



# Statement of Intent

Tauākī Takune

2026–2030



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# Foreword

## Kupu takamua

Fire and Emergency New Zealand plays a vital role in keeping the communities of New Zealand safe and it is a privilege to present the Statement of Intent 2026–2030.

In July 2025, Our Strategic Direction Tā Mātou Ahunga Rautaki came into effect, setting the direction for the organisation through to 2030. This Statement of Intent translates that direction into clear medium-term priorities, and reflects the ongoing evolution of Fire and Emergency as we strengthen how we plan, deliver and measure our performance.

The environment in which we operate is becoming more complex and demanding. Climate change, population growth, changing land use and evolving community expectations are increasing both the frequency and complexity of incidents we respond to. At the same time, these pressures are highlighting ongoing challenges in how we sustain capability, invest in our assets and systems, and adapt to changing demand. These pressures are not new, but they are intensifying.

The Board recognises that these challenges are significant and, in some cases, have not always been fully understood externally. This Statement of Intent represents a step towards

greater transparency and a more open articulation of the pressures facing the organisation, alongside the progress being made and the work still to be done.

In response to the pressures we face, we are improving the way we plan and deliver as an organisation. This includes a more integrated approach to linking our strategic outcomes, service delivery and performance measures and providing a clearer line of sight between intent, delivery and results. Over the next four years, eight coordinated programmes of work will translate strategy into focused action, improving how we prevent harm, respond to emergencies, support our people and sustain critical capability.

We are operating within a constrained financial environment, including uncertainty associated with the transition to a new levy regime from 1 July 2026. In this context, we are maintaining a strong focus on financial discipline, prioritisation and value. Our financial sustainability and reinvestment work is focused on directing resources

to areas of greatest impact, while balancing immediate operational pressures with longer-term resilience. At the same time, we are continuing to invest in the foundations that enable safe and reliable service delivery. This includes improving the condition and resilience of our assets and infrastructure, strengthening our data and technology systems, and building a workforce that is supported to operate in increasingly complex environments.

Our people remain at the centre of everything we do. Volunteers and paid personnel serve their communities with professionalism and commitment. We remain focused on strengthening a culture that is safe, inclusive and high-performing, supported by clear expectations and strong leadership.

This Statement of Intent reflects our accountability to Parliament, and to the people and communities of New Zealand. It sets out what we are seeking to achieve, how we will measure progress and where we are focusing our effort. Just as importantly, it reflects our commitment to improving transparency

over time, building a clearer and more consistent understanding of Fire and Emergency's role, performance and the challenges we face.

As we look ahead, we remain focused on our purpose of serving communities together. By strengthening our capability, improving how we operate and being more open about both our progress and our challenges, we will support safer, more resilient communities across New Zealand.



*Rebecca Keoghan*

**Rebecca Keoghan (MNZM)**  
Chair

25 JUNE 2026



*Danny Tuato'o*

**Danny Tuato'o**  
Deputy Chair

25 JUNE 2026



# Our strategic intent and operating context

Tā mātou rautaki me te  
horopaki whakamahi

This section outlines the legislative framework, ministerial expectations and statutory functions that guide our work. It describes the operating context within which we deliver our services and exercise our responsibilities as a Crown entity.

# What guides us

## Ngā āhuatanga hei ārahi i a mātou

### Primary legislation and functions

#### Fire and Emergency New Zealand Act 2017

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

#### Fire and Emergency New Zealand (Fire Permits) Regulations 2017

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

#### Fire and Emergency New Zealand (Fire Plans) Regulations 2018

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

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

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

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

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

#### Fire and Emergency New Zealand (Offences) Regulations 2018

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

#### Fire and Emergency New Zealand (Levy) Regulations 2024

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

### Other significant legislation

#### Health and Safety at Work Act 2015

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

#### Building Act 2004

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

#### Civil Defence Emergency Management Act 2002

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

#### Crown Entities Act 2004 and other relevant public service legislation

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

#### Hazardous Substances and New Organisms Act 1996

Specifies the requirements for preventing or managing the adverse effects of hazardous substances and new organisms.

#### Land Transport Act 1998

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

#### Official Information Act 1982

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

#### Privacy Act 2020

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

# Our legislated functions

## Tā mātou whakatureture āheinga

### Main functions

#### Promoting fire safety

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

#### Providing fire prevention, response and suppression services

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

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



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

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

#### Rescuing people trapped because of transport accidents or other incidents

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

#### Providing urban search and rescue services

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

#### Regulatory functions

Our role as a fire safety regulator includes:

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



### Additional functions

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

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

#### Responding to medical emergencies

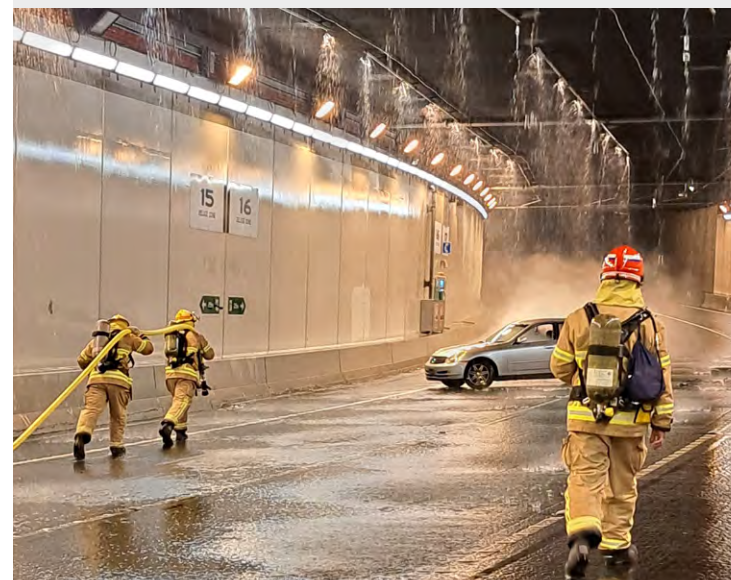
Responding to and assisting at medical emergencies based on 'first-responder' and 'co-responder' levels of capability to assist ambulance services.

#### Providing assistance at transport accidents

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

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

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



#### Performing rescues

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

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

#### Responding to non-hazardous substance incidents

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

#### Responding to maritime incidents

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

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

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

#### Other situations if we have the capability to assist

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

#### Other functions conferred by the Minister

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

# Our purpose and strategic outcomes

Te take me ngā putanga rautaki

This section sets out our purpose and the long-term outcomes we seek for communities.



# Our purpose and strategic outcomes

Te take me ngā putanga rautaki



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

## Our purpose

### Serving communities together

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

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

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

### We work together with others in delivering our services:

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

## Our strategic outcomes

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

### Fewer unwanted fires

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

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

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

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

### Reduced harm to people, property and the environment

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

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

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

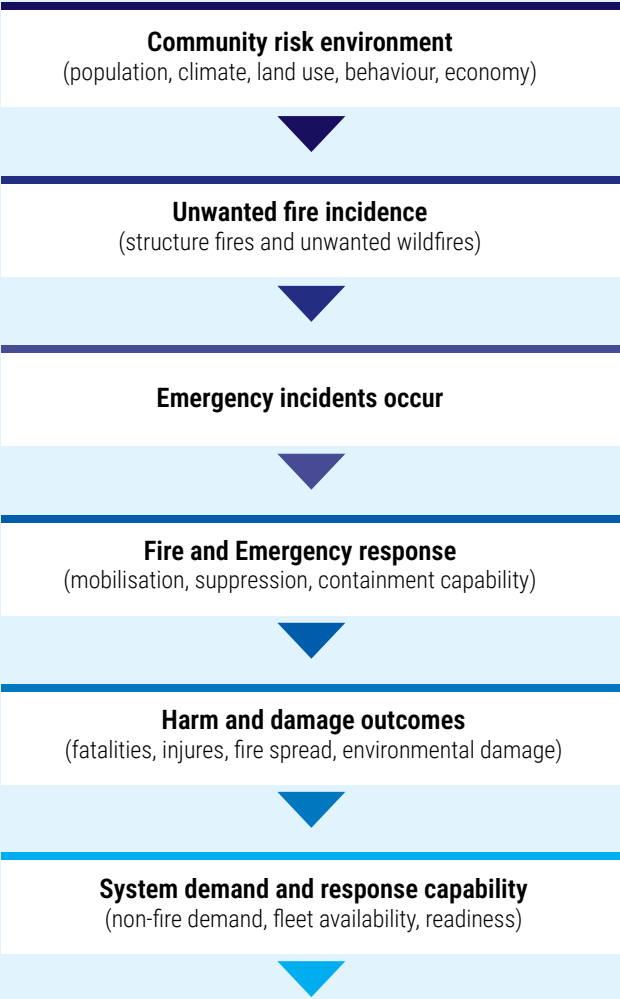
# How we measure progress towards our long-term outcomes

Me pēhea te ine i tō tātou ahunga whakamua ki ngā putanga pae tawhiti

## How our outcome measures reflect fire system performance

The outcome measures used in this Statement of Intent reflect different stages of the Fire and Emergency risk system. Some measures track the incidence of fires, others track the harm that results when incidents occur, and others track the effectiveness of Fire and Emergency intervention and system capability.

