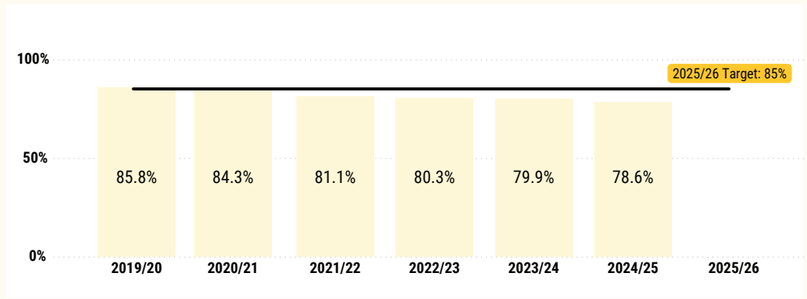
2.1 Response to fire

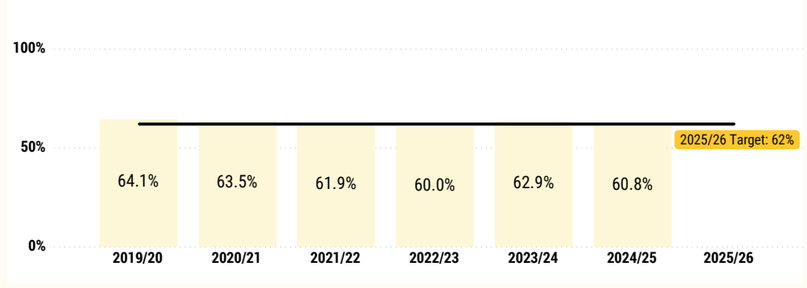
Our national service delivery guidelines provide communities with our expected response capability. These guidelines provide targets to ensure we deploy resources efficiently to enable us to intervene as soon as practicable for these types of incidents.

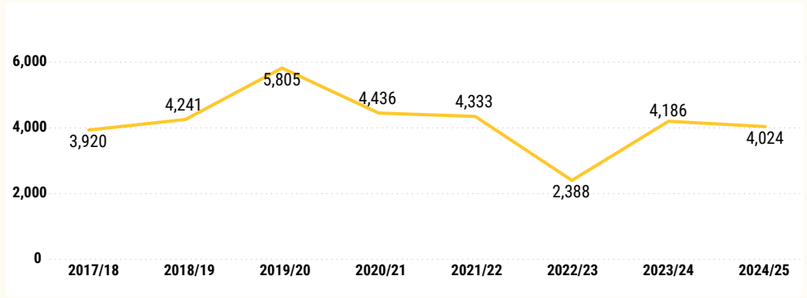
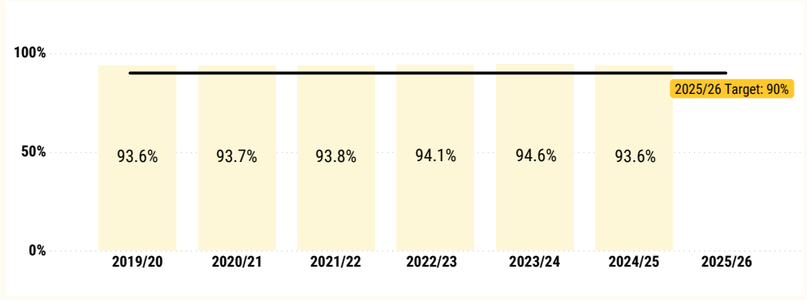
How we will measure our performance

Measure 2.1.1	Percentage of structure fires arrived at by career crews within 8 minutes
Operational context	Every year we attend between 3,500 and 4,750 structure fires within urban environments. On average, this means we receive approximately 10 call outs each day that are structure fires, across the country. Response time measures are one of a number of variables that can influence the outcome of a fire and are used by fire services globally. Response times can help us understand the way we have allocated resources, such as how our capabilities match the nature and type of incidents we are called to. **Structure fire incidents attended within our urban environment**  The data for the 2024/25 performance cycle is YTD as at 31 March 2025.
Why this measure is important?	This measure indicates the timeliness of response in urbanised areas of New Zealand serviced by career crews. We have made a judgement that this is a good measure to use at this time because it helps us understand how our career crews arrive on-site to structure fires within urban environments. This allows us to identify response times outside the eight-minute service delivery target and assists in identifying process improvements and future resourcing capacity and placement decisions. Response times are an important mitigation measure. The assumption being that faster response and intervention mean less fire damage and reduced likelihood of death or injury. This contributes to our outcome of reducing the consequences of unwanted fires and the impacts of reducing injury, fatalities, and damage from fires. What this does not measure is the effectiveness of our actions upon arrival or the extent of a fire before we were called. This output contributes to the medium-term impacts of reducing economic harm, reducing structures destroyed and increasing the instances of fire contained to the room of origin.

Measure 2.1.1	Percentage of structure fires arrived at by career crews within 8 minutes
Contributes to medium-term impacts	**Reduce cost % of GDP/$** **Increase fire contained to room of origin** **Reduce structures destroyed**
Tracking performance	**Percentage of structure fires arrived at by career crews within 8 minutes**  The data for the 2024/25 performance cycle is YTD as at 31 March 2025.
Measurement mechanism	This measure counts the overall time it takes to respond to structure fires. It includes the time taken by the Communication Centres to receive the call (by whatever means), alert and dispatch a career crew and the time it takes for that crew to arrive on site. Measured as the number of structure fires arrived at within eight minutes for career crews as a proportion of all structure fires attended by career crews.

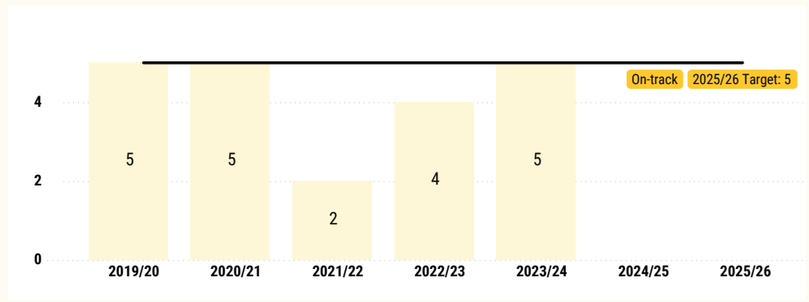
Measure 2.1.2	Percentage of structure fires arrived at by volunteer crews within 11 minutes
Operational context	See measure 2.1.1
Why this measure is important?	This measure indicates the timeliness of response in urbanised areas of New Zealand serviced by volunteer crews. We have made a judgement that this is a good measure to use at this time because it helps us understand how our volunteer crews respond to and arrive on-site to structure fires within urban environments. This allows us to identify areas with slower response times outside the 11-minute service delivery target and assists in identifying process improvements and future resourcing capacity and placement decisions. Response times are an important mitigation measure. The assumption being that faster response and intervention mean less fire damage and reduced likelihood of death or injury. This contributes to our outcome of reducing the consequences of unwanted fires and the impacts of reducing injury, fatalities, and damage from fires. What this does not measure is the effectiveness of our actions upon arrival or the extent of a fire before we were called. This output contributes to the medium-term impacts of reducing economic harm, reducing structures destroyed and increasing the instances of fire contained to the room of origin.
Contributes to medium-term impacts	**Reduce cost % of GDP/$** **Increase fire contained to room of origin** **Reduce structures destroyed**
Tracking performance	**Percentage of structure fires arrived at by volunteer crews within 11 minutes**  The data for the 2024/25 performance cycle is YTD as at 31 March 2025.
Measurement mechanism	This measure counts the overall time it takes to respond to structure fires. It includes the time taken by the Communication Centres to receive the call (by whatever means), alert and dispatch a volunteer crew, the time taken for the crew to respond to the station and the time it takes for that crew to arrive on site. Measured as the number of structure fires arrived at within 11 minutes for volunteer crews as a proportion of all structure fires attended by volunteer crews.

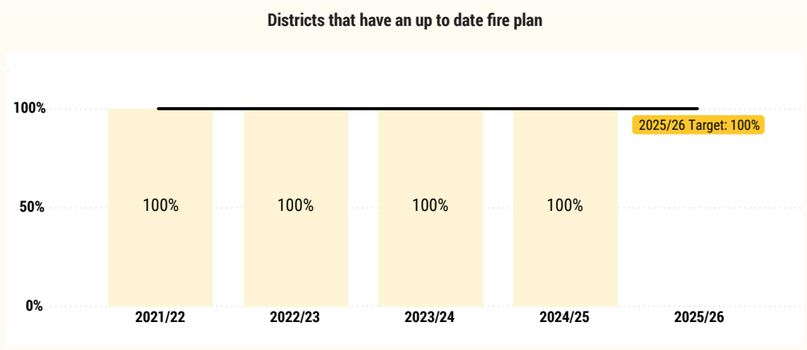
Measure 2.1.3	Percentage of structure fires contained within room of origin where suppression was required
Why this measure is important?	This measure helps us understand how our crews apply effective fire suppression measures at structure fires, such that the damage to property is restricted to the room of origin. This measure reflects structure fires attended where fire suppression is required, and where information is recorded in Fire and Emergency systems regarding containment to room of origin. This measure is an indicator of prompt response and appropriate action by crews once they arrive on site. We have made a judgement that this is a good measure to use at this time because faster response and appropriate intervention mean less fire damage to property and reduced likelihood of death or injury. This contributes to reducing the consequences of unwanted fires. What this does not measure is the extent of a fire before we were called. We acknowledge that this is an impact measure, as it measures the impact of fire response, fire suppression, and could be influenced by any risk reduction measures that may have occurred prior to our arrival. However, we are using this measure as a proxy for an output measure for this output class, while we undertake a multi-year performance measurement improvement process. This output contributes to the medium-term impacts of reducing economic harm, reducing structures destroyed and increasing the instances of fire contained to the room of origin.
Contributes to medium-term impacts	**Reduce cost % of GDP/$** **Increase fire contained to room of origin** **Reduce structure fires**
Tracking performance	**Percentage of structure fires contained to room of origin where suppression was required**  The data for the 2024/25 performance cycle is YTD as at 31 March 2025.
Measurement mechanism	After introducing this measure in 2024/25, we have set our target for 2025/26 at 62%. This measure counts the number of structure fires where fire suppression measures were required and flame damage was contained to the room of origin. This measure also includes those structure fire incidents where the fire either burned itself out or was otherwise extinguished before crews arrived. Measured as the number of structure fires contained to room of origin where fire suppression was required, as a proportion of all structure fires.

