

Fire and Emergency New Zealand Blueprint

2017-2020

November 2017



Contents

Background	3
Introduction to the Blueprint.....	4
Purpose of the Blueprint	4
Integration	4
A revised Blueprint	5
Supporting documents	5
Strategic context	6
What success looks like by 2020	7
Diagram One: Benefits over time	10
Change over time.....	11
Improving our delivery of the 4Rs	17
The work programme	20
Integrated Organisation and Operating Model	20
Safety, Health and Wellbeing	20
Resilient Communities	20
Risk Reduction	21
Volunteerism	21
People, Capability and Leadership	21
Leadership Across the Sector	21
Infrastructure.....	21
Appendices.....	22
Appendix One – Provisions of the Fire and Emergency New Zealand Act 2017	23
Appendix Two – Milestones and Benefits Map.....	25
Appendix Three – Summary of workstreams	29
Appendix Four – Deliverables by year	32
Appendix Five – Benefits Matrix.....	33

Background

Following two reviews¹, the Government agreed to reform the way fire and emergency services are delivered. The Government has established a new organisation, Fire and Emergency New Zealand (NZ), and replaced two previous Acts with new legislation. The Fire and Emergency New Zealand Act 2017 (the Act) received Royal Assent on 11 May 2017, and Fire and Emergency NZ was established on 1 July 2017.

The Act combines urban and rural fire and emergency services into a single fire and emergency services organisation for New Zealand, with an increased mandate to provide a wide range of services for communities.

Our new organisation has a strong foundation of passionate, committed and skilled people who have earned the trust and respect of New Zealanders. Whether they are urban, rural, employees or volunteers, our people serve their communities to protect and preserve life, property and the environment.

We now have a once in a generation opportunity to support this essential work by creating a fit-for-purpose fire and emergency organisation that is flexible, adaptable and efficient. The scene is set for us to strengthen our ability to serve our communities, but it will take several years to fully achieve this as we move from amalgamation, through integration, to a fully unified organisation.

Cabinet agreed to up to \$111.94 million transition funding over four years to allow Fire and Emergency NZ to embed all the requirements of the Act, creating a single, unified organisation. The funding is to be repaid over nine years out of income from the levy. The Government also agreed to \$191 million in new funding over four years to, in the main, provide new support for volunteers, address gaps in under-investment in rural fire, and strengthen the new organisation.

We have published a Statement of Intent for 2017-21 (the SOI) and a Statement of Performance Expectations for 2017-18 (the SPE). Together these set our new organisation's strategic direction and priorities to give effect to the reforms.

¹ Report of the Fire Review Panel 2012 (the Swain Report) and the Fire Services Review, established in 2014 in response to the Swain report, and other matters outside the Fire Review Panel's original Terms of Reference.

Introduction to the Blueprint

The Fire and Emergency NZ Blueprint 2017-20 (the Blueprint) covers the second, or “Integration”, phase to integrate Fire and Emergency NZ. This starts with the first day of the organisation on 1 July 2017 and ends when the available transition funding ceases on 30 June 2020.

This follows the first phase to amalgamate 40 organisations into one, delivered through a Day One Blueprint. While the establishment of our organisation was a significant milestone, the next three years will see Fire and Emergency NZ further defined and developed.

The Blueprint was developed collaboratively with Fire and Emergency NZ leadership and subject matter experts. It also reflects feedback from a range of stakeholders, including the Department of Internal Affairs, unions and associations. It was approved by the Board in October 2017.

Purpose of the Blueprint

The purpose of the Blueprint is to set out Fire and Emergency NZ’s work programme for the Integration Phase. It also outlines the benefits that will flow from this, to successfully deliver the objectives and outcomes expected by the Board, Cabinet, and the Act.

The Blueprint links strategy to action. It connects the strategic direction set by the government reform agenda, the SOI and the SPE to the tactical plans and projects being delivered through the Integration Programme, Strategic Projects, and other major change initiatives within core business that contribute to building an integrated organisation by 2020.

The Blueprint is not a portfolio of all activities in the organisation, and therefore other strategic initiatives that do not contribute to building an integrated organisation are not included.

Integration

The word “integration”, is used deliberately, as the start point for the organisation is the 1 July 2017 amalgamation of one urban and 39 rural organisations into Fire and Emergency NZ, a single new organisation. As such, the majority of systems and processes required to support it are currently variable and “unintegrated”. There are many examples including fire permitting, SMS, Safety, Health & Wellbeing (SH&W), a range of policies, procurement, fleet and asset management, IGC radio, and training, to name a few.

Integration is about bringing together the functions, systems, processes, tools, structures and ways of working that are required for Fire and Emergency NZ to operate as, and be seen to be, one organisation.

Integration is also more than this, as it includes setting a new direction guided by the new legislation, which will require the design of an integrated operating model. It is also about new opportunities such as a strengthened role in risk reduction and working more closely with communities – in an integrated way.

Integration also lays the foundation for unification beyond 2020, when we will feel and act as one organisation.

In this way, the Blueprint seeks to describe what an integrated organisation looks like by 30 June 2020. Some changes will be evolutionary, building on our strengths and course correcting things that need adjusting as identified in the reforms. Other changes may be more progressive as we build new

capability and capacity. We will work closely with our personnel, unions and associations, and other partners and stakeholders to design and deliver these changes.

A revised Blueprint

An initial Phase 2 Integration Blueprint was developed in April 2017, with the intention to update the document as new information, challenges and opportunities arose. This revised Blueprint reflects the further thinking and planning that has been undertaken since April.

The Blueprint is designed to deliver the benefits expected by the reforms. It has drawn on a wide range of sources, including the two fire services reviews, Cabinet papers, the strategic priorities of the SOI and SPE, and understanding gained during the first phase to establish the new organisation.

The Blueprint is a living document, and will continue to be updated throughout the Integration Phase. In particular, some strategic organisational projects are still to be scoped. Where these contribute to creating an integrated organisation, they will be incorporated into further updates of the Blueprint.

This revised Blueprint:

- sets out a revised work programme to integrate the functions and activities of urban and rural fire services, and to deliver Cabinet’s expectations of Fire and Emergency NZ set out in the Act
- provides a fuller picture of work to contribute to the goal of an integrated organisation, and a description of what will have been achieved by 30 June 2020
- sets out what will have been delivered by the end of the first year of integration, and what we aim to deliver over three years
- provides a three-year plan of activities over the integration phase
- sets out the initial non-financial benefits that will be delivered throughout the Integration Phase for New Zealand, the organisation and its people
- shows how the organisation will be positioned towards unification from 2020.

Supporting documents

The Blueprint is supported by a Programme Mandate which sets out how the Integration Programme activities will be governed and delivered. This is required as the Integration Programme receives dedicated funding, and is monitored separately by the Department of Internal Affairs.

The Blueprint is accompanied by a “campaign plan” that shows changes and benefits over time. A streamlined version of this campaign plan setting out milestones and benefits is provided at Appendix Two.

Strategic context

The two reviews of the fire services undertaken between 2012 and 2015 considered the legislative mandate, rural and urban governance and support structures, legislation modernisation, funding, and coordination with other emergency services. They paved the way for legislative reform.

The reviews identified that:

- changing public expectations of emergency services and environmental circumstances were putting the fire services under pressure
- there was a need to improve coordination within and between fire services, and clarify accountability and the legal framework for non-fire activity
- more consistent leadership was required than could be provided across multiple organisations
- there was variability in how different fire services were funded. More strategic investment in rural fire services was required to address past under-investment, and the levy model needed to align costs to risks and needs
- there was a need to address differences in organisational culture that could generate operational issues and grievances
- better support for the workforce was needed
- enhanced measures were required to recruit, retain and support volunteers
- challenges facing the fire services would have a growing impact in the future unless they were addressed now.

These reviews drew on lessons from other fire services internationally about how best to approach change. The reviews noted that to be successful, the changes should be undertaken in phases, adequately funded, co-designed with the sector, incorporate the perspective of communities, and grow an organisation that is reflective of the communities it serves.

What success looks like by 2020

There are many benefits from creating Fire and Emergency NZ and from integration. The overarching benefit for New Zealand is that communities are more resilient.