The following diagram illustrates how these measures relate to the broader emergency risk environment.



Our purpose and strategic outcomes define the long-term change we seek for communities. These outcomes reflect the combined effects of prevention, response and organisational capability working together across the fire and emergency system.

The measures that follow are outcome measures. They reflect system-level changes in fire incidence and harm. Together, they indicate whether our integrated approach is contributing to sustained improvement in community safety over time.

The programmes set out later in this Statement of Intent describe how we will strengthen prevention, regulation, response, workforce capability, infrastructure, governance and culture to support those outcomes.

### No single measure provides a complete picture. Considered collectively, they provide insight into whether:

- there is a reduction in unwanted fires
- harm to people, property, land and the environment is decreasing
- operational response is effective
- our system remains aligned to changing risk and demand.

### Use of demand-shaped measures

Many of our outcome measures are demand-shaped. This means they are influenced by factors beyond our direct control, including population growth and demographic change, land-use patterns, climate and weather conditions, economic activity and community behaviour.

#### We include these measures because they:

- represent material drivers of fire risk, harm and emergency demand
- provide insight into whether our prevention, readiness, regulatory and response activities are contributing to sustained improvement over time.

#### For demand-shaped measures:

- we are not solely accountable for the level of demand or the outcome itself, but
- we are accountable for delivering services, interventions and system improvements that are expected to influence these outcomes over the medium- to long-term.

We use these measures to track directional trends and assess whether our operating model and investments remain fit for purpose in a changing risk environment. We have indicated the direction of the trend we seek, to show that we are influencing outcomes.

## Strategic outcome: Fewer unwanted fires

We seek to reduce the number of unwanted fires occurring across communities and landscapes.

The following measures track trends in structure fires and wildfires. Together, they indicate whether our prevention, education, compliance and regulatory activities are contributing to sustained reductions in fire incidence.

| Outcomes we seek                                                        | Outcome indicators                                  | Outcome type                 | Why this measure is important                                                                                                                                                                                                                                                        | Method of calculation                                                                                                                                                                                          | Target / trend            |
|-------------------------------------------------------------------------|-----------------------------------------------------|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| <b>Fewer structure fires occur across communities</b>                   | Number of structure fires per 100,000 of population | Outcome – fire incidence     | This measure tracks the rate of structure fires relative to population size. It provides an indicator of whether prevention activity, improved fire safety behaviour and safer building environments are contributing to reduced fire incidence over time.                           | A count of structure fire incidents attended, as recorded in the relevant operational recording system, divided by the estimated resident population from Statistics New Zealand (Stats NZ) divided by 100,000 | Maintain a downward trend |
| <b>Fewer unwanted wildfires occur across landscapes and communities</b> | Number of unwanted wildfires per 100,000 population | Outcome – wildfire incidence | This measure tracks the rate of unwanted wildfire incidents relative to population size. Monitoring trends provides an indicator of whether outdoor fire safety education, fire season controls and risk reduction activities are contributing to fewer unwanted wildfire ignitions. | A count of unwanted wildfire incidents attended, as recorded in the relevant operational recording system, divided by the estimated resident population from Stats NZ divided by 100,000                       | Maintain a downward trend |

## Strategic outcome: Reduced harm to people, property and the environment

We seek to minimise loss of life, injury and damage when fire and other emergencies occur.

The measures below track trends in preventable fire-related fatalities and injuries and assess whether our operational effectiveness, containment capability and system readiness are limiting harm when incidents occur. They also provide insight into emergency demand and system exposure over time.

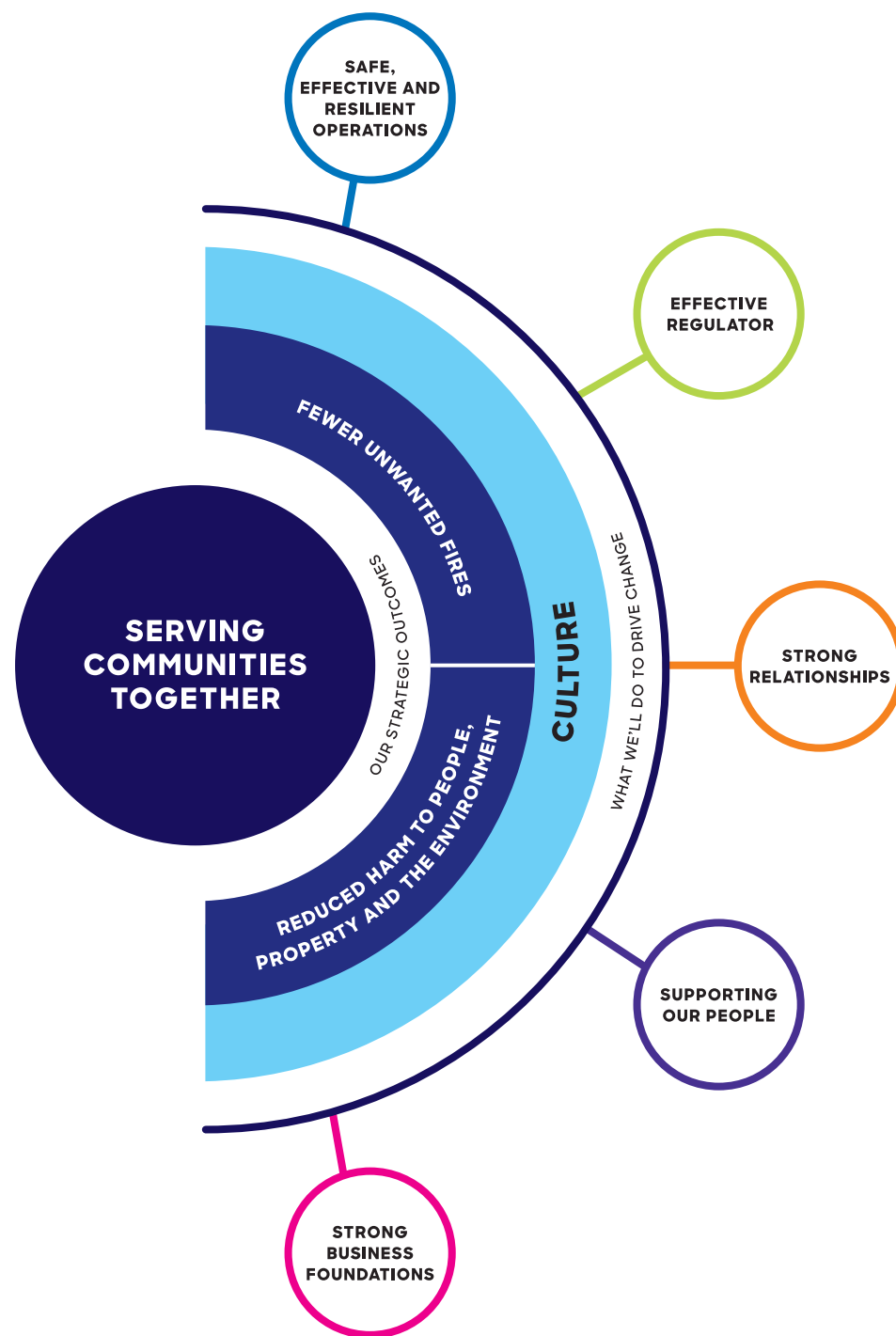
These outcome measures reflect the longer-term safety, intervention effectiveness, system demand and capability outcomes Fire and Emergency seeks to influence through prevention, response and operational capability.