Measure 2.1.4	Percentage of vegetation fires arrived at within 30 minutes (anywhere in NZ)
Operational context	Every year our crews attend between approx 4,000 and 6,000 vegetation fires (excluding 2022/23 when reporting was impacted by industrial action). This means on average we are called to more than 10 a day, nationwide. Vegetation fires attended may be controlled burns, permitted fires, and other small fires, as well as wildfires. Response time measures are one of a number of variables that can influence the outcome of a fire and are used by fire services globally. Response times can help us understand the way we have allocated resources, such as how our capabilities match the nature and type of incidents we are called to. **Number of vegetation fires attended (first response)**  The data for the 2024/25 performance cycle is YTD as at 31 March 2025.
Why this measure is important?	This measure helps us understand how our crews respond to and arrive on-site to vegetation fires. We have made a judgement that this is a good measure to use at this time because response times are an important mitigation measure. The assumption being that faster response and intervention mean less fire damage and reduced likelihood of death or injury. This contributes to reducing the consequences of unwanted fires.
Contributes to medium-term impacts	**Reduce cost % of GDP/$** **Reduce hectares burned**
Tracking performance	**Percentage of vegetation fires arrived at within 30 minutes (anywhere in NZ)**  The data for the 2024/25 performance cycle is YTD as at 31 March 2025.
Measurement mechanism	This measure counts the overall time it takes to process and respond to vegetation fires. It considers the time taken by the Communication Centres to receive the call (by whatever means), alert and dispatch appropriate resources and the time it takes for that crew to arrive on site. Measured as the number of vegetation fires arrived at within 30 minutes as a proportion of all vegetation fires attended.

Measure 2.1.5	Percentage of Communication Centre events dispatched for all incidents in urban environments within 90 seconds of receiving the 111 calls
Why this measure is important?	This measure indicates the timeliness of response in urban environments of New Zealand mostly serviced by our career crews. There are different dispatch standards for rural and urban environments as it is generally easier to determine the exact location of an incident in an urban environment. This measure helps us understand the effectiveness of our Communication Centres in ascertaining the nature of the emergency and getting the appropriate resources on the way to the incident as quickly as possible. We have made a judgement that this is a good measure to use at this time because how quickly the event can be dispatched contributes directly to the overall response time for crews to arrive on site. Response times are an important mitigation measure. The assumption being that faster response and intervention means less fire damage and reduced likelihood of death or injury. This contributes to reducing the consequences of unwanted fires. Response time measures are one of a number of variables that can influence the outcome of a fire and are used by fire services globally. Response times can help us understand the way we have allocated resources, such as how our capabilities match the nature and type of incidents we are called to. This output contributes to the medium-term impacts of reducing economic harm, increasing the instances of fire contained to the room of origin, reducing structures destroyed and reducing hectares burned.
Contributes to medium-term impacts	**Reduce cost % of GDP/$** **Increase fire contained to room of origin** **Reduce hectares burned** **Reduce structures destroyed**
Tracking performance	**Percentage of ComCen events dispatched for all incidents in urban environments within 90 seconds of receiving the 111 call** The data for the 2024/25 performance cycle is YTD as at 31 March 2025.
Measurement mechanism	Calls to the 111 emergency line that report a fire are passed on to one of our three Communication Centres which provide the essential link between the community and our operational units to respond to the incident. This measure records the time taken by the Communication Centres from receiving the call (by whatever means), alert and dispatch appropriate resources within the urban environments. We allow up to 90 seconds for urban dispatch times (as opposed to 120 seconds for rural) as it is generally easier to determine the exact location of an incident in an urban environment. The time starts when the call is first answered and completes at the point the responding crew has been dispatched. Continuous monitoring of this measure helps us improve how we dispatch crews and undertake opportunities for improvement where identified. Reported as the number of Communication Centre events dispatched for all incidents in urban environments within 90 seconds of receiving the 111 calls as a proportion of all Communication Centre events dispatched for all incidents in urban environments.

Measure 2.1.6	Percentage of Communication Centre events dispatched for all incidents in rural environments within 120 seconds of receiving the 111 calls
Why this measure is important?	This measure indicates the timeliness of response in rural environments of New Zealand mostly serviced by our volunteer crews. There are different dispatch standards for rural and urban environments due to the increased complexity of determining the exact location of an incident in a rural environment. This measure helps us understand the effectiveness of our Communication Centres in ascertaining the nature of the emergency and getting the appropriate resources on the way to the incident as quickly as possible. We have made a judgement that this is a good measure to use at this time because how quickly the event can be dispatched contributes directly to the overall response time for crews to arrive on site. Response times are an important mitigation measure. The assumption being that faster response and intervention mean less fire damage and reduced likelihood of death or injury. This contributes to reducing the consequences of unwanted fires. Response time measures are one of a number of variables that can influence the outcome of a fire and are used by fire services globally. Response times can help us understand the way we have allocated resources, such as how our capabilities match the nature and type of incidents we are called to. This output contributes to the medium-term impacts of reducing economic harm, increasing the instances of fire contained to the room of origin, reducing structures destroyed and reducing hectares burned.
Contributes to medium-term impacts	**Reduce cost % of GDP/$** **Increase fire contained to room of origin** **Reduce hectares burned** **Reduce structures destroyed**
Tracking performance	**Percentage of ComCen events dispatched for all incidents in rural environments within 120 seconds of receiving the 111 call** The data for the 2024/25 performance cycle is YTD as at 31 March 2025.
Measurement mechanism	Calls to the 111 emergency line that report a fire are passed on to one of our three Communication Centres, which provide the essential link between the community and our operational units to respond to the incident. This measure records the time taken by the Communication Centres from receiving the call (by whatever means), alert and dispatch appropriate resources in the rural environment, i.e., outside of urbanised areas of New Zealand. We allow up to 120 seconds for rural dispatch times (as opposed to 90 seconds for urban) as there can be delays in determining exact address location in a rural environment. The time starts when the call is first answered and completes at the point the responding crew has been dispatched. Continuous monitoring of this measure helps us improve how we dispatch crews and undertake opportunities for improvement where identified. Reported as the number of Communication Centre events dispatched for all incidents in rural environments within 2 minutes of receiving the 111 calls as a proportion of all Communication Centre events dispatched for all incidents in rural environments.

Measure 2.1.7	All Regions to complete a simulation exercise
Why this measure is important?	Our Regions may be called upon to stand up the necessary procedures and to lead a significant and potentially multi-agency major response if one were to happen in their region. Our incident response staff may also be deployed to support a major response happening anywhere in New Zealand, or an international request for assistance for a significant event overseas. We have made a judgement that this is a good measure to use at this time because this measure helps us understand the preparedness of our regions to plan for and respond to significant emergency events. By undertaking a simulation exercise annually in each Region, we enable each Region, including our Region Coordination Centres and Incident Management Teams, to practise an emergency scenario (simulation) exercise. Completion of this measure helps us determine the readiness of our staff, processes and practices across all regions, and gives confidence that our regions are prepared to respond when emergencies happen. This output contributes to the medium-term impacts of reducing economic harm, increasing the instances of fire contained to the room of origin, reducing structures destroyed and reducing hectares burned.
Contributes to medium-term impacts	**Reduce cost % of GDP/$** **Increase fire contained to room of origin** **Reduce hectares burned** **Reduce structures destroyed**
Tracking performance	**Regions completing a simulation exercise**  The data for the 2024/25 performance cycle is YTD as at 31 March 2025.
Measurement mechanism	This measure records the completion of an annual regional simulation exercise for each of the five regions. Reported as the number of regions to have completed their simulation exercise within the reporting period.

Measure 2.1.8	Develop fire plans (consult on and deliver) for every district every three years
Why this measure is important?	A fire plan provides transparency and predictability for how we will use our fire control powers, outlining the fire risk conditions for the local area and policies and procedures at a local level for management of risks relating to fire. It is mandated in section 22 of the Fire and Emergency New Zealand Act 2017, that we prepare and issue a fire plan for each local area every three years. Each fire plan outlines, specific to each local area, things like: • what prohibitions or restrictions on the use of fire might apply, including what triggers we will use for those restrictions • how firebreaks may reasonably be considered necessary for the purpose of fire control • removal or destruction of vegetation or other things that could increase the fire risk. We have made a judgement that this is a good measure to use at this time because fire plans include information on things like local demographics and environmental factors that are relevant to our work to reduce risks from fire and to manage the potential impacts if one occurs. When developing these local fire plans, we carefully consider the fire-risk profile and conditions specific to each local area. This measure ensures we are complying with the legislative and regulatory requirement to produce and maintain fire plans for all local areas. This output contributes to the medium-term impacts of reducing economic harm and hectares burned.
Contributes to medium-term impacts	**Reduce cost % of GDP/$** **Reduce hectares burned**
Tracking performance	 The data for the 2024/25 performance cycle is YTD as at 31 March 2025.
Measurement mechanism	This measure records the completion of fire plans within the regulated three-year renewal cycle for each of the five Regions and includes compliance with the requirement to update fire plans when district boundaries change. Reported as the number of local areas to have an up-to-date fire plan as a proportion of all local areas. Measured annually as a check that any fire plans required to be updated due to boundary changes are captured.

Output class 3

Render safe hazardous substances and provide for safety at incidents

We have an obligation to notify hazardous substance agencies of hazardous substance emergencies when they occur and provide a report annually detailing all hazardous substance emergencies we attended.

We are required to respond to and stabilise or render safe incidents that involve hazardous substances and to provide for the safety of persons and property endangered by incidents involving hazardous substances.

What we want to achieve

When a hazardous substance emergency occurs, we respond with skilled personnel and specialist equipment to stabilise and/or render safe the hazardous substance. We do this to save lives and property and reduce the impact on the environment. We also have an additional function to promote the safe handling, labelling, signage, storage, and transportation of hazardous substances.

We have authority when attending hazardous substance emergencies to take control of the scene and direct our own and personnel and other brigades and persons that place their services at our disposal.