The benefit of integration for New Zealand is that “communities are more resilient”²

This means that New Zealand is safer and better prepared physically, economically and socially. Lives, property and the environment are increasingly protected and preserved, and there is a reduced likelihood and consequence of unwanted fire.

As a result of integration, “Fire and Emergency NZ is better able to serve New Zealand, now and in the future”

This means that we are a 21st century fire and emergency service that is well led, has a valued, safe and supportive workforce; and enjoys the confidence and trust of communities and stakeholders.

Supporting these are major and intermediate benefits. Some of these will take longer to achieve than the three years of integration.

Major benefits

The organisation is improving its understanding of risks and is clear on its role and plans in preventing or reducing them over the next 10+ years

Communities are becoming engaged. They are becoming more aware of risks and are becoming better protected from, and informed during, unwanted fires and other emergencies

Improved safety, health and wellbeing for responders

Volunteers are increasingly motivated to join and remain

The workforce is developing the skills to meet changing needs and support the relative emphasis across the 4Rs (readiness, reduction, recovery and response)

The organisation is becoming strategically led

The organisation is more responsive to changing needs (flexible and future focused)

We have a sustainable funding model

Improved incident management across main and additional functions

Increased unity of effort in that we are working together for a common outcome, internally and with partners

Externally we are identifiable as Fire and Emergency NZ

² Resilience refers to the “successful adaptation under changing conditions, proactive protection by individuals within the community and the ability to function better under stress and recover from disaster situations faster” – Australasian Fire and Emergency Services Council (AFAC) (<https://www.afac.com.au/docs/default-source/conference-posters/103.pdf>)

Intermediate benefits

Greater influence on wider policy frameworks and standard setting

There is a greater emphasis on fire prevention and risk reduction

The public find it easier to comply and work with us

Organisation is informed by communities (their risks and their needs)

Strengthened relationships with communities and iwi

Community benefits from the skills and experience that volunteers gain through involvement in Fire and Emergency New Zealand

Greater consistency and compliance in Safety, Health and Wellbeing (SH&W) practices

Positive trends in indicators show an improving SH&W culture

Workforce is becoming more diverse and better reflects and understands our communities and our needs in order to serve them

Improved engagement due to:

- Improved leadership
- People feel valued
- Better understanding and respect for all roles and contributions
- Professional development and training

Strengthened role and broader opportunities for career firefighters

Organisation is better at encouraging high performance

Economies of scale through strategies, systems, and business processes

Organisation has clarity and direction of role and mandate

Better strategic decision making:

- Investment choices
- Prioritisation
- Capability development
- Assets and property
- Risks
- Resourcing

Better operational decision making and improved situational awareness in the field

Performance management system has improved organisational monitoring, reporting and transparency

We can show the cost and value of our services and of being an integrated organisation

Confidence that we have partner resources available when required

Improved coordination, consistency and quality of operational practices across the country

Ability to deploy people in from anywhere

We can contribute accurately to joint emergency operations planning

Improved coordination and interoperability across sectors at emergencies

Credible and trusted externally amongst partners and the sector
Influence wider sector and Government to change and reduce risk
Change is embedded
People feel part of one organisation
People are actively contributing to make the change work
Mutual respect across hierarchy, across urban and rural, and across career and volunteers

Benefits to our people

Our new organisation will protect and build on the strengths we have inherited. It will also refine, build and create new systems, processes and tools which will enable us to better serve New Zealand. As a result, our people will see benefits for themselves.

It won't matter where we work or what we do, there will be at least two key things we are all proud of and experiencing every day. We will have a strong connection with our local community, working with them directly or behind the scenes to reduce the risk of an emergency or better prepare for it. We will have the right training and equipment to respond to whatever our jobs throw at us.

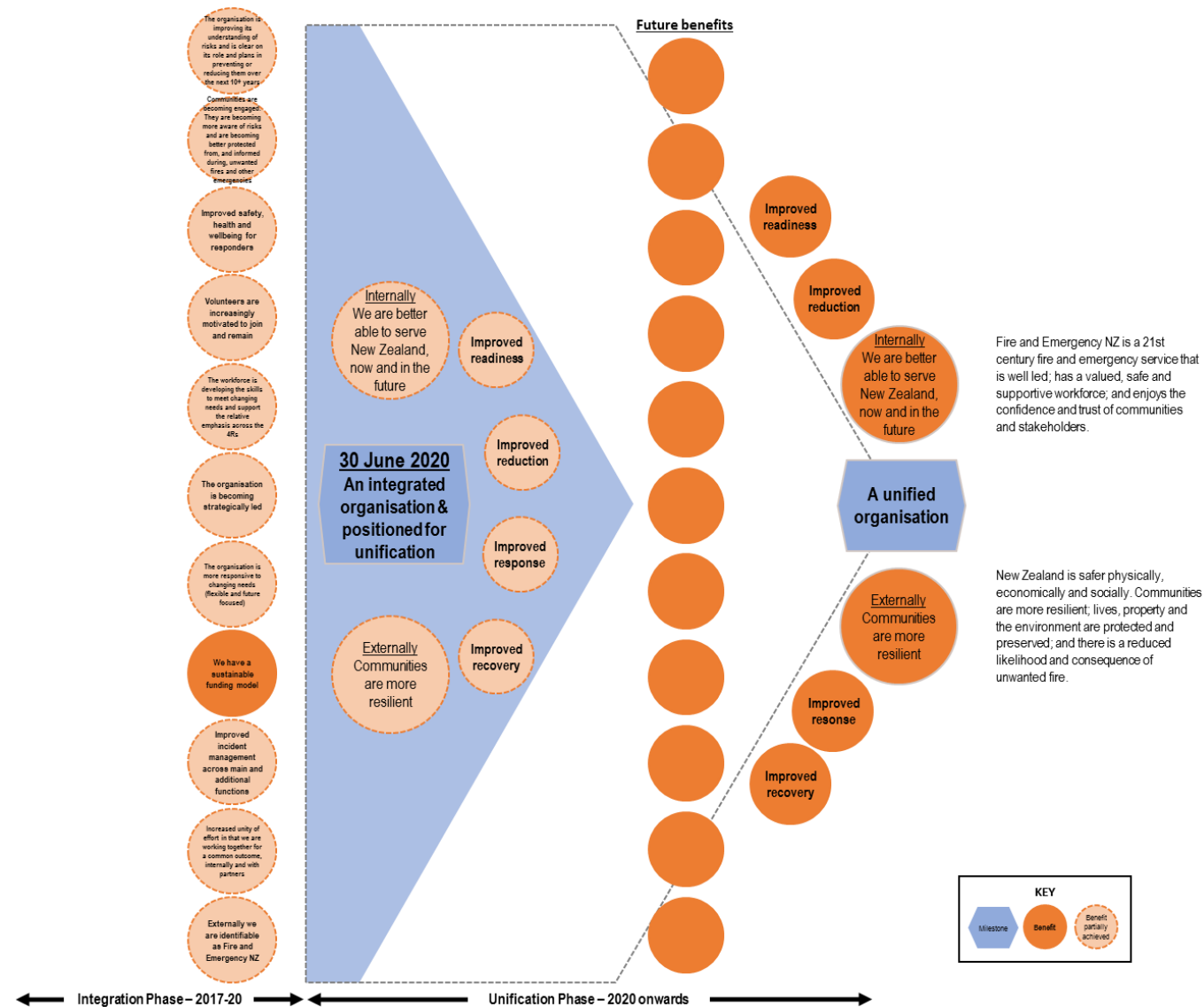
We will be more visible and coordinated in our connections with our community and with other emergency agencies. We will be better prepared for when an emergency happens and to reduce the impact when it does.

We will know our community and the things that are special to it, so we have the right people, with the right skills, right equipment, the right gear, vehicles and fire stations to meet their needs.

We'll be trained and equipped to safely do our jobs, including the new things that have come with Fire and Emergency NZ's expanded mandate to respond to a wider range of emergencies. We will be growing a diverse workforce that reflects our community. We will have more opportunities to grow our careers and develop our skills to make more of a difference to our community and Fire and Emergency NZ.