| Outcomes we seek                                                                            | Outcome indicators                                                                                                                    | Outcome type                         | Why this measure is important                                                                                                                                                                                                                                                                                                                                                                                           | Method of calculation                                                                                                                                                                                                                                   | Target / trend                                          |
|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|
| <b>Fewer lives are lost to preventable fires</b>                                            | Ratio of preventable fire-related fatalities per 100,000 people                                                                       | Outcome – harm reduction             | This measure tracks the rate of preventable fire-related deaths relative to the population. It provides a long-term indicator of whether prevention, preparedness and response activities are contributing to reduced loss of life from fires.                                                                                                                                                                          | Number of preventable fire-related fatalities using coronial classification and the relevant operational recording system, divided by the estimated resident population from Stats NZ divided by 100,000                                                | Maintain a downward trend                               |
| <b>Fewer people are injured in preventable fires</b>                                        | Ratio of preventable fire-related injuries per 100,000 people                                                                         | Outcome – harm reduction             | This measure indicates whether fire incidents are resulting in fewer injuries over time. It reflects improvements in prevention, preparedness, fire safety behaviour and effective response.                                                                                                                                                                                                                            | Number of preventable fire-related injuries using incident reporting and injury classification data, divided by the estimated resident population from Stats NZ divided by 100,000                                                                      | Maintain a downward trend                               |
| <b>Fire damage is limited through effective suppression once Fire and Emergency arrives</b> | Percentage of structure fires requiring suppression where fire spread does not extend beyond the area involved at the time of arrival | Outcome – intervention effectiveness | This measure reflects the effectiveness of suppression operations in limiting fire spread and reducing property damage once Fire and Emergency intervention begins.                                                                                                                                                                                                                                                     | Percentage of structure fire incidents attended, recorded in the Station Management System (SMS), where suppression was required and the extent of fire damage was recorded in SMS as contained without extension beyond the area identified on arrival | 85% by 2030/31; maintain an upward trend                |
| <b>Demand for non-fire emergency response is reduced over time</b>                          | Number of all non-fire incidents per 100,000 population                                                                               | System demand indicator              | <p>This measure provides an indicator of system-level demand for non-fire emergency response.</p> <p>While Fire and Emergency does not directly control the drivers of this demand, trends over time help show whether prevention activities, risk reduction initiatives and wider system improvements are contributing to fewer avoidable emergency incidents and reduced pressure on emergency response services.</p> | Number of non-fire incidents attended, recorded in SMS, divided by the estimated resident population from Stats NZ divided by 100,000                                                                                                                   | Monitor trend over time to understand changes in demand |
| <b>Wildfire containment effectiveness</b>                                                   | Median time from arrival to containment for qualifying wildfires <sup>1</sup>                                                         | Outcome – Intervention effectiveness | This measure reflects the effectiveness of containment operations in limiting the wildfire spread and reducing harm to people, property and the environment.                                                                                                                                                                                                                                                            | Measuring the elapsed time, in minutes, from the arrival on site of the first responding appliance to the time the wildfire is recorded as fully contained                                                                                              | Target ≤ 6 hours, baseline to be developed              |
| <b>Wildfire suppression effectiveness</b>                                                   | Median time from arrival to full suppression for qualifying wildfires <sup>1</sup>                                                    | Outcome – Intervention effectiveness | This measure reflects the effectiveness of suppression operations in limiting the wildfire spread and reducing harm to people, property and the environment                                                                                                                                                                                                                                                             | Measuring the elapsed time, in minutes, from the arrival on site of the first responding appliance to the time the wildfire is recorded as fully suppressed                                                                                             | Target ≤ 24 hours, baseline to be developed             |

1. Qualifying wildfires are all wildfires that last at least four hours and involve at least six appliances.

## Our focus – what we will do to drive change

Tō mātou aronga – ka aha mātou hei kōkiri i te huringa



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

### 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

Our culture is the foundation of our purpose and strategic outcomes

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

## Delivering change through focused programmes

Te whakaputa i ngā huringa mā ngā kaupapa arotahi

To deliver our focus areas and long-term outcomes, we will implement eight coordinated programmes of work over the next four years.

These programmes translate strategic intent into structured delivery, strengthening how we prevent harm, respond to emergencies, support our people and sustain the systems that communities rely on.

Together, they operate as a coordinated system of change. While each programme targets a specific area of capability, improvements in one area, such as workforce capability, regulatory effectiveness, asset resilience or financial sustainability, reinforce performance across the system as a whole.

The programmes operate across three complementary layers that reflect how Fire and Emergency influences community safety: direct service delivery, coordinated system partnerships, and the organisational capability that enables both.

### Programmes that directly influence community

- Safe, effective and resilient operations (Programme 1)
- Effective regulator (Programme 2)
- Assets and technology (Programme 4)

### Programmes that strengthen partnerships and coordinated action across the emergency management system

- Strong relationships (Programme 3)

### Programmes that enable Fire and Emergency to sustain and strengthen service delivery

- Financial sustainability, levy planning and risk (Programme 5)
- Financial reinvestment and risk management (FRRM) (Programme 6)
- Supporting our people (Programme 7)
- Culture (Programme 8)

While each programme focuses on a distinct area of capability, they contribute to shared outcomes:

- reducing the incidence and impact of unwanted fires
- reducing harm to people, property, land and the environment
- protecting and preserving life
- preventing or limiting injury and damage when incidents occur.

Collectively, these programmes will:

- reduce the risk of fire and related harm before incidents occur
- improve the safety, consistency and effectiveness of emergency response
- maintain the assets, technology and systems that underpin reliable service delivery
- strengthen partnerships so communities and agencies can plan and act together
- ensure levy funding is fair, sustainable and transparently managed
- support a skilled, healthy and resilient workforce
- build inclusive leadership and a culture communities can trust.

Trusted frontline services depend on more than operational response alone. They require strong regulatory settings, sustainable funding, modern infrastructure, disciplined financial stewardship, capable leadership, healthy people and enduring relationships with communities and partners.

The Board will receive regular reporting on progress of the eight programmes.

# From focus to delivery, programme sequencing

Mai i te arotahi ki te tuku, te raupapa kaupapa

The programmes of work across our focus areas are sequenced to support sustainable organisational change while maintaining continuity of frontline service delivery.

This sequencing reflects three priorities:

- supporting fiscal sustainability through disciplined investment and prioritisation
- creating space to reinvest in capability and service reliability
- managing risks within an increasingly complex operating environment.

Capability is strengthened progressively, establishing strong foundations first, embedding them in practice, and then lifting maturity over time. This structured approach ensures we do not compromise current service delivery while building the resilience required for the future.

## Foundational capability

This phase establishes core systems, frameworks, structures and financial disciplines that enable safe, reliable and consistent service delivery. It provides the building blocks that allow communities to have confidence in the stability and sustainability of emergency services.

## Capability embedding

Once foundations are in place, focus shifts to integrating improvements into everyday operations. This ensures that new frameworks, systems and expectations translate into consistent behaviours, better decision making and improved service experiences for communities.

## Capability maturity

As capability strengthens, emphasis moves to refinement, resilience and continuous improvement. This supports adaptability in the face of changing risks, climate pressures, fiscal constraints and evolving community expectations.

Taken together, these eight programmes implement Our Strategic Direction over the timeframe of this Statement of Intent and provide a coordinated pathway to stronger prevention, safer and more effective response, fair and sustainable funding and a capable, supported workforce.

They ensure we remain well governed, financially resilient and operationally ready, so that communities can trust that when they need us, we are prepared, capable and there for the long-term.

## PROGRAMME 1

# Safe, effective and resilient operations

Emergency response is at the heart of our legislated mandate and is the service that communities most directly experience. Delivering safe, timely and effective response when emergencies occur depends on maintaining a continuous state of operational readiness. Together, readiness and response are central to reducing harm and protecting life, property, land and the environment.