Why this is important

Uncontained hazardous substances present an increased risk of personal injury and property damage and consequential social, economic and environmental impacts.

Prompt attendance at hazardous substance incidents with specialised skills and equipment to stabilise the environment and render it safe helps to protect people, property and the environment endangered by these types of emergencies. How we respond to hazardous substance emergencies also affects how well we minimise the social, economic and environmental impacts of these incidents, and how quickly affected communities can recover.

The system for managing hazardous substances involves a coordinated approach by multiple entities. It is important that we are good at those aspects we are responsible for. Our focus is on our relationships with our hazardous substances stakeholders and partners to improve collaboration and our response expertise.

What we do to deliver on this output

To minimise social, economic and environmental impacts from hazardous substance incidents we undertake the role of:

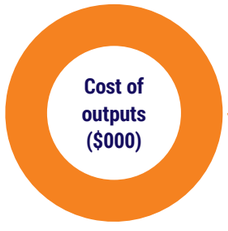
3.1 Response to hazardous substances incidents

What we will do:

- stabilise incidents
- render incidents safe
- protect people and property endangered by incidents
- promote safe handling, labelling, signage, storage and transportation of hazardous substances.

Our investment in response to hazardous substances incidents

	Forecast levy receipts $000	Forecast other revenue $000	Forecast total expenditure $000	Net surplus/ (deficit) $000
Output class reporting				
3. Render safe hazardous substances and provide for safety at incidents	**16,351**	**939**	**16,818**	**472**
3.1 Response to hazardous substances incidents	16,351	939	16,818	472



Response to hazardous substances incidents **16,818**

Programmes and initiatives

We respond to hazardous substances incidents by delivering:

- ongoing readiness, so that we are ready to respond to hazardous substances incidents
- response to hazardous substances instances across New Zealand
- services as necessary to render safe hazardous substances
- services as necessary to provide for safety when called to hazardous substances incidents, such as decontamination
- operational recovery of our own services, equipment and personnel after a hazardous substance incident. This may include:
  - decontamination of our own personnel and equipment to remove hazardous substances
  - recommissioning appliances, replenishing equipment and repairs to stations/property
  - reinstating response capability for other emergencies
  - ensuring the recovery of our own personnel (e.g. safety, health and wellbeing services, debriefings, welfare checks).

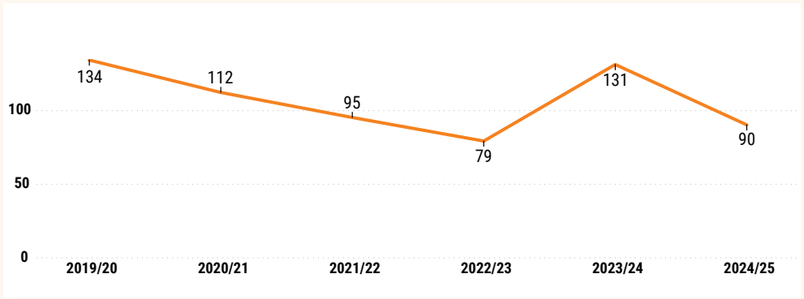
We make investments that improve our response to hazardous substances incidents. This may include:

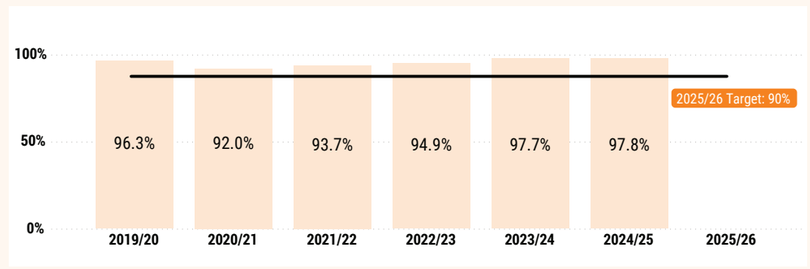
- gas detection to ensure safety of our people and the public
- improvements to decontamination procedures
- improvements to specialist appliances.

3.1 Response to hazardous substances incidents

Responding to hazardous substances incidents is a main response function to stabilise a hazardous substance event, render it safe, and to protect people and property endangered by these types of incidents. Additionally, we assist in promoting the safe use of hazardous substances in terms of handling, labelling, signage, storage, and transportation. Our national service delivery guidelines set out our expected capability to undertake these activities. These guidelines provide targets to ensure we deploy resources efficiently, so we can intervene in these types of incidents as soon as practicable.

How we will measure our performance

Measure 3.1.1	Percentage of hazardous substances incidents arrived at by crews with specialist resources within 60 minutes
Operational context	Every year our specialist hazardous material (hazmat) units attend between 80 and 130 hazardous substances incidents. Response time measures are one of a number of variables that can influence the outcome of an incident and are used by emergency services globally. Response times can help us understand the way we have allocated resources, such as how our capabilities match the nature and type of incidents we are called to. **Hazardous substances incidents arrived at by crews with specialist resources**  The data for the 2024/25 performance cycle is YTD as at 31 March 2025
Why this measure is important?	This measure shows our arrival on-site, with the necessary specialist resources to hazardous substances incidents within mainland New Zealand. This measure is an indication of the timeliness of response to incidents involving hazardous substances. We have made a judgement that this is a good measure to use at this time because it helps us understand where hazardous substances events are occurring and provides information about our response so that we can inform any process improvements and future resourcing capacity and placement decisions, if required. Response times are an important mitigation measure. The assumption being that faster response and intervention mean less damage and reduced likelihood of death or injury.
Contributes to medium-term impacts	**Reduce cost % of GDP/$** **Reduce hazardous substances impacts**

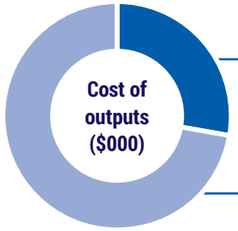
Measure 3.1.1	Percentage of hazardous substances incidents arrived at by crews with specialist resources within 60 minutes
Tracking performance	**Percentage of hazardous substances incidents arrived at by crews with specialist resources within 60 minutes**  The data for the 2024/25 performance cycle is YTD as at 31 March 2025
Measurement mechanism	This measure counts the overall time it takes to process and respond to hazardous substances incidents. It considers the time taken by the Communication Centres to receive the call (by whatever means), alert and dispatch appropriate resources and the time it takes for them to arrive on site. Measured as the number of hazardous substances incidents arrived at by crews with specialist resources within 60 minutes, as a proportion of all hazardous substances incidents arrived at by crews with specialist resources. We have increased the target for 2025/26 from 85% to 90%.

Output class 4

Rescue as a result of transport accidents and urban search and rescue (USAR)

Rescue as a result of transport accidents and Urban Search and Rescue (USAR)

	Forecast levy receipts $000	Forecast other revenue $000	Forecast total expenditure $000	Net surplus/ (deficit) $000
Output class reporting				
4. Rescue as a result of transport accidents and urban search and rescue (USAR)	**139,703**	**7,012**	**143,694**	**3,021**
4.1 Response to transport accidents	101,039	4,923	103,925	2,037
4.2 Provide urban search and rescue (USAR) services	38,664	2,089	39,769	984



Response to transport accidents **103,925**

Provide urban search and rescue (USAR) services **39,769**

When a transport accident or call to respond to an urban search and rescue event occurs, we respond with skilled personnel and specialist equipment and take whatever action is necessary to save lives and property in danger.

We have authority (when attending transport accidents) to take control of the scene, direct our own personnel, other brigades and other people who are part of the response.

Responding to transport accidents and urban search and rescue events involves working with our emergency sector partners. We need to do so collaboratively to maintain and improve our relationships to ensure our services are valued and trusted.

What we want to achieve

We can deploy skilled and specialist Urban Search and Rescue (USAR) teams and their specialist equipment domestically and internationally. We provide our USAR teams with specialised training and maintain specialised USAR equipment caches to be able to respond quickly with the appropriate resources.

Why this is important

We are required to respond to and rescue persons who are trapped as a result of transport accidents and to provide assistance with crash scene cordoning and traffic control. We are also required to provide urban search and rescue services.

How we respond to transport accidents and urban search and rescue events

How we respond to transport accidents and urban search and rescue events influences how much we minimise social, economic and environmental impacts from these incidents and how quickly affected communities and individuals recover.

We provide an essential support function to our emergency services partners which utilises the specialist skills and equipment we have available to us.

What we do to deliver on this output

To minimise social, economic and environmental impacts from transport accidents and incidents requiring USAR we undertake the role of:

4.1 Response to transport accidents

4.2 Provide urban search and rescue (USAR) services

What we will do:

- provide response services to rescue persons who are trapped as a result of transport accidents
- assist by providing crash scene cordoning and traffic control at transport accidents
- deploy urban search and rescue capabilities where they are needed, both within New Zealand and internationally.

Programmes and initiatives

We respond to transport accidents and provide urban search and rescue services by delivering:

- ongoing readiness so that we are ready to respond to transport accidents
- ongoing readiness so that our USAR teams are available for rapid deployment to support emergencies in New Zealand and overseas
- response to transport accidents when they happen across New Zealand
- response to requests for urban search and rescue when we are called upon in an emergency
- operational recovery of our own services, equipment and personnel after a transport accident. This may include:
  - recommissioning appliances, replenishing equipment and repairs to stations/property
  - reinstating response capability for other emergencies
  - ensuring the recovery of our own personnel (e.g. safety, health and wellbeing services, debriefings, welfare checks).