The benefits from the Integration Phase will position us to deliver further benefits during the unification phase which fully achieve the reforms. This is illustrated in Diagram One.

Diagram One: Benefits over time



In terms of structure of this document and the thinking behind it, the Blueprint is aligned to the five strategic priorities of the SOI:

- Fire reduction and prevention
- Stronger engagement with communities
- Coordinated Services
- Building and Shaping Fire and Emergency NZ
- Developing a Shared Identity.

Change over time

The following sections aim to describe what will have been achieved, in part or in full, by 30 June 2020, in terms of the journey to become an integrated organisation:

- Integrated
- Sustainable
- Centred on the risks and needs of our communities
- Identifiable as one organisation, providing an integrated service
- Building our leadership capability
- Supporting our workforce
- Leadership across the sector
- Accountable and transparent as a Crown entity
- Positioned for unification
- Improving our delivery and support of the 4Rs (readiness, reduction, recovery and response), in accordance with our leadership and support roles under the main and additional functions of the Act.

Integrated

Meaning that:

- a new operating model is implemented so that:
 - our operational approach is integrated and coordinated, including one unified command and control approach, integrated services such as fire permitting, and national responses that address local risks and needs
 - structures are integrated, with specialisation where required but otherwise no distinction between urban and rural including boundaries and organisational arrangements
 - corporate capability, processes and systems have been built and are integrated to strategically manage our organisation, including training, standards, finance, and strategic and business planning processes
- there is clarity about the apportionment of effort across the main and additional functions of the Act, for the organisation and for individual personnel
- a long-term strategy towards unification has been developed

- a system of strategic planning and decision-making is in place, based on evidence and insights and guided by an aligned research programme, a view of the future environment
- corporate strategies are integrated, including for procurement, equipment, property, fleet, planning, people, funding, and technology and information
- technology to support the frontline is integrated, such as SMS, Mobility, and Incident Ground Communication radio
- technology also supports interoperability between agencies, including during outages
- fire plans and local planning are integrated
- we have an integrated incident management doctrine setting our principles to guide action, and a strengthened incident management function, including with other emergency responders
- we have the ability to deploy coordinated national resources to local emergencies
- there is a greater emphasis on prevention and reduction of unwanted fire, with an integrated risk reduction strategy and a suite of reduction programmes that are positioned to operate nationally to locally.

Sustainable

Meaning that we have:

- A financially sustainable organisation where:
 - our funding model is aligned to our activities and our strategic direction over the next ten years
 - our levy model meets the principles of the Act in that it is stable, universal, equitable, predictable and flexible
 - we have identified the potential efficiencies and value arising from an integrated organisation.
- A sustainable workforce where:
 - our volunteers are better supported so they are motivated to join and remain with Fire and Emergency NZ
 - career pathways are improved, so our career firefighters have greater opportunities to develop
 - our workforce is more diverse and better reflects the communities we serve
 - our improved safety, health and wellbeing strategy is functioning, including psychological support
 - there are broader ways that people can contribute throughout our organisation
 - our workforce is moving towards having the right capabilities, and our training and professional development systems better reflect the needs of all our people

Firefighters

By June 2020, I will:

- Know I am valued by the organisation for the services I provide and the expertise and experience I bring
- Be trained and equipped to safely respond to emergency incidents in my community, including any new Fire and Emergency NZ functions I may have that reflect Fire and Emergency NZ's expanded mandate
- Be beginning to work with an increasingly diverse group of people
- Be working more closely with other emergency agencies, to better prepare my community for emergencies, and to lessen the impact when they do occur
- Have access to the resources that best meet my community's needs and risk profile, including having appropriate personnel levels, personal protective equipment (PPE), other equipment, response assets, and stations

- we have an appropriate reward and recognition framework for all personnel
- inequities across payments have been addressed
- our people are respected and valued, regardless of their role.
- Sustainable equipment where:
 - asset plans are in place so equipment needs can be managed and maintained. They are not yet matched to all the equipment that our organisation requires nationally and locally, based on risk and need
 - equipment disparities across our organisation are being addressed, particularly the rural under-investment.
- A future-proofed organisation where:
 - we have an improved understanding of the risks and needs we respond to
 - we have an improved understanding of potential future changes to our strategic context, including to the environment, technology and demographics
 - we are able to make better evidence-based decisions about the organisation's future and the implications for current activities, based on improved data collection.

Career firefighters

As a career firefighter, I will also:

- Have more career pathway opportunities as a result of Fire and Emergency NZ's expanded mandate
- Have more operational opportunity to manage any large emergencies at regional or sub-regional level through the strengthened incident management system
- Have more opportunities to develop my skills and professional expertise so I can make a greater contribution to my community and Fire and Emergency NZ

Centred on the risks and needs of our communities

Meaning that:

- our people are part of the fabric of their community, and understand their local risks and needs
- our structures are operating so that communities advise us on their risks and needs, including through Local Advisory Committees, and other formal and informal relationships
- community advice is increasingly reflected in local planning, equipment, training and assets so that our organisation in the future will more closely reflect community priorities
- our integrated reduction and response plans reflect the risks and needs of communities, and we are delivering them locally
- we have begun to strengthen our engagement with New Zealand's diverse communities, and to build an organisation that is more reflective of New Zealand's diversity
- our systems that communities interact with are easy to understand, accept, and make sense, and it is therefore easier for people to comply with the Act.

Identifiable as one organisation, providing an integrated service

With:

- a single visual identity
- increasing signage on property and assets
- when we turn up to emergencies, people see us operating as a single integrated organisation.

Building our leadership capability

Meaning that:

- we have a vision, and set values and behaviours, modelled by our leaders
- a leadership philosophy is being embedded
- leaders are aligned to our organisation's strategic direction
- leaders follow our new operating model and incident management doctrine
- we have progressed a performance management system, and a culture which increasingly empowers people in their work, and holds them to account for their actions.

Supporting our workforce

Our people feel supported in that they:

- feel safe and well, physically and psychologically
- feel valued for their contribution to the organisation and to New Zealand
- have opportunities to contribute to shaping our new organisation can talk about tangible benefits of our new organisation
- believe that integration has been worth the effort
- work well together, regardless of their background.

We continue to work constructively with our unions and associations who feel trusted and supportive, and are partners in shaping our organisation's future direction.

Volunteer firefighters

As a volunteer firefighter, I will also:

- Find it easy to join and stay in my local fire force or brigade
- Have broader ways in which I can make a contribution to reduce the risk of unwanted fire in my community
- Continue to have a strong link with my fire force or brigade, and my community, while being part of a national organisation that supports me in my work as a volunteer
- Feel that my contribution to the community, and the contribution of my family, my employer, or my business to my community is valued, and recognised by Fire and Emergency NZ
- Have a say in how my community's fire and emergency needs are best met, and that my voice is sought, and valued
- Have strong, local leaders who are well supported in their role of leading volunteers in communities
- Have a choice about which independent advocacy and support services I can access

Leadership across the sector

Meaning that:

- we are a pioneering organisation in our thinking and approach, learning from other national fire and emergency services overseas
- ours and other New Zealand emergency services have clearly defined and agreed leadership and support roles across the 4Rs, in accordance with our legislative mandates
- we are part of and influence across the emergency sector and on policy matters that are the responsibility of other agencies and organisations such as building standards and land use
- we have effective operational service agreements with the Department of Conservation, the New Zealand Defence Force and forestry owners and managers, and an effective charter with the forestry sector and Memorandum of Understanding with the Ministry of Education
- we have effective operational arrangements with territorial authorities, hazardous substance agencies, and industry brigades
- people we work with across the sector are able to meet the same or similar safety, health and wellbeing standards
- we have strengthened partnerships with research agencies, collaborating on issues which can deliver step-change improvements in our services.