As risks evolve and operational complexity increases, maintaining consistent levels of service requires deliberate planning, clear capability settings, defined readiness standards and sustained investment. The Safe, effective and resilient operations programme strengthens both our immediate response capability and the systems that ensure we are prepared before incidents occur.

This programme builds a clearer national view of our capability across people, fleet, equipment (covered in the Assets programme) and specialist skills. It defines levels of service, formalises readiness settings and enhances specialist and incident management capability. By embedding consistent operational practices and linking workforce and asset planning to long-term priorities, we improve our ability to anticipate demand, prioritise resources, manage risk and maintain reliable service delivery.

Together, these elements lift the maturity and resilience of our operational system. They support safer working environments for our people, improve coordination during complex events and strengthen our ability to anticipate, prepare for and adapt to changing risk. A nationally aligned, risk-informed and readiness-focused approach ensures communities can rely on a consistent, professional and effective emergency response now and into the future.

The programme focuses on seven key elements:

## Foundational capability

- + **Developing a consolidated capability view** – developing a clear, national view of operational capabilities across people, fleet, equipment and specialist skills to guide planning and prioritisation
- + **Defining Levels of Service (LoS) and capability triggers** – establishing service levels, readiness expectations and capability triggers to guide operational priorities under varying operational conditions

## Capability embedding

- + **Implementing a capability planning framework** – linking workforce, assets and operations to long-term strategic priorities and readiness requirements
- + **Strengthening operational resource management** – supporting scalable, risk-informed deployment of people and equipment to respond to evolving community risk
- + **Defining operational readiness settings** – establishing consistent national readiness standards (e.g. severe weather and wildfire)
- + **Strengthening specialist wildfire expertise** – building specialist wildfire skills, addressing succession needs and enhancing readiness and response capability for complex wildfire events

## Capability maturity

- + **Enhancing incident management capability** – enhancing Coordinated Incident Management System (CIMS) and Incident Management Team (IMT) skills to manage complex and prolonged emergencies effectively.

Together, these initiatives provide a coordinated and sustainable approach to maintaining frontline operational readiness and response capability, reinforcing workforce confidence and public trust.

While strong operational capability ensures we respond effectively when emergencies occur, reducing harm also requires influencing risk before incidents happen. The Effective regulator programme complements our response capability by strengthening prevention, compliance and proportionate intervention – helping to reduce the likelihood and impact of fire in the first place.

PROGRAMME 2

## Effective regulator

Preventing harm before incidents occur is central to reducing fire risk and protecting communities. As New Zealand’s principal fire safety regulator, Fire and Emergency plays a critical role in influencing safer behaviours, strengthening compliance and intervening where risk persists.

This programme strengthens our regulatory approach to ensure education, compliance, investigation and enforcement are exercised consistently, proportionately and where they will have the greatest impact. It reflects a deliberate shift towards a more strategic and intelligence-informed model, clarifying the respective roles of education and enforcement, strengthening compliance capability and embedding systems that support risk-based decision making.

A central aim is to focus regulatory effort on the areas of greatest risk. By improving decision quality, strengthening intervention tools and establishing clear expectations, we will be better positioned to influence safer behaviours, improve compliance with fire safety standards and reduce fire-related harm.

The programme also supports implementation of the updated Part 3 levy regime, modernising how Fire and Emergency is funded. The revised levy arrangements broaden the funding base and introduce clearer, more sustainable settings that better reflect the risks Fire and Emergency responds to. Delivering this transition requires system updates, clear guidance for insurers and levy payers, and robust processes to ensure accurate collection and administration. These changes strengthen long-term financial certainty and support the sustainability of frontline services.

Together, these initiatives reinforce our role as a modern Crown entity regulator. They equip our people to confidently exercise regulatory powers, improve the effectiveness of prevention activity and support safer communities over time.

This programme focuses on four key elements that strengthen regulatory effectiveness and prevention outcomes:

### Foundational capability

- + **Establishing a regulatory framework** – developing a regulatory framework to provide a clear, consistent and proportionate approach to education, compliance, investigation and enforcement
- + **Strengthening intervention systems and tools for regulatory compliance** – enabling a structured, intelligence-led approach to monitoring and enforcing compliance

### Capability embedding

- + **Embedding Māori engagement and fire safety capability** – strengthening engagement with hapori Māori while delivering culturally appropriate prevention services to reduce inequities and improve fire safety outcomes in Māori communities

### Capability maturity

- + **Supporting the system transition to the Part 3 levy regime** – preparing system updates, guidance for insurers and levy payers, and processes for accurate collection and administration while maintaining compliance and regulatory effectiveness.

Effective regulation does not operate in isolation. Achieving safer communities depends on trusted partnerships, shared understanding and coordinated action across agencies, industry and communities. The Strong relationships programme strengthens these connections, ensuring clarity of roles, improved collaboration and sustained confidence in our work.

PROGRAMME 3

## Strong relationships

Delivering safe and effective emergency services requires trusted partnerships and clear collaboration across the system we operate within. Strong relationships with communities, hapori Māori, industry, government agencies and other emergency services are essential to reducing harm and improving coordinated response.

This programme strengthens the frameworks, governance arrangements and engagement practices that support consistent and purposeful collaboration. By clarifying roles, improving shared understanding and reinforcing coordinated action, we support better joint planning, informed decision making and more effective service delivery.

A key priority is ensuring our engagement is deliberate, aligned to our legislative responsibilities and responsive to community expectations. Strengthening relationship management capability across the organisation will improve consistency, deepen trust and create clearer accountabilities across the sector. Over time, this contributes to safer, more coordinated emergency responses and stronger public confidence.

The programme also strengthens partnerships with levy stakeholders. Closer collaboration with the insurance and property valuation sectors will improve data quality, enhance levy modelling capability and support the effective implementation of the updated Part 3 levy regime. This contributes to more accurate and equitable levy settings and strengthens confidence in the sustainability of our funding model.

Together, these efforts support enduring partnerships, reinforce government and sector confidence and strengthen our ability to deliver coordinated and trusted services to communities.

This programme concentrates on two key elements that underpin strong, effective relationships:

### Foundational capability

- + **Establishing a stakeholder management framework** – developing a nationally consistent approach to engagement, including principles, governance arrangements and tools to enable purposeful and coordinated interaction with communities, partners and government agencies

### Capability embedding

- + **Building stronger relationships with levy stakeholders to enhance data and modelling** – collaborating closely with the insurance and property valuation sectors to improve data quality and modelling and support accurate levy settings and equitable funding decisions.

Strong partnerships and effective service delivery depend on robust organisational foundations. Sustainable funding, disciplined risk management, effective governance, reliable infrastructure and sound financial stewardship underpin our ability to maintain trusted frontline services. The Strong business foundations programmes strengthen the systems, assets and financial settings that support our work and ensure they remain resilient and fit for the future.

## PROGRAMMES 4, 5 AND 6

## Strong business foundations

Safe and effective frontline services depend on strong organisational foundations. Reliable infrastructure, sustainable funding, disciplined governance and effective risk management underpin our ability to deliver trusted services to communities.

Over the next four years, we will strengthen the systems, assets and financial settings that support operational delivery and long-term resilience. This focus area ensures we remain well governed, financially sustainable, risk-aware and equipped with the infrastructure and resourcing discipline required to maintain reliable service delivery.

The Strong business foundations focus area is delivered through three complementary programmes:

- + **Assets and technology**, which strengthens the infrastructure and systems that enable frontline operations
- + **Financial sustainability, levy planning and risk**, which reinforces sustainable funding, financial discipline and organisational resilience
- + **Financial reinvestment and risk management (FRRM)**, which drives efficiency, manages fiscal risk and realigns resources to frontline and strategic priorities.

Together, these programmes provide the structural backbone that supports all other areas of our work, ensuring infrastructure, funding and resource allocation remain aligned to our long-term strategic outcomes.

### Assets and technology programme

Operational readiness depends on reliable, fit-for-purpose assets and modern digital systems. This programme strengthens the physical and digital infrastructure that supports safe, effective and resilient frontline operations.