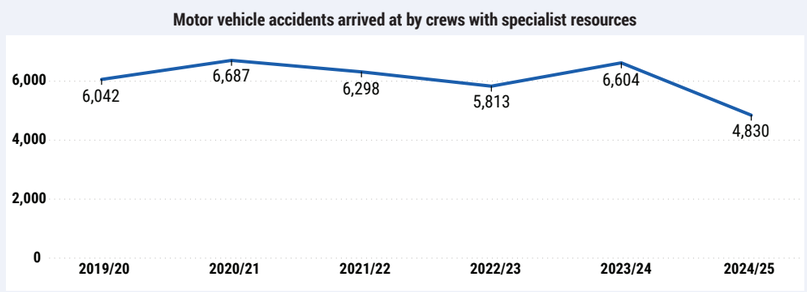
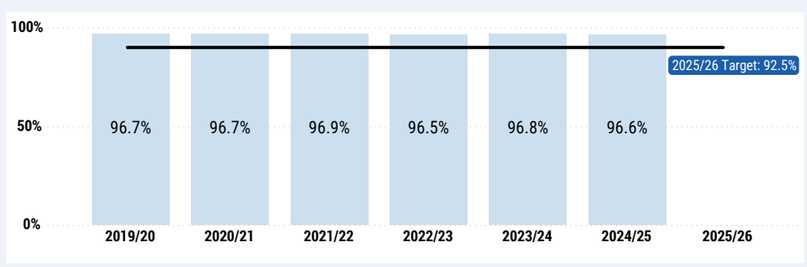
We make investments that improve our response to transport accidents and urban search and rescue. This may include:

- ongoing training to ensure that we can respond safely to transport accidents
- training to manage new technologies, such as transport accidents involving electric vehicles
- annual training and preparedness, so that we can maintain our USAR capability to recognised international standards
- improving our equipment for vehicle rescues.

4.1 Response to transport accidents

Responding to transport (motor vehicle) accidents is a main response function to rescue persons trapped as a result of this type of incident. We also assist our emergency service partners at the crash scene by providing cordoning and traffic control.

How we will measure our performance

Measure 4.1.1	Percentage of motor vehicle accidents arrived at by crews with specialist resources within 30 minutes
Operational context	Every year our crews attend between 6,000 and 7,000 transport accidents. This averages just under 20 incidents each day. Response time measures are one of a number of variables that can influence the outcome of an incident and are used by emergency services globally. Response times can help us understand the way we have allocated resources, such as how our capabilities match the nature and type of incidents we are called to.  The data for the 2024/25 performance cycle is YTD as at 31 March 2025.
Why this measure is important?	This measure helps us understand how promptly our crews respond to and arrive on-site at motor vehicle accidents within mainland New Zealand. We have made a judgement that this is a good measure to use at this time because it is proven that we can make a real difference to the outcome if we arrive and can administer rescue within a timely manner.
Contributes to medium-term impacts	**Reduce cost % of GDP/$**
Tracking performance	 The data for the 2024/25 performance cycle is YTD as at 31 March 2025.
Measurement mechanism	This measure counts the overall time it takes to process and respond to motor vehicle accidents. It considers the time taken by the Communication Centres to receive the call (by whatever means), alert and dispatch appropriate resources and the time it takes for them to arrive on-site. Measured as the number of motor vehicle accidents arrived at within 30 minutes by pump rescue tenders as a proportion of all motor vehicle accidents attended. We have increased the target for 2025/26 from 90% to 92.5%.

4.2 Provide urban search and rescue services

Unplanned events are happening more often and becoming more severe. Providing urban search and rescue services is a main response function. We deploy skilled and specialist USAR teams or Rapid Damage Assessment teams, both nationally and internationally. We maintain this capability through specialised training and equipment caches so we can respond quickly to these types of incidents and save lives.

How we will measure our performance

Measure 4.2.1	Maintain our INSARAG international heavy accreditation in USAR
Why this measure is important?	Our urban search and rescue capability is a critical and lifesaving capability when emergencies happen in New Zealand and overseas. We have made a judgement that this is a good measure to use at this time because the ability to conduct search and rescue of persons in the immediate aftermath of an emergency saves lives. This measure ensures we undertake the requisite training and have the appropriate specialist equipment to ensure we maintain our International Search and Rescue Advisory Group (INSARAG) international heavy accreditation in urban search and rescue. Every five years USAR must reclassify to maintain its international status. We are classified as a "heavy USAR team", which means we have the operational capability for difficult and complex technical search and rescue operations across two worksites with day and night shifts.
Contributes to medium-term impacts	**Reduce cost % of GDP/$**
Tracking performance	
Measurement mechanism	Prior to being accepted for reclassification, we must demonstrate that we have fulfilled all the requirements of a heavy classified team. We use the INSARAG External Reclassification check sheet and conduct an annual exercise to assess whether we meet the requirements for a heavy team. The annual exercise is used to demonstrate whether we meet the INSARAG classification for a heavy team on an ongoing basis. The exercise will be marked by INSARAG Classifiers, and any 'red' or 'amber' marks in the annual exercise marking are used to form part of the USAR annual work plan to support improvement.

Measure 4.2.2	Domestic Heavy or Medium USAR Deployments – 12 hours from time of authorisation to deploy to incident location (changed measure)
Why this measure is important?	This measure helps us understand our preparedness to respond to requests for deployment of USAR teams in New Zealand. We have made a judgement that this is a good measure to use at this time because the ability to conduct search and rescue of persons in the immediate aftermath of an emergency saves lives.
Contributes to medium-term impacts	**Reduce cost % of GDP/$**
Tracking performance	We introduced this measure in 2024/25. We do not have sufficient prior year data to show long-term trends.
Measurement mechanism	We have changed this measure for 2025/26 to better reflect how USAR deployments work. This is measured as the number of heavy or medium USAR deployments where the USAR team reach the location of the emergency within 12 hours from the time of authorisation to deploy to the incident location. The time of tasking will be recorded in the Deployment Order, and the time of arrival will be noted by the receiving agency and reported back to the originator for logging. We have set the target for this measure at 100%.

Measure 4.2.3	International Heavy or Medium USAR Deployments – 12 hours from time of authorisation to deploy to departure point (changed measure)
Why this measure is important?	This measure helps us understand our preparedness to respond to requests for deployment of USAR teams to support emergencies that happen overseas. Deployments overseas are requested via the Ministry for Foreign Affairs and Trade (MFAT). In recent years, Fire and Emergency has been asked to assist in severe floods, fires and extreme weather events when they have happened overseas. We have made a judgement that this is a good measure to use at this time because the ability to conduct search and rescue of persons in the immediate aftermath of an emergency saves lives.
Contributes to medium-term impacts	**Reduce cost % of GDP/$**
Tracking performance	We introduced this measure in 2024/25. We do not have sufficient prior year data to show long-term trends.
Measurement mechanism	We have changed this measure for 2025/26 to better reflect the way USAR deployments work. Previously, we measured deployment within a 72-hour time frame, but our experience in monitoring 2024/25 performance showed that measuring against a set timeframe is not always possible or meaningful. This will now be measured as the number of international USAR deployments where the USAR team reaches the point of departure within 12 hours from activation to departure as a percentage of all international USAR deployments. The point of departure is the assembly point specified in the MFAT tasking note and is unique to each offshore international deployment. We have set the target for this measure at 100%.

Output class 5

Responding to other emergencies, including medical, maritime, other rescues and natural hazard events

We are required to provide a range of additional functions, including:

- responding to and assisting at medical emergencies
- responding to other (non-medical-related) emergencies, including:
  - maritime incidents
  - severe weather-related events
  - natural hazard events and disasters
  - incidents in which a substance other than a hazardous substance presents a risk to people, property or the environment.
- performing rescues, including:
  - high angle line rescues
  - rescues from collapsed buildings
  - confined spaces
  - unrespirable and explosive atmospheres
  - swift water rescues
  - animal rescues.

What we want to achieve

In undertaking these additional functions we are required to retain the capacity and capability to perform our main functions.

Responding to medical emergencies, other (non medical-related) emergencies and performing rescues involves working with our emergency sector partners. We need to do so collaboratively to maintain and improve our relationships to ensure our services are valued and trusted.

Why this is important

Unplanned events are happening more often and becoming more severe. How we respond to other emergencies, including natural hazard events, medical, maritime, and other rescues, influence how well we minimise social, economic and environmental impacts from these incidents and how quickly affected communities and individuals recover from events.

Our focus is on delivering timely response services that follow good practice and contributing to discussions and forums with stakeholders and partners.

We provide an essential support function to our emergency services partners which utilises the specialist skills and equipment we have available to us.

What we do to deliver on this output

In cooperation with our emergency services partners, we undertake a support role in:

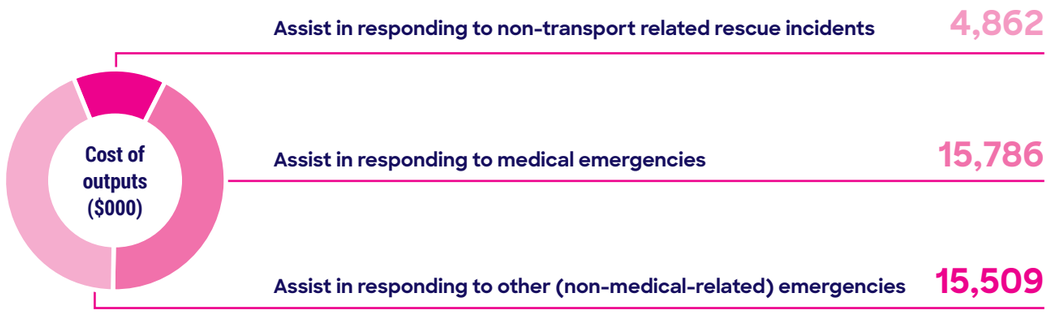
5.1 Assist in responding to medical emergencies

5.2 Assist in responding to other (non-medical-related) emergencies

5.3 Assist in responding to non-transport-related rescue incidents

Our investment in responding to other emergencies, including medical, maritime, other rescues and natural hazard events

	Forecast levy receipts $000	Forecast other revenue $000	Forecast total expenditure $000	Net surplus/ (deficit) $000
Output class reporting				
5. Responding to other emergencies, including medical, maritime, other rescues and natural hazard events	**35,154**	**9,824**	**36,157**	**8,821**
5.1 Assist in responding to medical emergencies	15,348	4,839	15,786	4,401
5.2 Assist in responding to other (non-medical-related) emergencies	15,079	4,755	15,509	4,325
5.3 Assist in responding to non-transport-related rescue incidents	4,727	230	4,862	95



Programmes and initiatives

We respond to other emergencies, including medical, maritime, other rescues and natural hazard events by delivering:

- ongoing readiness so that we are ready to respond to medical, maritime, other rescues and natural hazard events
- response to medical, maritime, other rescues and natural hazard events when they happen across New Zealand
- operational recovery of our own services, equipment and personnel after these events. This may include:
  - recommissioning appliances, replenishing equipment and repairs to stations/property
  - reinstating response capability for other emergencies
  - ensuring the recovery of our own personnel (for example safety, health and wellbeing services, debriefings, welfare checks).