Fire risk management personnel

By 30 June 2020, I will:

- Feel my contribution is valued and recognised as important as frontline operational personnel in reducing the risk and consequences of unwanted fire
- Be trained and equipped to safely respond to any new functions I may have
- Have a better range of education, engagement and compliance tools to work with the public and stakeholders, and to support fire risk reduction
- Have better tools and a national framework to help understand local risks and needs, and to exercise risk reduction and fire control powers
- Be working within a fully implemented system of inspector powers for improving risk reduction outcomes through better engagement with the community and improved fire investigations
- Have a stronger contribution into organisational programmes, and other agencies' policies which contribute to fire risk reduction
- Be working closely with hazardous substances agencies to support the organisation's functions in relation to hazardous substances

Accountable and transparent as a Crown entity

Our monitoring and reporting systems promote accountability and transparency. We can show:

- we have delivered on our Statement of Performance Expectations and our levy-funded activities to budget
- we have implemented all legislative requirements under the Act
- the public value of our services and of being an integrated organisation
- we have a robust long-term capability strategy that sets out our investment requirements over 10+ years.

Positioned for unification

- Our organisational strategy will provide direction and benefits for the unification phase
- Our integrated organisation positions us to deliver further changes during the unification phase.

Support personnel

By 30 June 2020, I will:

- Feel that my contribution to Fire and Emergency NZ is valued, and recognised as being vital to the success of the organisation
- Have more training and career pathways, and broader ways in which I can make a contribution as a result of being part of a unified, national organisation
- Feel motivated by working for an organisation that supports communities
- Be able to have my say in how Fire and Emergency NZ works, and that my voice is sought, and valued

Improving our delivery of the 4Rs

Our Act sets out our main functions that we must do, and additional functions that we may also do if we have the capability and capacity. Our main and additional functions are set out in Appendix One.

The framework of the 4Rs remains relevant regardless of whether we are delivering our main or additional functions under the Act, and whether we are leading or operating in a support role to other emergency services.

The benefits from the integration phase include improvements to our delivery of the 4Rs. This section seeks to describe some of the improvements we could see.

Reduction

Identifying and analysing risks to human life and property from hazards; taking steps to eliminate these risks wherever possible, and if not, reducing the magnitude of their impact and the likelihood of their occurring.

- Improved understanding of risk enables us to anticipate and mitigate it, nationally and locally
- Reduced incidents through increased reduction activities, informed by research and evidence, and delivered through national strategies
- Communities are engaged and aware, supported to actively identify risks and behave in safer ways
- Enhanced community resilience as a consequence of improved understanding of local risks, and planning for instances where emergency assistance is delayed
- Our cultural competence ensures reduction and awareness campaigns are becoming more effective
- Compliance is increased through systems that make sense and are easy to use
- Our greater influence across the emergency sector and with government agencies results in our knowledge and expertise being reflected in their decisions and practices.

Readiness

Developing operational systems and capabilities before an emergency incident happens; including self-help and response programmes for the public, and specific programmes for Fire and Emergency NZ and related agencies.

- Enhanced inter-agency planning and preparedness, including clear understanding of jurisdictional responsibilities of all agencies involved in an emergency response joint ownership of specialist resources
- Coordinated and trained together, and with other emergency services, for interoperability aligned to risk
- Able to make informed decisions about national capability (plans, resources, training and equipment) to ensure preparedness, based on local risks and needs and flexible to changing requirements
- Increased capability (skills, equipment and systems) including specialist teams to respond across both the main and additional functions and communication systems equipped for outages
- Sustainable funding enables an appropriately resourced organisation over the long term
- Our national resources are available for local deployment in major emergencies and other activities
- Our enhanced support for our workforce, particularly volunteers, ensures that our recruitment and retention of operational personnel is secured.

Response

Actions taken immediately before, during or directly after an emergency incident to save lives and protect property, and to help communities recover.

- Our response is more effective through improved coordination and cooperation within our organisation and across the emergency sector, especially during major incidents
- Our single doctrine and strengthened incident management, including planning and coordination, means that we can bring resources to an incident faster and can sustain our commitment for longer
- Our data and systems support and inform response decisions within our own organisation and with our partners
- Recovery is fully incorporated into our emergency incident management
- Communities are at the front of our minds as we respond to emergencies. Our response is tailored to community priorities and expectations, and we work with the community throughout large emergencies
- Our integrated structure makes us more effective as roles are clear, we are trained together, use the same processes, and have familiarity as a team
- Our specialist capability enhances our response
- Our Safety, Health and Wellbeing strategy ensures that the safety, health and wellbeing of all personnel is well supported, and our operational personnel are ready to respond
- The impact of incidents on people, property and the environment is reduced as we resolve incidents more effectively and quickly.

Recovery

The coordinated efforts and processes to bring about the immediate, medium-term and long-term holistic regeneration of a community following an emergency incident.

- Recovery is incorporated from the beginning of incidents
- We are with communities for the long haul
- Our partnerships ensure we can support and coordinate with other emergency sector agencies as they take responsibility for relief and recovery
- Communities are more resilient to recover when incidents occur.

The work programme

A work programme has been developed aligned to the strategic priorities of the SOI. The work programme is based on eight workstreams, each designed to deliver activities that will contribute to building an integrated organisation by 30 June 2020:

Statement of Intent - Strategic Priorities				
Fire Reduction and Prevention	Stronger Engagement with Communities	Building and Shaping Fire and Emergency NZ	Coordinated Services	Developing a Shared Identity

Blueprint Workstreams							
Integrated Organisation and Operating Model	Safety, Health and Wellbeing	Resilient Communities	Risk Reduction	Volunteerism	People, Capability and Leadership	Leadership Across Sector	Infrastructure

These workstreams reflect the work of the Integration Programme, funded by the repayable capital injection, and some core business technology activities which are being delivered through the Programme. There are other separately funded activities in our core business that also contribute to building an integrated organisation. Some, such as the Christchurch re-build, are already captured in this Blueprint and are included in the Benefits Matrix at Appendix Five. Other core business activities that contribute to building an integrated organisation are being identified. As they are discovered, they will be added to the work programme.

The activities in each workstream are set out below.

Integrated Organisation and Operating Model

A key priority for the integration phase is developing an integrated organisation and defining how the operating model for our organisation will work. Although we are amalgamated, this work will integrate all the components of rural and urban fire services to enable the organisation to function as one, with specialist functionality where required.

Safety, Health and Wellbeing

The safety, health and wellbeing of the public and our personnel is paramount, including the people we work alongside with. Our personnel operate in inherently dangerous and challenging situations and the associated risks need to be effectively identified and managed. Risks are not just physical in nature; there is also the potential for psychological harm. This workstream includes activities to build a strong safety, health and wellbeing culture with shared accountability, and to design, implement or enhance safety, health and wellbeing standards and support services.

Resilient Communities

Building resilient communities and reducing consequences from emergencies are key outcomes for our organisation. This work includes activities that will support engagement with our communities to enable us to identify and provide services that are appropriate to community risks and needs.

Risk Reduction

Building our capability to deliver effective community risk reduction activities to prevent unwanted fires and provide guidance on the safe use of fire as a land management tool is a key priority for our organisation. Fire and Emergency NZ has an opportunity to provide an integrated and comprehensive set of risk reduction initiatives. This work is focused on strengthening our ability to work with communities to ensure they are more resilient and safe from unwanted fire, from managed fires getting out of control, and other hazards, under our mandate.

Volunteerism

Better support is required for our volunteers. The design of our new organisation will deliver better support for volunteers through, for example, better connections to the new organisation, greater recognition of volunteers' employers and families, as well as health and wellbeing support. This work will include the development and implementation of a Volunteer Strategy and various initiatives to improve support for volunteers.

People, Capability and Leadership

This work is focused on developing our people strategy, implementing a leadership capability framework, talent and career development, engagement, recognition and reward strategies, as well as shifting our culture towards one of an integrated organisation that is inclusive, transparent and accountable.

Leadership Across the Sector

This work includes defining and implementing our future role as a leader in the emergency services sector, develop and implement key delivery partnerships and engage key stakeholders and New Zealanders, including in the levy consultation process. It also includes strengthening our role to influence across the emergency sector and on policy matters that are the responsibility of other agencies and organisations. Through this work we will contribute to maturing a high performing sustainable and resilient sector.

Infrastructure

This work is focused on designing and implementing technology for a modern, mobile organisation, developing strategies for asset management and property, and refurbishing equipment to support an integrated organisation.