It spans our specialist firefighting fleet, property assets, operational equipment, technology and data systems. By aligning asset investment with service delivery needs, we ensure the right resources are available in the right locations to maintain our ability to respond for communities.

Refreshing asset management plans will strengthen lifecycle planning across maintenance, renewal and capital investment, supporting disciplined prioritisation and risk management. Technology investment will modernise core systems, strengthen cybersecurity and business continuity and position digital capability as critical infrastructure for frontline service delivery.

Together, this work improves operational reliability, strengthens safety and supports informed decision making across the organisation.

This programme focuses on five key elements that strengthen operational readiness and organisational capability:

#### Foundational capability

- + **Enhancing operational technology and digital resilience** – developing and implementing a new 10-year ICT plan to modernise systems, strengthen cybersecurity and business continuity, and support technology-enabled operational continuity and priorities
- + **Aligning property assets to service delivery needs** – designing facilities to be rightsized and fit for purpose to support service delivery now and into the future

#### Capability embedding

- + **Optimising operational fleet capability** – optimising lifecycle performance, availability and resilience of our specialist firefighting fleet assets to align with service needs and operational requirements
- + **Enhancing organisational data and analytics capability** – improving access, integrity and useability of data to support informed decision making, reporting and operational performance

#### Capability maturity

- + **Refreshing asset management plans** – updating lifecycle management (maintenance, renewal and capital), prioritisation, investment and medium-term levels of service to maintain operational readiness and manage risk effectively.

### Financial sustainability, levy planning and risk programme

Sustainable emergency services require strong financial and risk management settings. This programme strengthens the financial disciplines and risk practices that underpin reliable service delivery.

A central focus is implementing a structured levy cycle, planning and rate-setting process in preparation for the changes under the Fire and Emergency New Zealand (Levy) Amendment Act 2023. From 1 July 2026, the revised Part 3 levy framework will apply new calculation methods and broaden the funding base to better reflect the risks Fire and Emergency responds to. Establishing clear processes, defined responsibilities and robust systems will ensure accurate, transparent and sustainable levy administration.

The programme also embeds risk-informed decision making across operational and financial planning. Strengthening visibility, ownership and management of organisational risks supports better prioritisation, reduces the likelihood of service disruption and reinforces governance confidence.

While this work does not directly deliver frontline response, it provides assurance that the organisation is financially resilient, risk-aware and operating within clear legislative and governance frameworks, enabling our people to focus on protecting communities.

This programme focuses on two key elements that strengthen organisational resilience and capability:

#### Capability embedding

- + **Planning the future levy cycle and rate-setting** – developing a transparent, accurate and sustainable approach to levy administration in preparation for changes under the Fire and Emergency New Zealand (Levy) Amendment Act 2023. This includes defining roles, responsibilities and processes to support effective planning and reporting under the new requirements
- + **Strengthening organisational risk practices** – embedding risk-informed decision making across operational and financial planning to improve visibility, ownership and management of organisational risks and building capability to prevent avoidable harm.

### Financial reinvestment and risk management (FRRM) programme

Financial sustainability requires more than stable levy settings. It also requires disciplined cost management, clear prioritisation and the ability to reallocate resources as risks and strategic priorities evolve.

The FRRM programme strengthens organisational resilience by identifying sustainable efficiencies in non-frontline activities and reinvesting savings into critical operational capability and emerging priorities. It responds to the Minister of Internal Affairs' direction to deliver \$60 million in savings across the 2026/27–2028/29 levy period, while maintaining the integrity of frontline services.

This programme also addresses fiscal uncertainty arising from the transition from indemnity value to sum insured for non-residential property and the potential for levy volatility during the implementation of the new levy framework. By taking a comprehensive view of our resourcing model, we will realign activities and investment towards the capabilities that most directly support our strategic outcomes.

This programme focuses on one key element:

#### Capability embedding

- + **Implementing FRRM** – delivering enduring efficiency savings targeting approximately \$50 million per annum from 2026/27 onwards, managing levy and cost-pressure risks and systematically reallocating resources to frontline delivery and priority capability uplift.

Infrastructure, funding, systems and disciplined resource management alone do not deliver services, our people do. The Supporting our people programme strengthens the workforce capability, wellbeing and leadership depth required to safely and effectively deliver our legislated mandate in increasingly complex environments.

PROGRAMME 7

Supporting our people

Delivering safe and effective emergency services depends on a capable, supported and resilient workforce. Our people are central to protecting communities and responding confidently in increasingly complex operational environments.

As well as our paid employees, we rely on around 12,000 volunteers to deliver frontline services to communities. This programme strengthens the systems and frameworks that enable our people to perform safely, develop their skills and sustain readiness over time. It builds leadership depth, strengthens training and development pathways, enhances wellbeing and health protections and supports long-term workforce sustainability. As operational demands evolve, maintaining a skilled and confident workforce requires deliberate investment in capability and care. By modernising training, strengthening wellbeing systems and building leadership and talent pipelines, we improve safety, reinforce operational standards and ensure continuity of service delivery.

Together, these initiatives lift organisational maturity, strengthen engagement and confidence across the workforce and support public trust in the services we deliver.

This programme covers four key elements that strengthen workforce capability, resilience and sustainability:

Foundational capability

- + **Modernising our approach to training** – implementing a new training strategy that transforms how training is delivered, strengthens workforce capability and supports consistent operational standards
- + **Enhancing workforce wellbeing and resilience** – strengthening safety, health and wellbeing systems so people can work safely, maintain resilience and perform effectively in evolving operational contexts

Capability embedding

- + **Developing leadership and talent** – building leadership capability and talent pipelines through consistent frameworks, development pathways and succession planning

Capability maturity

- + **Implementing preventative health monitoring** – deploying proactive health monitoring to support operational fitness, manage long-term health risks and maintain workforce availability.

Together, these elements form a coordinated approach to sustaining a capable, safe and resilient workforce while safeguarding communities’ access to high-quality emergency services.

Sustaining workforce capability also depends on the culture that shapes how we lead, collaborate and hold ourselves accountable. A strong and inclusive organisational culture underpins performance, reinforces trust and ensures our values are reflected in everyday decisions and behaviours. The Culture programme strengthens these foundations, supporting both organisational effectiveness and public confidence.

PROGRAMME 8

Culture

A strong organisational culture underpins our ability to deliver trusted, high-quality services to communities. It shapes how we lead, collaborate, make decisions and uphold the standards expected of us.

This programme strengthens the behavioural and leadership foundations that ensure our values are consistently reflected in everyday practice. By reinforcing clear expectations, accountability and inclusive leadership, we support a safe, positive and high-performing environment across the organisation.

A diverse and inclusive workforce is central to delivering effective and trusted services. Embedding inclusive practices and improving representation ensures our people feel respected, valued and able to contribute fully. A culture grounded in fairness and belonging strengthens engagement, improves decision making and better reflects the communities we serve.

Cultural change is sustained over time through consistent leadership commitment, clear reinforcement mechanisms and organisational learning. By strengthening how we live our values and hold ourselves accountable, this programme supports workforce confidence, organisational performance and public trust.

This programme focuses on one critical element:

Foundational capability

- + **Embedding an inclusive and diverse workforce** – implementing inclusive practices, improving representation, embedding equitable recruitment and reinforcing a sense of belonging and fairness across the organisation.