We make investments that improve our response to medical, maritime, other rescues and natural hazard events.

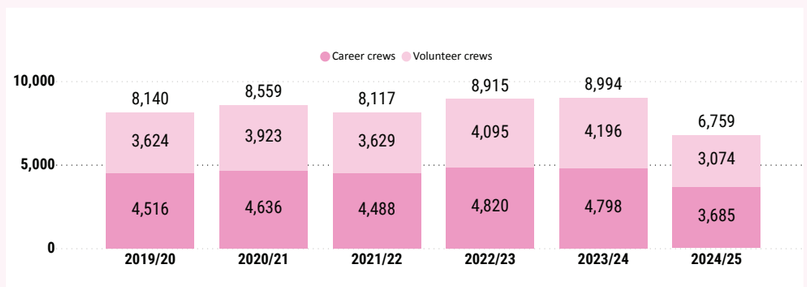
This may include:

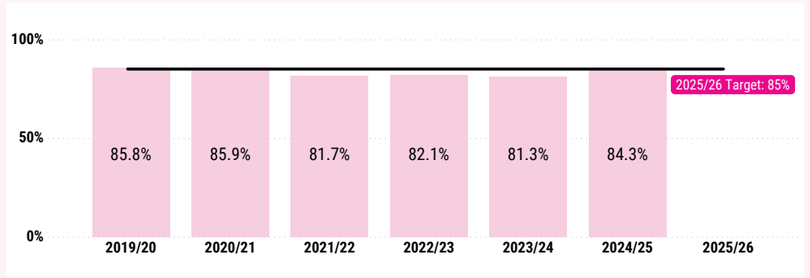
- ongoing training to ensure that we can respond safely
- medical co-response training as needed
- replacing aging defibrillators as part of our medical response equipment.

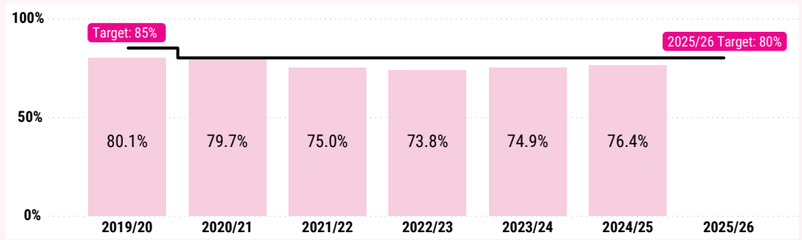
5.1 Assist in responding to medical emergencies

Responding to medical emergencies is an additional response function. It is based on 'first- and co-response' levels of expertise to assist our emergency service partners Hato Hone St John and Wellington Free Ambulance. This partnership can help to save lives, particularly as our crews are sometimes the first at the scene of an incident, for example an out-of-hospital cardiac arrest. This means they can start cardiopulmonary resuscitation (CPR) and defibrillation as soon as possible. Our national service delivery guidelines provide targets to ensure we deploy resources efficiently to assist with medical emergencies.

How we will measure our performance

Measure 5.1.1	Percentage of career crews who respond to medical emergencies within 8 minutes (updated)
Operational context	Every year our crews (career and volunteer) attend between 8,000 and 9,000 medical emergencies in urban environments. This means on average we are called out to over 20 a day. Response time measures are one of a number of variables that can influence the outcome of an incident and are used by emergency services globally. We have made a judgement that this is a good measure to use at this time because response times can help us understand the way we have allocated resources, such as how our capabilities match the nature and type of incidents we are called to. **Number of medical emergencies attended within our urban environment**  The data for the 2024/25 performance cycle is YTD as at 31 March 2025.
Why this measure is important?	Medical co-response saves lives. This measure indicates the timeliness of response to medical emergencies within urban environments served by career crews. It helps us understand how our career crews arrive on-site to medical emergencies within urban environments. This allows us to identify response times outside the eight minute service delivery target and assists in identifying process improvements and future resourcing capacity and placement decisions. Response times are an important mitigation measure. The assumption being that faster response and intervention mean reduced likelihood of death or injury. This contributes to reducing avoidable fatalities.
Contributes to medium-term impacts	**Reduce cost % of GDP/$**

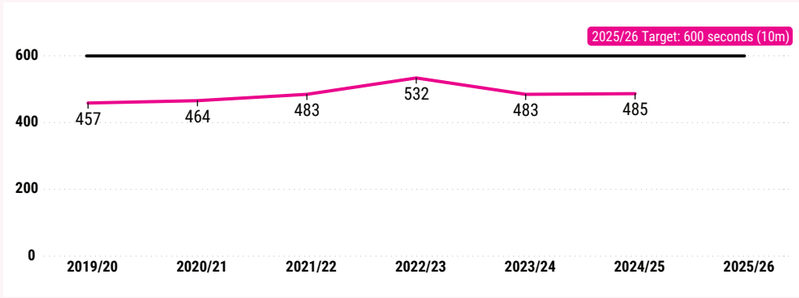
Measure 5.1.1	Percentage of career crews who respond to medical emergencies within 8 minutes (updated)
Tracking performance	**Percentage of career crews who respond to medical emergencies within 8 minutes**  The data for the 2024/25 performance cycle is YTD as at 31 March 2025.
Measurement mechanism	This measure counts the overall time it takes to process and respond to medical emergencies. It considers the time taken by the Communication Centres to receive the call (by whatever means), alert and dispatch appropriate resources and the time it takes for them to arrive on site. Measured as the number of medical emergencies arrived at within eight minutes by career crews as a proportion of all medical emergencies attended by career crews. What this does not measure is the effectiveness of our actions upon arrival or the extent of a medical emergency before we were called. This mechanism for this measure has been updated for 2025/26 to exclude orange calls (calls for incidents which are potentially serious but not immediately life threatening). This reflects changes to our Memorandum of Understanding with Hato Hone St John, which means we no longer respond with lights and sirens to orange calls.

Measure 5.1.2	Percentage of volunteer crews who respond to medical emergencies within 11 minutes (updated)
Operational context	See measure 5.1.1
Why this measure is important?	Medical co-response saves lives. This measure indicates the timeliness of response to medical emergencies within urban environments served by volunteer crews. It helps us understand how our volunteer crews arrive on-site to medical emergencies within urban environments served by volunteer crews. This allows us to identify response times outside the eleven-minute service delivery target and assists in identifying process improvements and future resourcing capacity and placement decisions. Response times are an important mitigation measure. The assumption being that faster response and intervention mean reduced likelihood of death or injury. This contributes to reducing avoidable fatalities.
Contributes to medium-term impacts	**Reduce cost % of GDP/$**
Tracking performance	**Percentage of volunteer crews who respond to medical emergencies within 11 minutes**  The data for the 2024/25 performance cycle is YTD as at 31 March 2025.
Measurement mechanism	This measure counts the overall time it takes to process and respond to medical emergencies. It considers the time taken by the Communication Centres to receive the call (by whatever means), alert and dispatch appropriate resources, the time taken for the crew to respond to the station and the time it takes for them to arrive on site. Measured as the number of medical emergencies arrived at within 11 minutes by volunteer crews as a proportion of all medical emergencies attended by volunteer crews. What this does not measure is the effectiveness of our actions upon arrival or the extent of a medical emergency before we were called. This mechanism for this measure has been updated for 2025/26 to exclude orange calls (calls for incidents which are potentially serious but not immediately life threatening. This reflects changes to our MOU with Hato Hone St John, which means we no longer respond with lights and sirens to orange calls.

5.2 Assist in responding to other (non-medical-related) emergencies

We assist in responding to other emergencies including maritime incidents, severe weather events, natural hazard events and disasters, other non-hazardous substance-related incidents and any other situation if we have the capability to assist.

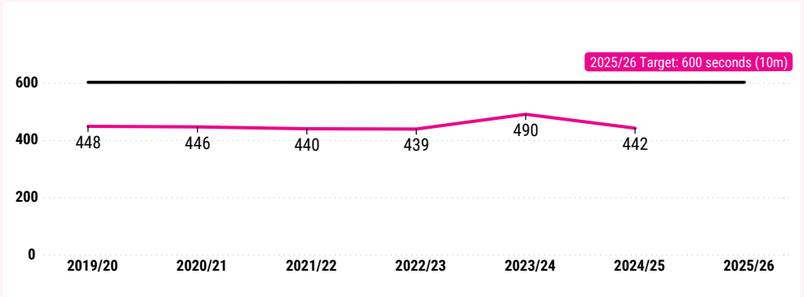
How we will measure our performance

Measure 5.2.1	Median response time to other (non-medical-related) emergencies
Operational context	Each year between 6,000 and 8,000 other (non-medical-related) emergencies are reported to us. This averages to more than 20 incidents each day. Response time measures are one of a number of variables that can influence the outcome of an incident and are used by emergency services globally. We have made a judgement that this is a good measure to use at this time because response times can help us understand the way we have allocated resources, such as how our capabilities match the nature and type of incidents we are called to.
Why this measure is important?	This measure helps us understand how our crews respond to and arrive on-site at other (non-medical-related) emergencies within urban areas. It helps us identify issues that could be causing slower response times and to identify process improvements and/or future resourcing capacity and placement decision making. Response times are an important mitigation measure. The assumption being that faster response and intervention mean reduced likelihood of death or injury. This contributes to reducing avoidable fatalities.
Contributes to medium-term impacts	**Reduce cost % of GDP/$**
Tracking performance	We introduced this measure in 2024/25. **Median response time to other (non-medical-related) emergencies (seconds)**  The data for the 2024/25 performance cycle is YTD as at 31 March 2025.
Measurement mechanism	This measure counts the overall time it takes to process and respond to other (non-medical-related) emergencies. It considers the time taken by the Communication Centres to receive the call (by whatever means), alert and dispatch appropriate resources and the time it takes for them to arrive on site. Measured as the median response time by crews responding to all other (non-medical-related) emergencies. What this does not measure is the effectiveness of our actions upon arrival or the extent of the emergency before we were called. We have changed our target for 2025/26 from 30 minutes to 10 minutes (600 seconds) to better reflect our performance.