Appendices

Appendix One – Provisions of the Fire and Emergency NZ Act

This sets out the main provisions of the Fire and Emergency NZ Act, including the objectives, main and additional functions, additional provisions and Fire and Emergency NZ's approach.

Appendix Two – Milestones and Benefits Map

The Blueprint is accompanied by a “campaign plan” that shows changes and benefits over time, aligned to the five strategic priorities of the SOI. This appendix provides a streamlined version of this campaign plan setting out the milestones and benefits that will be achieved during the integration period.

The first page of this appendix sets out the campaign plan framework, with a blank map of milestones and benefits. The following three pages provide an expanded view of sub-sections of the campaign plan, and their position in the overall campaign plan framework. These expanded sections include the actual milestones and benefits.

Appendix Three - Summary of workstreams

This sets out the purpose and approach of each workstream and the major deliverables for Year 1. It also includes indicative deliverables and outputs for Year 3. These may change as we undertake further planning and discovery.

Appendix Four - Deliverables by year

This sets out the deliverables by project for each of the three years of the Integration Phase. We have a higher degree of confidence in the deliverables for Year One. Years Two and Three are indicative only as planning and discovery has not yet been undertaken. We intend to have more clarity on the deliverables for Years Two and Three by March 2018.

Appendix Five – Benefits Matrix

This sets out how each Integration Programme workstream project and core business initiatives contribute to the benefits set out in Appendix Two. The benefits from Appendix Two are set out along the horizontal axis, and the projects on the vertical axis. A key on the vertical axis sets out which cells show that a project contributes to achieving a benefit, and which cells show that a project delivers a benefit.

Appendix One – Provisions of the Fire and Emergency New Zealand Act 2017

Objectives

Our main objectives are to:

- reduce unwanted fires
- protect and preserve life, prevent or limit injury, and prevent or limit damage to property, land and the environment.

We will seek to achieve these objectives through our main and additional functions.

Main and additional functions

The Act sets out the main functions that we must do including:

- fire safety (including guidance on the safe use of fire as a land management tool) and firefighting
- responding to hazardous substance incidents
- rescuing trapped people
- urban search and rescue.

The Act includes additional functions we may do if we have capability and capacity, and provided this does not affect our ability to carry out our main functions. These include responding to:

- medical emergencies
- maritime incidents
- other rescues
- weather events and disasters
- incidents where substances present a risk to people, property or the environment
- any other situation where we can assist.

Additional provisions

The Act establishes local advisory committees to provide local input into our planning, ensuring that it is responsive to the risks and needs of communities.

The Act establishes the levy on insurance as our principal source of funding, and broadens the levy base to reflect the range of services that we provide. There are new measures to encourage compliance among levy payers, and to protect the integrity of the levy. We will consult the public on the levy rate and our proposed activities at least every three years, making our funding more transparent and aligned with the organisation's strategic planning.

A range of measures related to organisational design and operation are intended to ensure the fire and emergency services we deliver are flexible, effective and efficient, are funded appropriately, and value the paid and volunteer workforce. These measures include:

- a framework for supporting volunteers, based on modern volunteer principles
- penalties and offences provisions
- a disputes resolution scheme

- updated provisions for a code of practice to ensure the adequacy of firefighting water supplies
- updated provisions for evacuation schemes.

As a Crown entity, we must also comply with the Crown Entities Act 2004 and all relevant legislation.

Fire and Emergency New Zealand's approach

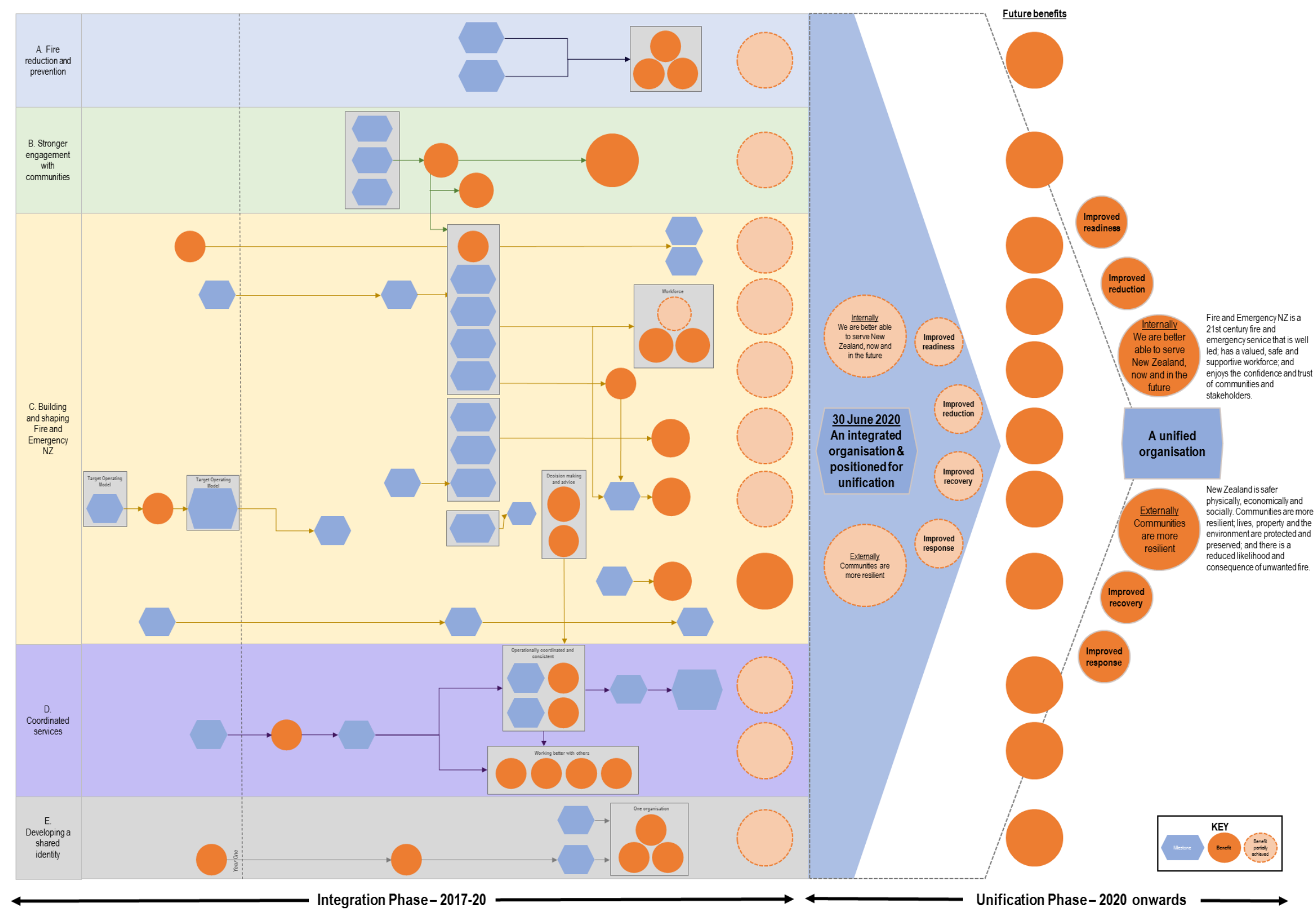
The Act requires us to develop operating principles to guide and assist us to:

- carry out our functions effectively and in a coordinated manner
- work co-operatively and collaboratively with other organisations
- consult effectively with stakeholders.