Delivering as an integrated system

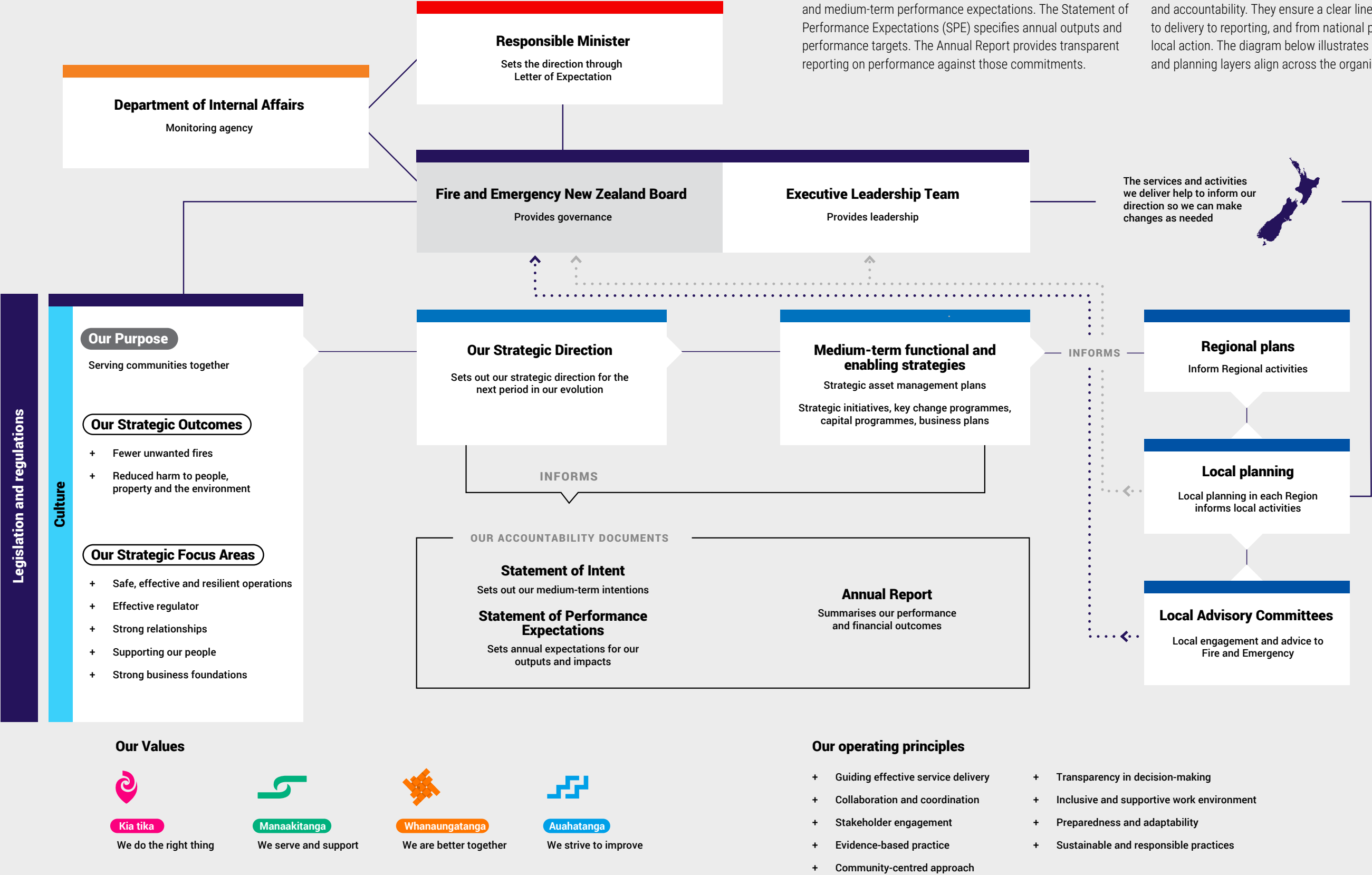
Together, these eight programmes operate as a coordinated system of change. Operational capability, effective regulation, strong partnerships, sustainable foundations, workforce capability and culture are mutually reinforcing, each strengthening the impact of the others.

This integrated approach ensures we do not treat prevention, response, people, infrastructure, funding or culture in isolation. Instead, we strengthen the whole organisation in a deliberate and sequenced way, maintaining reliable frontline services while building long-term resilience.

By aligning capability, behaviour, systems and governance, we ensure Fire and Emergency remains trusted, financially sustainable and operationally ready, so communities can rely on us to prevent harm, respond effectively and protect what matters most, now and into the future.

# Our strategic planning and accountability framework

Te anga whakamahere rautaki me te kawenga takohanga





# How we will measure our progress

Me pēhea tātou e mehua te ahunga whakamua

The following section explains how our performance framework links Our Strategic Direction, strategic outcomes, programmes and annual delivery through the Statement of Performance Expectations, and how progress is reported through the Annual Report.

## Our performance framework

Te ahua o ā matou mahi taurahere

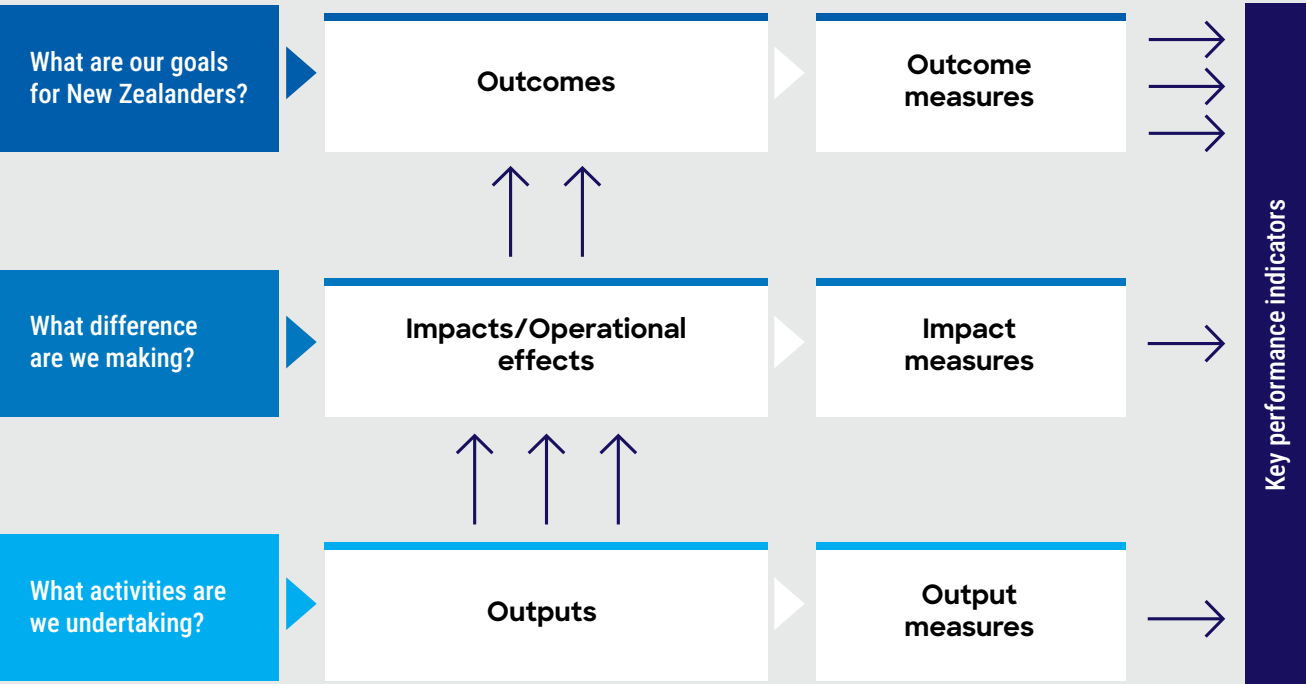
This section describes the performance framework that underpins planning, monitoring and reporting across this Statement of Intent (SOI), the Statement of Performance Expectations (SPE) and the Annual Report. It explains how strategic outcomes, output classes, outputs and measures are connected to provide clear accountability for annual delivery and long-term performance.

Our performance framework distinguishes between outputs, operational effects (impacts) and outcomes. Outputs describe the services we deliver. Operational effects describe the observable difference those services make in the short- to medium-term. Outcomes describe the longer-term changes we seek to influence for communities and the operating environment. Together, these elements demonstrate how the activities we undertake contribute to the goals we seek for New Zealanders.

This results chain provides the foundation for how performance is specified and monitored across our planning and reporting documents. Outputs and their associated measures are specified annually in the SPE. Operational effect (impact) measures in the SPE provide insight into whether those outputs are contributing to the longer-term outcomes described in this SOI, while outcome measures in the SOI track progress towards those outcomes over time.

The performance framework is designed to:

- strengthen the line of sight between strategy, delivery and outcomes
- clearly distinguish between annual service delivery commitments and medium- to long-term performance results
- support transparent accountability for both operational delivery and organisational stewardship
- provide a coherent and consistent structure for planning, monitoring and reporting performance.