5.3 Assist in responding to non-transport-related rescue incidents

Performing rescues is an additional response function and includes line and animal rescues and rescues from collapsed buildings, confined spaces, irrespirable and explosive atmospheres and swift water. This covers rescue incidents other than transport-related accidents.

How we will measure our performance

Measure 5.3.1	Median response time to non-transport-related rescue incidents
Operational context	Each year between 200 and 260 non-transport-related rescue incidents are reported to us. This means we are called to approximately one of these incidents on average, each day. Response time measures are one of a number of variables that can influence the outcome of an incident and are used by emergency services globally. We have made a judgement that this is a good measure to use at this time because response times can help us understand the way we have allocated resources, such as how our capabilities match the nature and type of incidents we are called to.
Why this measure is important?	This measure helps us understand how our crews respond to and arrive on-site at non-transport-related rescue incidents. It helps identify issues that could be causing slower response times and to identify process improvements and/or future resourcing capacity and placement decision making. Response times are an important mitigation measure. The assumption being that faster response and intervention mean reduced likelihood of death or injury. This contributes to reducing avoidable fatalities.
Contributes to medium-term impacts	**Reduce cost % of GDP/$**
Tracking performance	We introduced this measure in 2024/25 **Median response time to non-transport-related rescue incidents (seconds)**  The data for the 2024/25 performance cycle is YTD as at 31 March 2025.
Measurement mechanism	This measure counts the overall time it takes to process and respond to non-transport-related rescue incidents. It considers the time taken by the Communication Centres to receive the call (by whatever means), alert and dispatch appropriate resources and the time it takes for them to arrive on site. Measured as the median response time by crews responding to all non-transport-related rescue incidents. What this does not measure is the effectiveness of our actions upon arrival or the extent of the incident before we were called. We have changed our target for 2025/26 from 30 minutes to 10 minutes (600 seconds) to better reflect our performance.

Enabling activities

Ngā mahi whakamana

Our enabling priorities

We have three priority areas that describe how we support our frontline services. These are set out in our Statement of Intent 2023–2027 and are:

- Delivering for Aotearoa New Zealand
- Developing our people
- Building our business.

Delivering for Aotearoa New Zealand is about the capability development, specialist training and investment that we make to enable our frontline functions. This includes our work that contributes to reducing the risk of fire, promoting, monitoring and enforcing fire safety regulations, improving our response capability and building collaborative community partnerships.

Developing our people supports our commitment to building a safe workplace that we can all be proud to be a part of. We are committed to:

- improving the safety, health and wellbeing of all our people
- building a positive workplace culture
- continuing training and development to enable frontline delivery.

Building our business is our work to adapt to the changing environment to deliver for communities and invest in our network of assets and infrastructure. Our priorities are:

- maintaining fit-for-purpose assets to enable our work
- ensuring our funding is predictable.

The activities we will deliver in 2025/26

The relationship between the enabling activities we will deliver in the coming year and how this links to our outcomes and our output classes is multifaceted.

Some of the activities that we will undertake contribute to several outputs or outcomes. We have chosen to show this using a matrix, which highlights the multiple benefits our enabling activities provide.

We will report our performance in delivering these actions in our Annual Report 2025/26.

The activities we will deliver in 2025/26

For the year ahead, we have chosen to concentrate on a smaller number of key activities due to the resources required to deliver the strategic alignment programme and to deliver the Minister of Internal Affairs request for savings of $60 million by the end of the three-year levy period 2026/27 to 2028/29.

We will report our performance in delivering these actions in the Quarterly Report and the Annual Report.

Key Activities	Delivering for Aotearoa New Zealand	Developing our people	Building our business
Develop our Māori engagement framework with Māori	●		
Implement Asset Management Plans to drive effective resource utilisation and long-term sustainability.	●		
Strengthen specialist wildfire response capability	●		
Develop future volunteer engagement model in partnership with UFBA		●	
Design and implement our talent management and succession planning framework		●	
Embed core management and leadership skills into new leader induction		●	
Develop new training and progression system		●	
Frontline wellbeing and workforce optimisation		●	
Refresh and enhance our safe person training for frontline personnel		●	
Statement of Intent refresh			●
Complete the development of and implement our entity-wide performance measurement framework			●
Implement the plan to deliver the Minister of Internal Affairs request for savings of $60 million by the end of the three-year levy period 2026/27 to 2028/29			●
Design our levy cycle planning and modelling for 2029-2032			●
Commence the development of new property re-development guideline			●
Develop a regulatory compliance strategy			●

Budget and financial statements

Ngā tauākī tahua me te pūtea

Output class reporting – Summary

Cost of the outputs for the year ending 30 June 2026

Output class reporting	Forecast levy receipts $000	Forecast other revenue $000	Forecast total expenditure $000	Net surplus/ (deficit) $000
1. Fire prevention including promotion of fire safety, compliance and enforcement	**90,372**	**5,973**	**92,953**	**3,392**
1.1 Promote fire safety	30,761	1,751	31,640	872
1.2 Provide fire prevention services	3,708	211	3,813	106
1.3 Assist in setting fire safety standards and granting certificates or approvals	50,360	3,696	51,799	2,257
1.4 Ensure compliance with standards through monitoring and enforcement	5,543	315	5,701	157
2. Fire response and suppression	**552,518**	**27,749**	**568,305**	**11,962**
2.1 Response to fire	552,518	27,749	568,305	11,962
3. Render safe hazardous substances and provide for safety at incidents	**16,351**	**939**	**16,818**	**472**
3.1 Response to hazardous substances incidents	16,351	939	16,818	472
4. Rescue as a result of transport accidents and urban search and rescue (USAR)	**139,703**	**7,012**	**143,694**	**3,021**
4.1 Response to transport accidents	101,039	4,923	103,925	2,037
4.2 Provide urban search and rescue (USAR) services	38,664	2,089	39,769	984
5. Responding to other emergencies, including medical, maritime, other rescues and natural hazard events	**35,154**	**9,824**	**36,157**	**8,821**
5.1 Assist in responding to medical emergencies	15,348	4,839	15,786	4,401
5.2 Assist in responding to other (non-medical-related) emergencies	15,079	4,755	15,509	4,325
5.3 Assist in responding to non-transport-related rescue incidents	4,727	230	4,862	95
Total cost of outputs	**834,098**	**51,497**	**857,927**	**27,668**

Financial overview

Strengthening how we plan, resource, invest and mitigate risk

Fire and Emergency is strengthening how we plan, resource, and invest in our people and services to better deliver on our dual purpose: reducing unwanted fires and protecting and preserving lives, property, and the environment.

As we look ahead, we are implementing a range of projects designed to enhance value from our investments, focus our services where they are most needed, and better manage financial risks. These initiatives support the expectations of our Minister and Board to proactively plan for known and emerging revenue risks and cost pressures. They also ensure we remain financially resilient as changes to levy funding and collection take effect from 1 July 2026.

This 2025/26 SPE reflects the early outcomes of these initiatives. Across the 2026/27 and 2027/28 years, our projected net cost reductions compared to the 2024/25 SPE total $118 million—nearly double the $60 million reduction expected by the Minister across 2026/27 to 2028/29. These greater-than-expected savings are a deliberate choice to help offset potential levy volatility during the Part 3 levy period to June 2029.

Included in this reduction are annual savings of $50 million. $30 million of these savings will be added to cash reserves to help manage the risk of shortfalls in levy revenue or significant unplanned costs. The remaining $20 million will be reinvested to improve service delivery.

These savings will be achieved alongside major programmes of work in 2025/26, including the delivery of the HRIS/Payroll Project, which will ensure our people are paid accurately and supported effectively.

As a result of these changes, we are forecasting an operating surplus of $28 million in 2025/26, rising to more than $76 million annually in 2026/27 and 2027/28. These surpluses are necessary because our depreciation is too low to fund long-term investment in infrastructure. We also need to repay Crown funding and loans and maintain financial resilience.

Revenue

Fire and Emergency is primarily funded through levies on property and motor vehicle insurance. The current transitional levy rates (in place until 1 July 2026) are 11.95 cents per $100 of sum insured on property and $9.53 per insured motor vehicle per year.

We expected the annual levy base to grow at 3.3% per year across the three-year SPE period, reflecting general economic activity and historical levy revenue growth. However, growth in the levy base in 2024/25 was below 1%, due to reduced domestic insurance policy volumes, lower levels of commercial cover, and fewer contract works policies. The projected 3.3% annual growth in the levy base is independent of upcoming levy rate changes.

From 2026/27, levy rates will increase by 2.2% as part of the Part 3 levy changes further supporting organisational revenue.

Expenditure

Our expenditure priorities are focused on ensuring that we are ready to respond—wherever and whenever we're needed. These "readiness costs" are fundamental to our ability to deliver both our core firefighting role and our wider emergency functions under the Fire and Emergency New Zealand Act 2017. These costs are incurred regardless of whether we attend incidents and include investment in facilities and vehicles that are safe, reliable, and fit for purpose.

We are also advancing targeted projects that improve support to our people and communities. These initiatives focus on ensuring our people have the right skills for the emergencies they face, can work safely and free from bullying and harassment, and are paid correctly and on time. These programmes also strengthen our interoperability with other emergency services such as Police and Ambulance.

In 2025/26, levels of operating expenditure increase by $68 million to $858 million to fund the HRIS/Payroll Project, inflationary pressures, enhancement of capability and implementation of the new frontline emergency communications service in conjunction with Next Generation Critical Communications. Operating costs to 2027/28 then remain largely stable.

We plan our expenditure inside the Board's framework for financial sustainability which the Board defines as managing the organisation over the medium and long term within expected funding levels, while continuing to meet service demand and public expectations—without compromising delivery standards, the asset base, or future capability.

Net surplus

We forecast a net operating surplus of $28 million in 2025/26, increasing to $80 million by 2027/28, supported by both levy increases and sustained cost control. These surpluses are required to:

- fund infrastructure and asset investment (estimated at over $3.1 billion over the next two decades),
- repay loans and Crown funding, and
- maintain reserves for financial risks and unexpected costs.

Cash holdings

Cash reserves (including term deposits) are forecast to reduce by $71 million in 2025/26, from an opening balance of $227 million to $156 million. This is largely due to remediation payments for historical payroll non-compliance to June 2024.