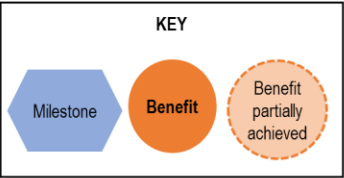
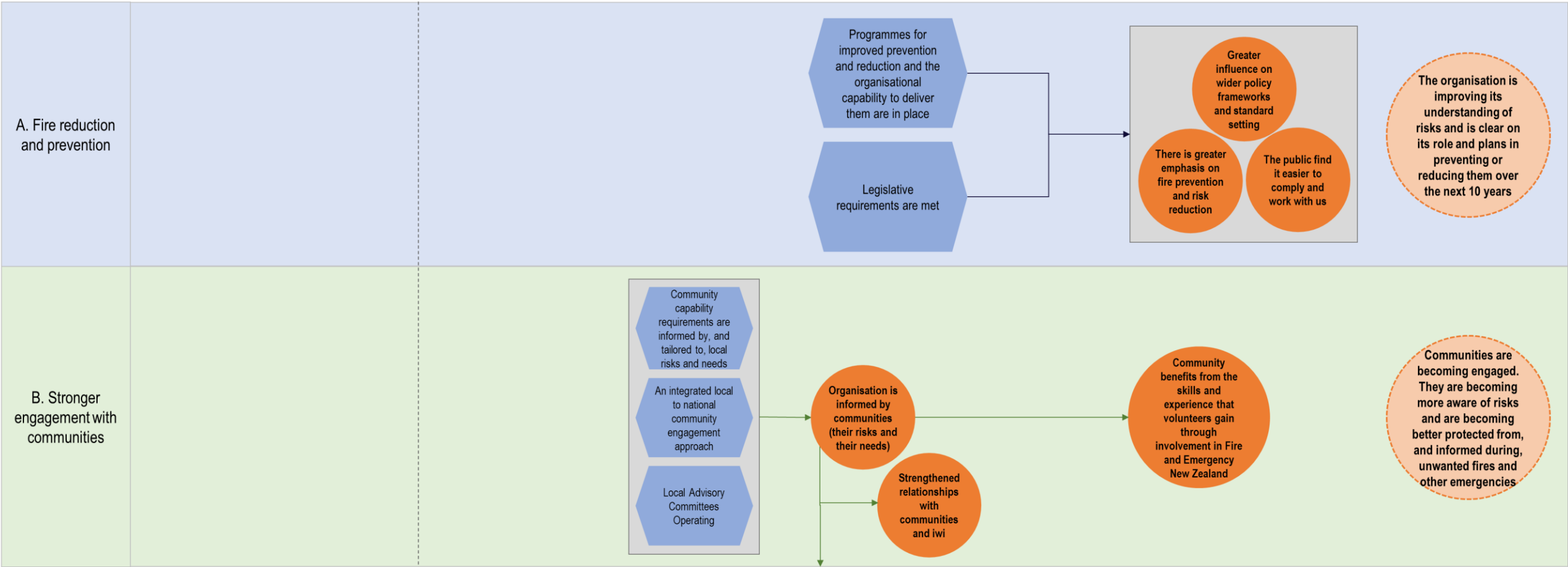
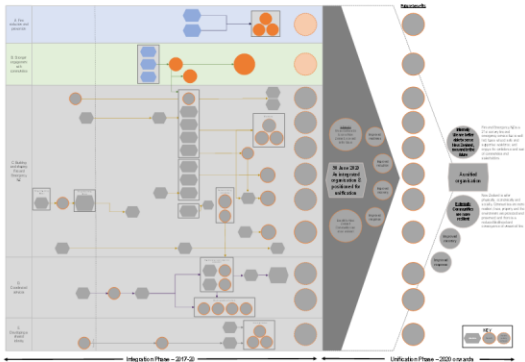
In formulating these principles, we must take into account:

- the importance of evidence-based, efficient and effective services
- local interests and differences
- the importance of transparency, and
- the importance of engagement with personnel, local advisory committees, and relevant organisations.

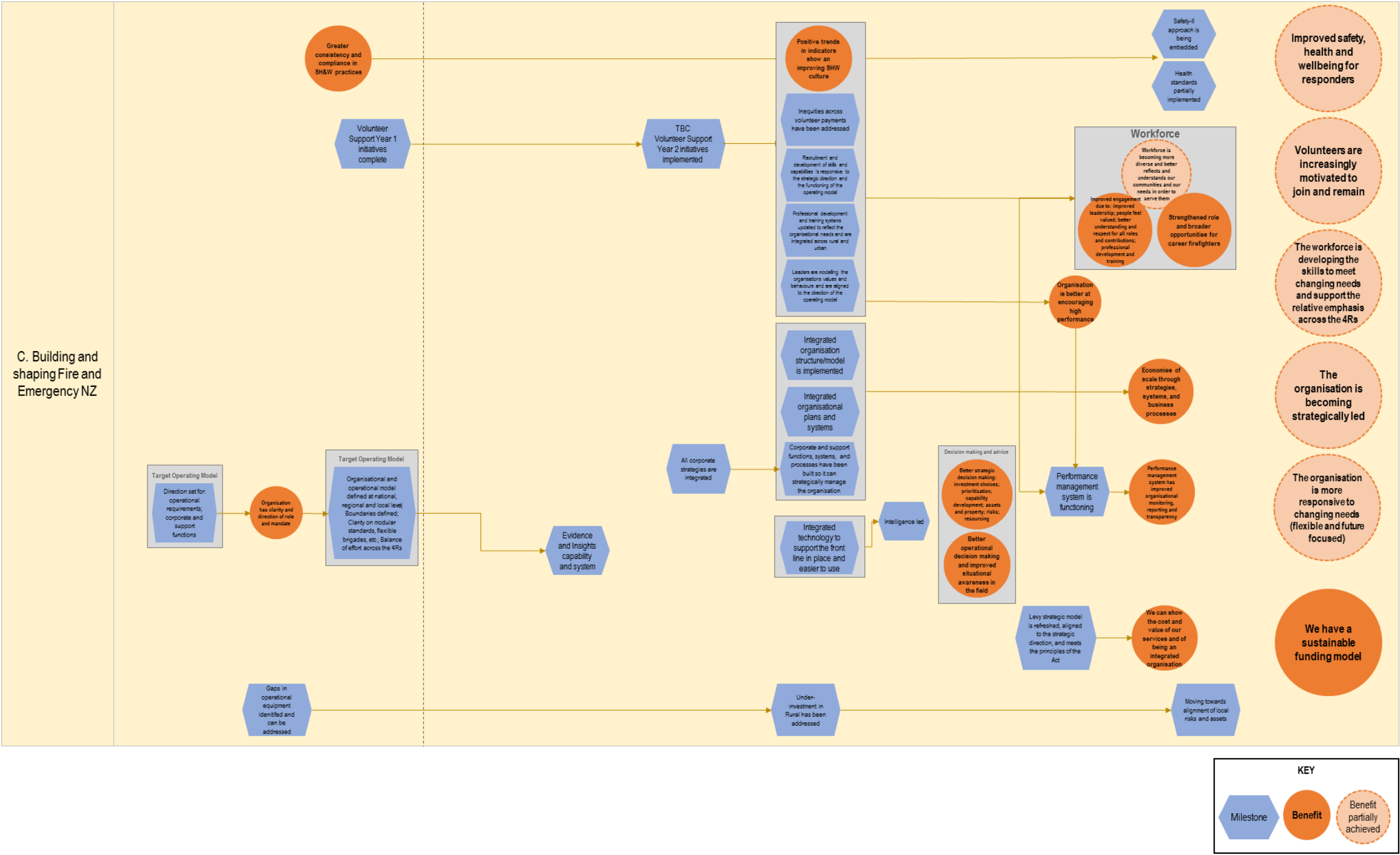
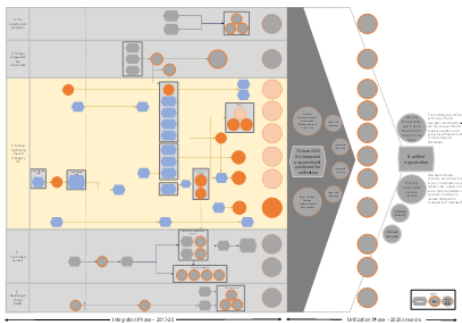
Appendix Two – Milestones and Benefits Map