# Strategic outcomes and outcome measures

Our strategic outcomes of:

- fewer unwanted fires
- reduced harm to people, property and the environment

describe the enduring operating environment we are seeking to achieve in support of our purpose and strategic direction.

These outcomes describe sustained capability and performance rather than indicating year-to-year delivery.

Our strategic outcomes are supported by one or more outcome measures. These measures provide evidence of sustained capability and system performance over time.

Outcome measures are selected to:

- reflect our progress towards sustained organisational performance
- indicate trends across the longer term
- provide a stable basis for monitoring long-term performance.

Targets and trend expectations for outcome measures are set in the SOI to signal intended medium- to long-term performance. Outcomes and outcome measures are therefore not annual performance commitments. They are assessed primarily through directional trends and medium-term target signals rather than annualised performance thresholds.

Outcome measures defined in this SOI will be included in the SPE as outcome indicators, enabling annual reporting on progress towards the achievement of longer-term outcomes.

## Our Strategic Direction focus areas and programmes

Our Strategic Direction describes the key areas where we must strengthen capability to deliver our purpose and influence our strategic outcomes. In this SOI, these are reflected through our focus areas and the programmes of work aligned to them.

For performance specification purposes, the focus areas include both service delivery functions and enabling functions.

Not all focus areas translate directly into output classes for performance specification purposes. Focus areas such as Strong relationships, Strong business foundations (in part), Supporting our people and Culture primarily describe enabling and corporate functions. These focus areas demonstrate organisational health and stewardship and support delivery across the system, rather than representing standalone service delivery outputs.

## Outputs and output classes

Outputs describe the services we deliver and form the primary basis for annual performance accountability. They represent the activities and services for which we receive funding and are accountable for on an annual basis.

They are specified in the SPE, where service delivery activities are clearly identified and annual performance expectations set. Output performance measures and annual targets are set in the SPE.

Outputs are grouped into three output classes that describe where the funding we receive is applied:

• **Prevention output class – Focus area: Effective regulator**

Prevention involves the delivery of activities and interventions that reduce the likelihood and consequences of fires before they occur. This includes community education, risk reduction initiatives, regulatory and compliance activities, and partnerships that influence safer behaviours, safer environments and administration of the levy scheme.

Prevention outputs focus on proactive actions taken to minimise harm to people, property and the environment.

• **Response output class – Focus area: Safe, effective and resilient operations**

Response involves the delivery of emergency response services to fires and other incidents to protect life, property and the environment. This includes receiving and responding to calls for assistance, mobilising and deploying trained personnel and specialist resources, and managing incidents safely and effectively.

Response outputs focus on the operational delivery of emergency services when incidents occur.

• **Response assets and systems output class – Focus area: primarily aligned to Strong business foundations**

Response assets and systems involve the delivery and stewardship of the physical, digital and system assets that enable effective emergency response. This includes stations, fleet, equipment, ICT platforms, data and supporting systems required to ensure response services can be delivered safely, reliably and when needed.

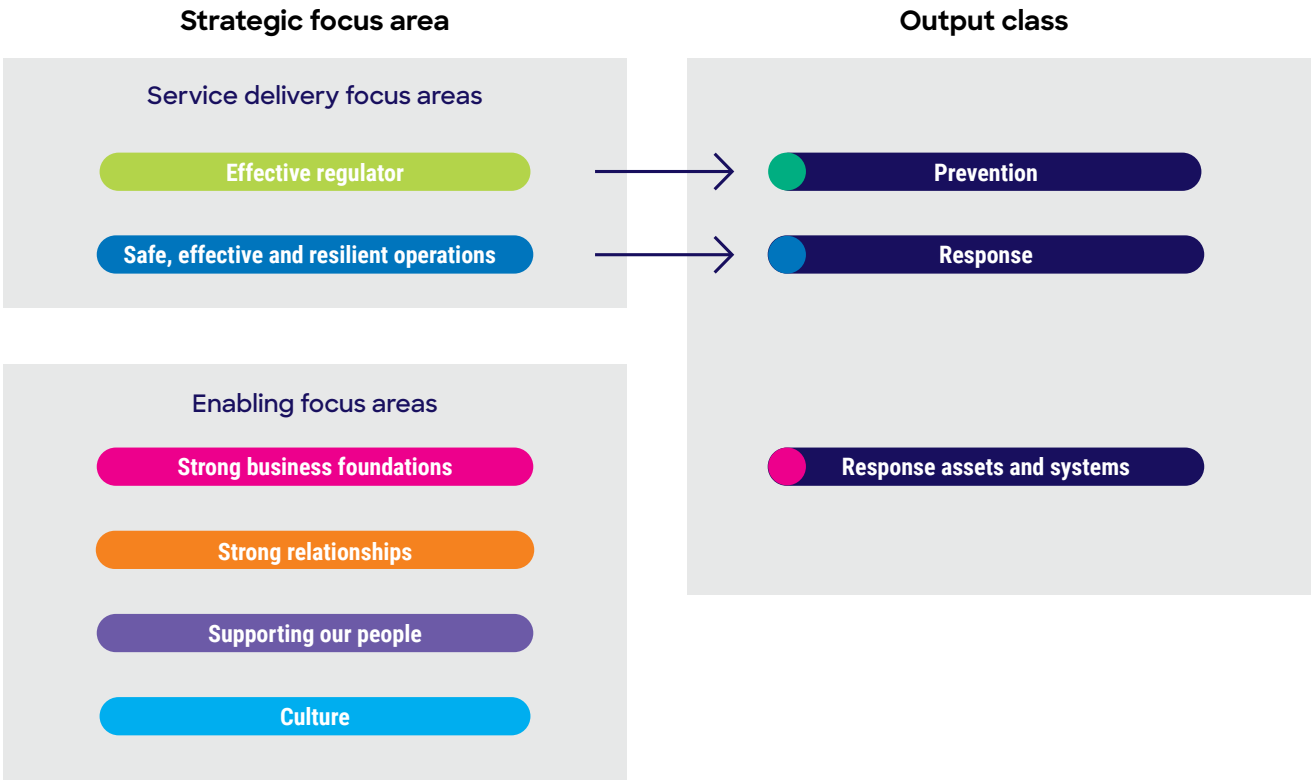
Response assets and systems outputs focus on maintaining, renewing and managing our systems and assets to support operational response capability.

The output class structure in this SOI has been revised to better align with the organisation's strategic outcomes and funding stewardship. While this structure groups operational response services under one 'Response' class and introduces a distinct class for response assets and systems, it continues to reflect the core service delivery functions that are reported annually in the SPE.

These three output classes represent our primary service delivery outputs and form the basis for output performance specification and funding accountability in the SPE. Together, they reflect the full lifecycle of prevention, response delivery and the assets and systems that enable response capability.

These output classes apply to our service delivery functions. Other SOI focus areas, which primarily describe corporate stewardship or system-wide functions, contribute to outcomes indirectly and are reflected through enabling outcome measures rather than through standalone output classes.

The figure below illustrates the relationship between focus areas and output classes.