Over the SPE period, cash reserves will be used to:

- repay $13 million of Crown funding in 2025/26,
- repay $25 million of Crown loans,
- fund $36 million of capital expenditure above depreciation and Next Generation Critical Communications (NGCC) funding,
- manage a one-month delay in levy receipts (estimated at $79 million) due to Part 3 implementation from 1 July 2026 (see below),
- complete remaining payroll remediation payments (an estimated $16 million from costs incurred after June 2024), and
- maintain a minimum reserve of $50 million to manage short-term cash flow volatility, provide working capital and allow for major adverse events such as natural disasters.

The introduction of Part 3 of the Act on 1 July 2026 means levy payments will be delayed by one month compared to current arrangements. This transition creates permanent loss of levy revenue and requires a one-off increase in working capital, with $79 million of additional cash forecast to be held in 2026/27. As a result, our cash balance at the end of 2027/28 is forecast to be $132 million which will assist in mitigating the risk of a lower levy collection due to a reduced non-residential levy rate from 1 July 2026. The reduced levy rate reflects the move from indemnity value to sum insured as the valuation base for non-residential levy.

Financial position

At the end of 2025/26, Fire and Emergency expects to hold total assets of $1.87 billion and liabilities of $0.29 billion, reflecting our asset-intensive operations and our approach to debt management.

Our assets must be safe, fit for purpose, and strategically located to ensure our people can respond effectively—and return to readiness quickly and safely.

Our relatively low levels of debt compared to equity is intentional and reflects both the nature of our funding model and the critical public safety role we play. As an emergency service, we need the flexibility to respond to large-scale or unexpected events without being constrained by debt servicing obligations or reliance on short-notice borrowing. Maintaining low debt also aligns with prudent public sector financial management, Crown expectations, and our commitment to intergenerational equity—ensuring current services are funded by today's levy payers, rather than by future generations.

In addition, many of our capital investments involve long-lived assets with predictable replacement cycles, allowing us to plan and fund these through operating surpluses and reserves, rather than through borrowing. This approach avoids unnecessary interest costs and provides greater financial resilience, particularly in a changing economic environment.

A 2022 assessment estimated our capital investment needs at over $3.1 billion over the next 20 years, to refurbish and replace existing assets and to adapt to changing risk, incident, and climate patterns. Recently developed Asset Management Plans will be used to update to these estimates going forward.

Total equity is forecast to rise to $1.57 billion, representing the increasing value of our investment in long-term infrastructure that underpins our ability to serve communities across New Zealand.

Prospective statement of financial performance

for the years ending 30 June

	Budget 2025/26 $000	Forecast 2026/27 $000	Forecast 2027/28 $000
Revenue			
Levy	834,098	880,579	909,638
Interest revenue	9,564	5,283	4,929
Other income	41,933	32,412	25,761
Total revenue	**885,595**	**918,274**	**940,328**
Expense			
Employee and volunteer benefits expenditure	553,319	541,815	553,084
Depreciation and amortisation	83,489	84,713	86,968
Finance costs	3,476	3,728	3,256
Other expense	217,643	211,614	217,368
Total expense	**857,927**	**841,870**	**860,676**
Net surplus/(deficit) attributable to the board	**27,668**	**76,404**	**79,652**
Other comprehensive revenue and expense			
Gains/(losses) on revaluation of land and buildings net of impairment losses	30,000	30,000	30,000
Total comprehensive revenue and expense	**57,668**	**106,404**	**109,652**
Other expense			
Fleet	35,018	35,721	36,419
Communications and computers	37,073	44,049	47,830
Occupancy	35,063	34,847	36,055
Operational clothing, equipment and consumables	28,259	29,449	29,927
Hire of aerial services	8,069	8,069	8,069
Travel	14,706	15,288	14,373
Publicity and advertising	6,044	6,327	6,455
Professional fees	14,605	10,397	10,599
Consultants	18,861	7,127	7,050
Grants	4,515	4,718	4,815
Insurance	6,954	7,093	7,235
Other equipment and consumables	600	600	600
Research and development	924	1,140	1,163
Other operating costs	6,952	6,789	6,778
Total other expenditure	**217,643**	**211,614**	**217,368**

Prospective statement of changes in equity

as at 30 June

	Budget 2025/26 $000	Forecast 2026/27 $000	Forecast 2027/28 $000
Equity as at 1 July	**1,517,259**	**1,574,927**	**1,681,331**
Total comprehensive revenue and expense	57,668	106,404	109,652
Equity as at 30 June	**1,574,927**	**1,681,331**	**1,790,983**

Prospective statement of financial position

as at 30 June

	Budget 2025/26 $000	Forecast 2026/27 $000	Forecast 2027/28 $000
Current assets			
Cash and cash equivalents	139,894	92,594	132,494
Trade and other receivables	172,678	260,886	266,836
Prepayments	1,994	1,994	1,994
Investments	16,000	-	-
Total current assets	**330,566**	**355,474**	**401,324**
Non-current assets			
Property, plant and equipment	1,509,854	1,555,085	1,613,336
Intangible assets	25,137	24,970	21,647
Total non-current assets	**1,534,991**	**1,580,055**	**1,634,983**
Total assets	**1,865,557**	**1,935,529**	**2,036,307**
Liabilities			
Current liabilities			
Trade and other payables	53,401	52,305	52,690
Employee and volunteer benefits	78,245	71,990	72,793
Finance lease	895	-	-
Crown loan	8,267	8,777	9,318
Provisions	25,531	9,531	9,531
Total current liabilities	**166,339**	**142,603**	**144,332**
Non-current liabilities			
Employee and volunteer benefits	50,254	48,888	47,455
Crown loan	59,346	50,569	41,251
Provisions	14,691	12,138	12,286
Total non-current liabilities	**124,291**	**111,595**	**100,992**
Total liabilities	**290,630**	**254,198**	**245,324**
Net assets	**1,574,927**	**1,681,331**	**1,790,983**

Prospective statement of financial position (continued)

as at 30 June

	Budget 2025/26 $000	Forecast 2026/27 $000	Forecast 2027/28 $000
Equity			
Accumulated funds	817,678	910,082	989,734
Payroll compliance reserve[1]	16,000	-	-
Revaluation reserve	741,249	771,249	801,249
Total equity	**1,574,927**	**1,681,331**	**1,790,983**

1 The Payroll compliance reserve represents a cash-backed reserve to fund the outstanding remediation of historical non-compliance with the Holidays Act 2003. The current estimates of $48 million for remediation to June 2024 and a further $16 million to June 2026 are based on assumptions of how to apply the Holidays Act 2003 to the payroll non-compliance matters. The calculation is complex due to the number of leave types involved and the shift patterns of frontline staff. This estimate is subject to change as further information becomes available and can only be finalised once detailed calculations are completed.

Prospective statement of cash flows

for the years ending 30 June

	Budget 2025/26 $000	Forecast 2026/27 $000	Forecast 2027/28 $000
Receipts from levy	820,610	791,564	903,184
Receipts from other revenue	11,993	18,658	18,633
Interest received	9,458	5,640	4,958
Payments to employees and volunteers	(576,980)	(562,722)	(546,027)
Payments to suppliers for goods and services	(211,952)	(213,956)	(221,688)
Net cash flow from operating activities	**53,129**	**39,184**	**159,060**
Purchase of property, plant and equipment	(93,455)	(86,594)	(104,128)
Purchase of intangible assets	(3,001)	(3,000)	(3,000)
Investment in term deposit	(8,000)	-	-
Maturity of term deposits	48,000	16,000	-
Net cash flow from investing activities	**(56,456)**	**(73,594)**	**(107,128)**
Interest paid	(4,002)	(3,728)	(3,255)
Payments on finance leases	(3,454)	(895)	-
Repayments of Crown funding injection	(12,986)	-	-
Repayments of Crown loan	(7,787)	(8,267)	(8,777)
Net cash flow from financing activities	**(28,229)**	**(12,890)**	**(12,032)**
Net increase/(decrease) in cash and cash equivalents	**(31,556)**	**(47,300)**	**39,900**
Cash and cash equivalents at the beginning of the period	**171,450**	**139,894**	**92,594**
Cash and cash equivalents at the end of the year	**139,894**	**92,594**	**132,494**

Statement of underlying assumptions

Significant assumption

Fire and Emergency in preparing the prospective financial statements has made assumptions. The most significant assumption is with respect to growth in the levy base, assumed to grow at 3.3% per annum to 2027/28.

This is independent and additional to the 2.2% Levy rate increase on 1 July 2026 under Part 3 Levy to support delivery of our services and necessary improvements so that we can continue to operate safely and effectively and manage ongoing maintenance and replacement of our stations, fleet, and equipment.

Critical accounting estimates

The preparation of financial statements in conforming with PBE IPSAS requires judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, revenues, and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. The estimates and underlying assumptions are also reviewed on an ongoing basis and any changes to the estimates are recognised in the period in which they were revised. Actual financial results achieved for the period may vary from the information presented.

Reporting entity

Fire and Emergency New Zealand is a body constituted under the Fire and Emergency New Zealand Act 2017 (the Act).

Fire and Emergency is a Crown entity as defined by the Crown Entities Act 2004. Fire and Emergency's ultimate parent is the New Zealand Crown. Fire and Emergency is a standalone entity. As a Crown entity, Fire and Emergency is a public body accountable to the Responsible Minister, Parliament, and the New Zealand public for the statutory functions it undertakes, the services it delivers and the resources it manages.

The primary objective of Fire and Emergency is to reduce the incidence of unwanted fire and the associated risk to life and property, and through its main and additional functions to protect and preserve life, prevent, or limit injury, and to prevent or limit damage to property, land, and the environment.

Fire and Emergency's functions are to deliver services to the New Zealand public rather than to make a financial return.

Fire and Emergency has designated itself as a public benefit entity (PBE) for financial reporting purposes.

These financial statements for Fire and Emergency are for the budgeted year ending 30 June 2026 and forecasted years ending 30 June 2027 and 2028.

Basis of preparation

Statement of compliance

These prospective financial statements have been prepared in accordance with the requirements of the Crown Entities Act 2004, which includes the requirement to comply with New Zealand generally accepted accounting practice (NZ GAAP).