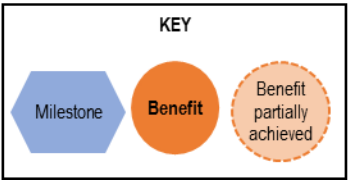
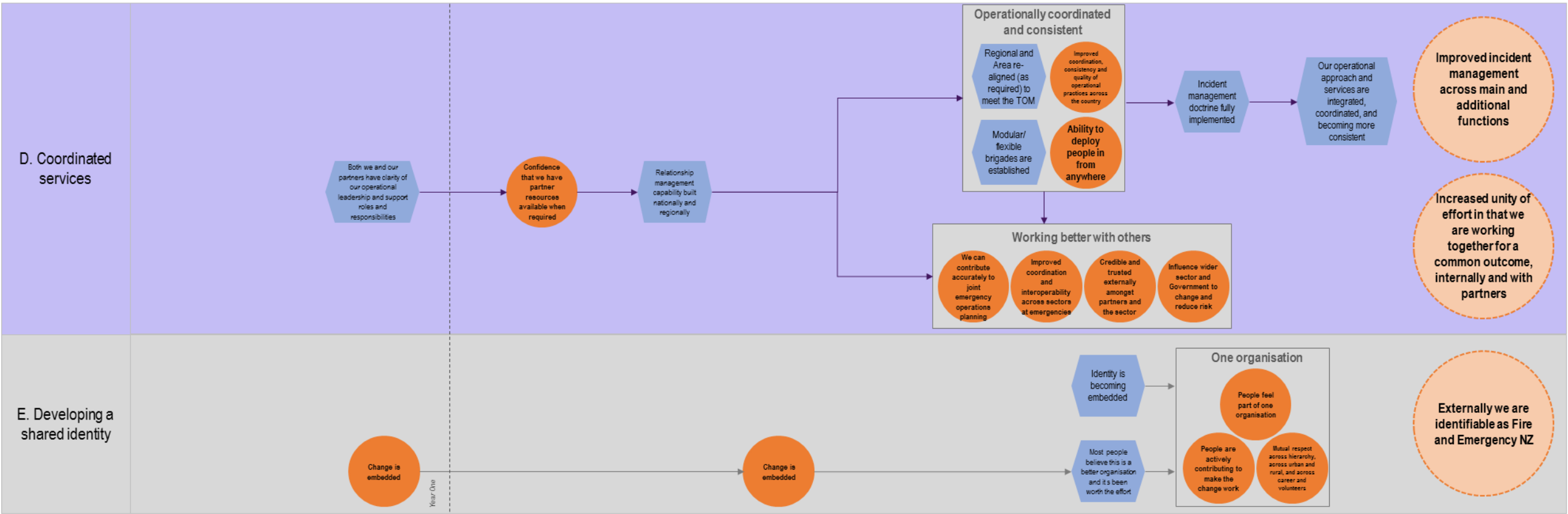
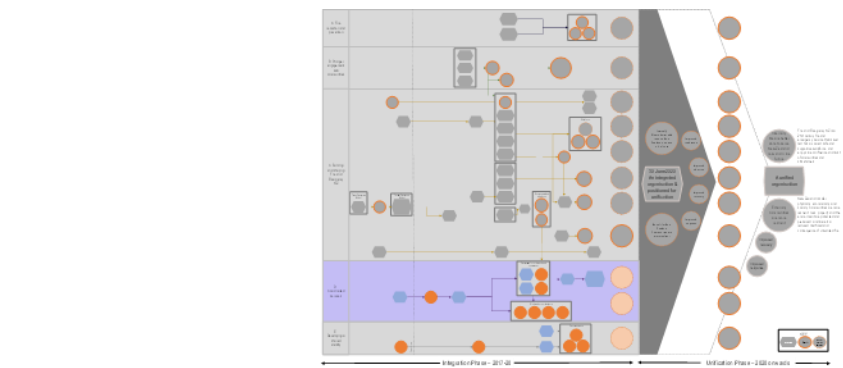
Milestones and Benefits Map – Extended View 1



Milestones and Benefits Map – Extended View 2



Milestones and Benefits Map – Extended View 3



Appendix Three – Summary of workstreams

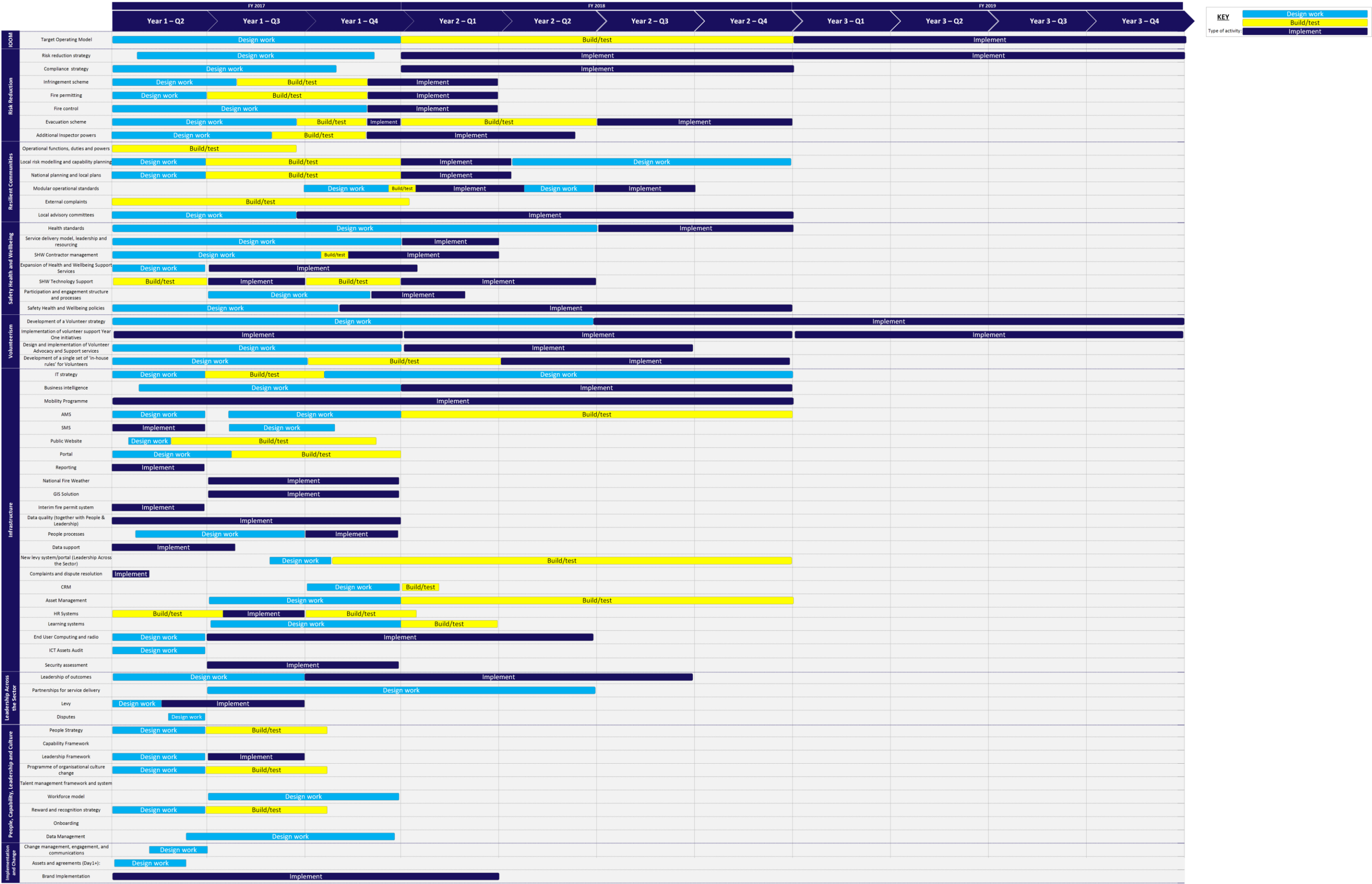
Summaries drawn from latest available workstream briefs as at 7 October 2017.