# Performance outcomes framework

## STRATEGIC LEVEL

### Outcomes

Fewer structure fires occur across communities

Fewer unwanted wildfires occur across landscapes and communities

Fewer lives are lost to preventable fires

Fewer people are injured in preventable fires

Fire damage is limited through effective suppression once Fire and Emergency arrives

Demand for non-fire emergency response is reduced over time

Wildfire containment effectiveness

Wildfire suppression effectiveness

### Outcome indicator

Number of structure fires per 100,000 of population

Number of unwanted wildfires per 100,000 population

Ratio of preventable fire-related fatalities per 100,000 people

Ratio of preventable fire-related injuries per 100,000 people

Percentage of structure fires requiring suppression where fire spread does not extend beyond the area involved at the time of arrival

Number of all non-fire incidents per 100,000 population

Median time from arrival to containment for qualifying wildfires

Median time from arrival to full suppression for qualifying wildfires

FEWER UNWANTED FIRES

REDUCED HARM TO PEOPLE, PROPERTY AND THE ENVIRONMENT

## OPERATIONAL LEVEL

### Output class

#### PREVENTION



### Focus areas

- Promote fire safety in communities
- Provide expert technical service
- Enable regulatory compliance
- Proportionate intervention

### Output measures

- 1.1.1 Percentage of schools with year 1 and 2 students offered the Get Firewise programme
- 1.1.2 Percentage of schools with year 1 and 2 students that complete the Get Firewise programme
- 1.1.3 Percentage of survey respondents who report having an escape plan
- 1.1.4 Percentage of home fire safety visits delivered in medium- and high-risk communities
- 1.3.1 Percentage of fire permits processed within ten days for permits requiring a site visit
- 1.3.2 Percentage of fire permits processed within five days for permits not requiring a site visit
- 1.3.3 Percentage of evacuation schemes completed within statutory timeframes

### Effects (impact) indicators

- Increased awareness and actions to limit harm
- Increased awareness and actions to prevent fire

#### RESPONSE



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

- 2.1.1 All Regions complete a simulation exercise (SIMEX)
- 2.2.1 Percentage of structure fires attended by career crews within eight minutes
- 2.2.2 Percentage of structure fires attended by volunteer crews within 11 minutes
- 2.2.3 Percentage of wildfires attended within 30 minutes
- 2.2.4 Percentage of Communications Centre events dispatched within 90 seconds (urban)
- 2.2.5 Percentage of Communications Centre events dispatched within 120 seconds (rural)
- 2.3.1 Percentage of hazardous substance incidents attended within 60 minutes
- 2.3.2 Percentage of motor vehicle accidents attended within 30 minutes
- 2.3.3 Maintain our INSARAG international heavy accreditation in USAR
- 2.3.4 Percentage of career crews who respond to medical emergencies within eight minutes
- 2.3.5 Percentage of volunteer crews who respond to medical emergencies within 11 minutes
- 2.3.6 Median response time to other (non-medical-related) emergencies
- 2.3.7 Median response time to non-transport-related rescue incidents

- Effective response to fire incidents

#### RESPONSE ASSETS & SYSTEMS



- Effective management of assets

- 3.1.1 Percentage of asset investment delivered against the approved Asset Management Plan (AMP)

- Supporting a well-functioning emergency management system

Our Strategic Direction

Statement of Intent

Statement of Performance Expectations

## Operational effects

Operational effects (impact) indicators sit between outputs and outcomes, demonstrating whether annual service delivery is contributing to operational effectiveness and influencing longer-term performance trends. They describe the observable effects of our delivery and indicate whether outputs are contributing to progress towards the achievement of outcomes.

Impact indicators are not performance commitments. They are expressed in terms of direction and magnitude of change and help bridge the relationship between outputs delivered annually and outcomes achieved over time.

## Performance framework linkages

The performance framework connects Our Strategic Direction, outcomes, impacts and outputs. Our Strategic Direction informs the strategic outcomes set out in this SOI. Outcomes and their associated outcome measures guide the identification of outputs and impact measures specified annually in the SPE.

This structure supports coherent performance planning and reporting across documents and ensures a clear line of sight between strategy, delivery and outcomes.

The diagram on the previous page illustrates how Our Strategic Direction 2025–2030 translates into medium- to long-term outcomes, and how those outcomes inform the outputs we deliver through the SPE.

## Relationship between the SOI and the SPE

This SOI establishes the high-level strategic outcomes and the outcome measures that describe our intended performance over the term of the SOI.

The SPE documents published during the term of this SOI will apply this framework to annual performance reporting by:

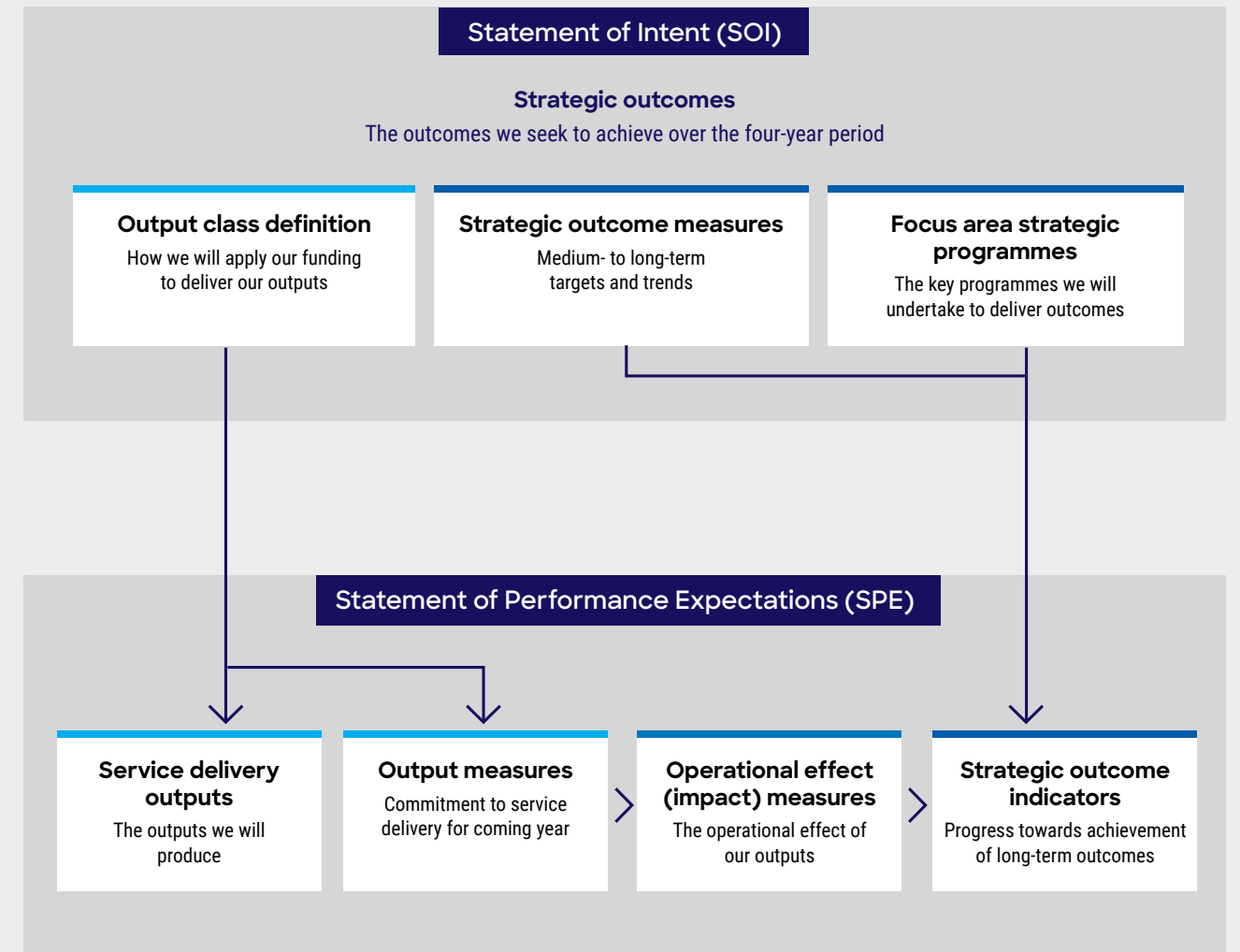
- specifying service delivery outputs and output performance measures
- setting annual performance targets for outputs
- identifying impact measures that will reflect the operational effect of our outputs
- including SOI outcome measures as outcome indicators to allow assessment of progress towards longer-term outcomes.

This approach ensures the SPE remains an output-focused accountability document, while stewardship responsibilities and long-term capability outcomes remain visible through SOI outcome indicators, maintaining a clear and consistent line of sight to the strategic intent set out in this SOI.

The SPE is not intended to replicate the full breadth of the SOI. Instead, it focuses on the organisation's major and material output classes, while demonstrating how annual delivery contributes to longer-term outcomes.

The diagram on the next page illustrates the linkages between the SOI and the SPE. It shows how Our Strategic Direction informs the focus areas and medium- to long-term outcomes set out in this SOI, and how those outcomes in turn inform the outputs and annual performance commitments specified in the SPE.

Together, this framework ensures disciplined annual accountability while supporting sustained organisational capability and long-term system performance.



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