Fire and Emergency is a Tier 1 entity and the financial statements have been prepared in accordance with New Zealand Public Benefit Entity (NZ PBE) International Public Sector Accounting Standards (IPSAS). These prospective financial statements comply with Public Benefit Entity Financial Reporting Standard 42 Prospective Financial Statements (PBE FRS-42).

Presentation currency and rounding

These prospective financial statements are presented in New Zealand dollars (NZD), and all values are rounded to the nearest thousand dollars ($000).

Significant accounting policies

The following significant accounting policies have been adopted in the preparation and presentation of the prospective financial statements.

Revenue

Fire and Emergency measures revenue at the fair value of consideration received or receivable. Levy revenue is recognised as revenue when the obligation to pay the levy is incurred. Non-exchange revenue is recognised as revenue when it becomes receivable unless there is an obligation in substance to return the funds if conditions are not met. Rental received under operating leases is recognised as revenue on a straight-line basis over the term of the lease. Donated assets are where a physical asset is acquired for no cost or nominal cost, the fair value of the asset received is recognised as revenue only when Fire and Emergency has control of the asset.

Salaries and wages

Salaries and wages are recognised as an expense as employees provide services.

Superannuation schemes

Defined contribution schemes

Contributions to KiwiSaver, the State Sector Retirement Savings Scheme, the New Zealand Fire Service Superannuation Scheme, and the National Provident Fund are accounted for as defined contribution superannuation schemes and are expensed in the Statement of financial performance as they fall due.

Defined benefit schemes

Fire and Emergency makes contributions to the National Provident Fund Defined Benefit Plan Contributors Scheme (the Scheme), which is a multi-employer defined benefit scheme.

It is not possible to determine from the terms of the Scheme the extent to which the surplus/(deficit) will affect future contributions by individual employers, as there is no prescribed basis for allocation. Although this is a defined benefit scheme, there is insufficient information to account for the Scheme as a defined benefit scheme. Therefore, the Scheme is accounted for as a defined contribution scheme.

Operating leases

Leases that do not transfer substantially all the risks and rewards incidental to ownership of an asset to Fire and Emergency are classified as operating leases. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term. Lease incentives received are recognised in the surplus or deficit as a reduction of rental expense over the lease term.

Cash and cash equivalents

Cash and cash equivalents include deposits held at call and other short-term highly liquid investments with original maturities of three months or less held with registered New Zealand banks.

Investments

Investments include term deposits with original maturities of over three months held with registered New Zealand banks.

Bank term deposits are initially measured at the amount invested. The carrying amounts of term deposits with maturities of 12 months or less approximate their fair value. For term deposits with maturities greater than 12 months, the fair value is disclosed only for comparison with the carrying amount.

Property, plant and equipment

Property, plant, and equipment are classed as land, buildings, fire trucks, motor vehicles, communications equipment, operational equipment, non-operational equipment, computer equipment and leasehold improvements. Assets under construction are included in the relevant asset class.

Land is measured at fair value. Buildings, excluding assets under construction, are measured at fair value less accumulated depreciation and impairment losses. All other asset classes are measured at cost, less accumulated depreciation, and impairment losses.

Revaluations

Land and buildings are revalued annually to ensure that their carrying amount does not differ materially from fair value. Land and building revaluation movements are accounted for on a class-of-asset basis.

The net revaluation results are credited or debited to other comprehensive revenue and expense and are accumulated to an asset revaluation reserve in equity for that class of asset. Where this would result in a debit balance in the asset revaluation reserve, this balance is recognised in the surplus or deficit. Any subsequent increase on revaluation that reverses a previous decrease in value recognised in the surplus or deficit will be recognised first in the surplus or deficit up to the amount previously expensed, and then recognised in other comprehensive revenue and expense.

Accumulated depreciation at revaluation date is eliminated against the gross carrying amount so that the carrying amount after revaluation equals the revalued amount.

Depreciation

Depreciation is provided on a straight-line basis on all property, plant, and equipment, other than land, at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives.

Estimated useful lives for asset classes are:	
Buildings	up to 80 years
Fire appliances	up to 30 years
Motor vehicles	up to 20 years
Communications equipment	up to 10 years
Computer equipment	up to 4 years
Operational equipment	up to 12 years
Non-operational equipment	up to 15 years
Leasehold improvements	up to 30 years

Leasehold improvements are depreciated over the shorter of the unexpired period of the lease or the estimated remaining useful life of the improvements. Assets recognised under a finance lease are depreciated over the shorter of the lease term or the estimated useful life of the asset.

Impairment

Fire and Emergency does not hold any cash-generating assets. Assets are considered cash-generating where the primary objective is to generate a commercial return.

The carrying amounts of property, plant and equipment are reviewed at least annually to determine if there is any indication of impairment. Impairment exists when the amount of an asset's carrying amount exceeds its recoverable service amount. The recoverable service amount is the higher of an asset's fair value less costs to sell and value in use. Impaired assets are written down to their recoverable amount.

For revalued assets, impairment losses are credited to other comprehensive revenue and expense and are accumulated to an asset revaluation reserve in equity for that class of asset. Where this would result in a debit balance in the asset revaluation reserve, this balance is recognised in the surplus or deficit. Any subsequent reversal of impairment that reverses a previous decrease in value recognised in the surplus or deficit will be recognised first in the surplus or deficit up to the amount previously expensed, and then recognised in other comprehensive revenue and expense. For assets that are not revalued impairment losses and reversals of impairment are recognised in the surplus or deficit.

Intangible assets

Intangible assets comprise computer software and the Shared Information Technology Environment (SITE). Intangible assets are shown at cost less accumulated amortisation and impairment losses.

Computer software

Costs are capitalised as computer software when they create a new asset or increase the future economic benefits of an existing asset. Costs capitalised for acquired computer software licences include the costs incurred to acquire the software and bring it into use. Costs capitalised for internally developed computer software include the costs incurred in the development phase only. Expense incurred on research is recognised in the surplus or deficit, as well as costs that do not meet the criteria for capitalisation (including staff training and software maintenance).

Shared Information Technology Environment (SITE)

SITE is a systems and technology platform that supports receiving calls and dispatching resources to emergency incidents. The asset represents Fire and Emergency's proportional share of SITE located at Communication Centres shared with New Zealand Police (Auckland, Wellington, and Christchurch).

These SITE assets include Intergraph computer aided dispatch (ICAD) software, a land mobile radio network, and associated telecommunications structures. New Zealand Police maintain SITE and proportionally charges Fire and Emergency. This charge is recognised in the surplus or deficit.

Amortisation

Amortisation is charged to the surplus or deficit on a straight-line basis at rates estimated to write off the cost of an asset, less any residual value, over its useful life.

Estimated useful lives and associated amortisation rates for asset classes are:	
Computer software internally generated	up to 10 years
Computer software purchases	up to 10 years
SITE	up to 10 years

Trade and other payables

Short-term payables are recorded at the amount payable. Trade and other payables are non-interest-bearing and are typically settled on 30-day terms. As a result, the carrying value of trade and other payables approximates their fair value.

Finance leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards of ownership of an asset to Fire and Emergency, even if actual ownership is not transferred. At the commencement of a lease term, finance leases are recognised as assets and liabilities in the Statement of financial position at the lower of the fair value of the leased item or the present value of the minimum lease payments.

The finance charge is charged to the surplus or deficit over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability. The amount recognised as an asset is depreciated over its useful life.

If there is no certainty as to whether Fire and Emergency will obtain ownership at the end of the lease term, the asset is fully depreciated over the shorter of the lease term or its useful life.

Goods and services tax

Figures reported in the financial statements are goods and services tax (GST) exclusive with the exception of receivables and payables, which are disclosed GST inclusive. Where GST is not recoverable, it is recognised as part of the related asset or expense. The net amount of any GST balance, either recoverable or payable to the Inland Revenue Department, is included as part of receivables or payables in the Statement of financial position.

Commitments and contingencies are disclosed as GST exclusive.

The prospective Statement of cash flows has been prepared on a net GST basis, with cash receipts and payments presented GST exclusive. A net GST presentation has been chosen to be consistent with the presentation of the prospective Statement of financial performance and prospective Statement of financial position. The net GST paid to or received from Inland Revenue, including the GST relating to investing and financing activities, is classified as an operating cash flow in the Statement of cash flows. The GST component has been presented on a net basis, as the gross amounts do not provide meaningful information for financial statement purposes.

Income tax

Fire and Emergency is exempt from income tax in accordance with both the Income Tax Act 2007 and the Fire and Emergency New Zealand Act 2017. Accordingly, no provision has been made for income tax.

Financial instruments

Fire and Emergency has a range of policies to manage its exposure to financial instrument risks (including market risk, credit risk and liquidity risk) and seeks to minimise this exposure. Policies do not allow Fire and Emergency to enter into any transactions that are speculative in nature.

A financial instrument is measured at fair value through surplus or deficit unless it is measured at fair value through other comprehensive revenue and expense, or amortised cost. Classification is determined by Fire and Emergency at initial recognition based on management objectives or for particular investments by an irrevocable election.

Statement of cash flows

The makeup of cash and cash equivalents for the purposes of the prospective Statement of cash flows is the same as cash and cash equivalents in the prospective Statement of financial position. The prospective Statement of cash flows has been prepared using the direct approach subject to the netting of certain cash flows.

Capital management

Fire and Emergency's capital is equity (represented by net assets), which comprises accumulated funds, reserves and contributed capital. Fire and Emergency is subject to the financial management and accountability provisions in the Crown Entities Act 2004. These provisions impose restrictions in relation to borrowings, the acquisition of securities, issuing guarantees and indemnities, and the use of derivatives.

Approval has been obtained from the Minister of Finance in accordance with the Crown Entities Act for the organisation to enter into derivatives and to maintain committed and uncommitted borrowing facilities at financial institutions. Use of derivatives is confined to currency rate forward contracts used as specified by the New Zealand Treasury.

Fire and Emergency manages its equity by prudently managing revenue, expenses, assets, liabilities, and risk, and aims for best practice with regard to its operations and financial dealings.

This helps to ensure that Fire and Emergency effectively achieves its goals and objectives.

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WHAKARATONGA IWI

FIRE EMERGENCY NEW ZEALAND

Te Kāwanatanga o Aotearoa
New Zealand Government