Workstream	Purpose	Approach	Year 1 deliverables	Indicative Year 3 deliverables and outputs (note that these will be refined as Year 1 work is undertaken)
Integrated Organisation and Operating Model	Integrated organisation and operating model captures activities that bring all of the components of rural and urban fire services into one organisation, as well as defining and implementing the operating model of the new organisation, and aligned processes and policies.	Developing a target operating model is about looking at every aspect of an organisation – from its people and capabilities to its processes and strategy. It is a significant undertaking, and this will take at least 9-12 months to complete, and will involve Fire and Emergency NZ personnel and stakeholders in its creation.	<ul style="list-style-type: none"> A draft operating model designed and ready for engagement with our people and stakeholders A roadmap for finalising and implementing the operating model 	<p>Year 2</p> <ul style="list-style-type: none"> The operating model has been confirmed following engagement with our people and stakeholders Key aspects of the operating model have been implemented (e.g. command and control, boundaries, organisation structure) and are operating effectively <p>Year 3</p> <p>The SOI sets out the following measures of success by 2021:</p> <ul style="list-style-type: none"> A clear vision and values, reflected in the behaviour of our people A strategic and well-designed operating model that allows for innovation and growth, and ensures that our people, the public and stakeholders have ready access to the information they need and tools that are easy to use Maintained strong governance, and grown a culture of accountability, transparency, efficiency and cost effectiveness
Safety, Health and Wellbeing (SH&W)	<p>To build a workplace environment that effectively manages the broader range and spread of SH&W risks facing the new organisation, including psychological harm.</p> <p>To build a strong foundation for an engaged, mature learning environment where everyone feels safe and valued, and where leaders clearly demonstrate that nothing is more important than our people.</p>	<p>Establish SH&W Service Delivery Leadership and Resourcing that meets the needs of the new organisation.</p> <p>Engage with all Enabling Functions through the development and delivery of projects within the workstream.</p>	<ul style="list-style-type: none"> Agreed recommendations on health standards design and associated processes delivered to Board Service Delivery organisational structure model agreed and ready to be implemented Contractor management processes implemented SH&W Policy framework in place 	<p>Year 2</p> <ul style="list-style-type: none"> Health Standards implementation planning and consultation completed Continue building a maturing learning culture by embedding good practice in SH&W focusing on mature people leadership and engagement with all personnel <p>Year 3</p> <ul style="list-style-type: none"> Initiate the implementation of health standards A maturing learning culture measured by improvements against indicators
Resilient communities	To ensure that Fire and Emergency NZ maintain a strong local presence throughout the country, supported by a national organisation. This will help communities have the capability to prevent, respond and protect themselves against emergencies. Furthermore, engaging and connecting with our communities will enable us to identify and provide services that are appropriate to community risks and needs.	<p>Engage with stakeholders and communities to develop approach to local risk management.</p> <p>Design a structure and approach for local advisory committees (LACs) so they are able to engage on behalf of their communities and effectively identify risks and needs, and establish at least one trial local advisory committee, based on pilots.</p>	<ul style="list-style-type: none"> Engage with stakeholders and communities, including those disproportionately impacted by fire, on the local fire planning process to achieve a holistic approach to local risk management Design a structure and approach for LACs so they are able to engage on behalf of their communities and effectively identify risks and needs Establish at least one trial local advisory committee, based on pilots Undertake public consultation on local area boundaries Design a network of engagement between Fire and Emergency NZ and Communities that outlines the roles and responsibilities of national and local Fire and Emergency NZ personnel and how they will connect with the community across the 4 R's 	<p>Year 2</p> <ul style="list-style-type: none"> Establish LACs throughout New Zealand and ensure they have the resources and support to fulfil their role Implement local fire plans for all areas informed by each LAC Design a flexible fit for purpose service model within the operating model that responds to the risks and needs of all communities and makes it easy for people to volunteer

Workstream	Purpose	Approach	Year 1 deliverables	Indicative Year 3 deliverables and outputs (note that these will be refined as Year 1 work is undertaken)
Risk reduction	To strengthen our ability to work with communities to achieve the outcome of reduced likelihood and impact of unwanted fire, and of managed fires from getting out of control, and other hazards, under our mandate. This will be achieved by: Implementing the outstanding risk reducing provision from the Act. Developing agreed strategies for Compliance and Enforcement, and Risk Reduction.	<p>Develop a national strategy for Fire and Emergency NZ's approach to risk reduction, identifying the key risks to be targeted, the at risk groups, and the national interventions to be applied.</p> <p>Engage with local government and facilitate research to improve understanding and activities for fire and emergency prevention and response.</p>	<ul style="list-style-type: none"> Compliance and Enforcement Strategy developed Risk Reduction Strategy developed The new infringement offences regime has been designed aligned to the Fire and Emergency Compliance and Enforcement Strategy and is ready to be implemented Processes and systems for fire controls including the setting of fire seasons, managing permit applications, and informing the public implemented. The new regulations supporting evacuation schemes implemented and evacuation schemes can be implemented effectively Additional inspector powers implemented Fire control powers implemented 	<p>Year 2</p> <ul style="list-style-type: none"> The Fire and Emergency Compliance and Enforcement Strategy has been implemented. Fire and Emergency is able to proportionately make use of their legislative and non-legislative tools to change behaviour and remove any advantages of noncompliance The Risk Reduction Strategy has been implemented and the National Risk Reduction Programmes has been developed to give effect to this strategy A code of practice for firefighting water supplies has been developed and consulted The design of local risk reduction programmes that support the National Risk Reduction Programme is completed <p>Year 3</p> <ul style="list-style-type: none"> The testing and assessment of firefighting water supplies is routinely undertaken by Fire and Emergency ensuring that the needed water is available for response events Fire and Emergency's approach to promoting hazardous substances safety and health is known across Fire and Emergency and we are regularly undertaking activity in this area
Volunteerism	To contribute to Fire and Emergency NZ becoming an effective and efficient organisation through the way in which it develops and motivates its volunteers and engages and supports them, their families, employers and communities.	<p>Fire and Emergency NZ can achieve this by ensuring that:</p> <ul style="list-style-type: none"> The perspectives of the volunteer workforce are sought, respected, and are integral to all organisational decision making The organisation systems, processes and initiatives are designed to integrate the needs of the volunteer workforce with all other Fire and Emergency NZ personnel Brigades and Fire Forces are developed in a manner that meets the fire and emergency needs and risks of the community they serve The community benefits from the broader value that volunteers can offer as a result of the skills, knowledge and experience they bring from being a Fire and Emergency NZ volunteer Leaders at all levels in Fire and Emergency NZ reinforce, and maximise, the value the diverse volunteer workforce adds to the organisation All Fire and Emergency NZ personnel recognise, understand and respect the contribution and value of a diverse workforce that includes volunteers The organisation has a principled approach to its management of, and interactions with, volunteers. This underpins and supports all of the Volunteerism workstream. 	<ul style="list-style-type: none"> Implementation of Year One Support Initiatives Draft volunteer strategy developed Detailed design and implementation of volunteer advocacy and support services Defining the relationship volunteers have with Fire and Emergency NZ and development of a single set of "in house" rules for all volunteers Consultation of "in house" rules for volunteers Year 2 initiatives planned 	<p>Year 2</p> <ul style="list-style-type: none"> Volunteer strategy and work programme finalised Volunteer advocacy and support services implemented "In house" rules for all volunteers finalised and propagated Year two initiatives implemented Year three initiatives planned <p>Year 3</p> <ul style="list-style-type: none"> Year three initiatives implemented Volunteers as a workforce, are fully integrated into Fire and Emergency NZ Fire and Emergency NZ organisational structure and leadership reflects the importance of Volunteers Improved development pathways for volunteers Greater focus on volunteers' employers and the self-employed

Workstream	Purpose	Approach	Year 1 deliverables	Indicative Year 3 deliverables and outputs (note that these will be refined as Year 1 work is undertaken)
People, Capability and Leadership	Development of the key components of organisational culture, people management and leadership that will enable our organisation to be effective and efficient in order to meet the needs of our communities.	Develop our people through capable leadership, enhancing and developing talent, promoting career development, and improving engagement, recognition and reward strategies. To shift our culture towards one of an integrated organisation that is inclusive, transparent and accountable.	<ul style="list-style-type: none"> • Future state assessment for data management completed and approved by governance bodies. • Enhanced on-boarding process • Develop a People Strategy • Develop a Reward and Recognition Strategy • Develop an inclusive Culture Strategy • Complete pilots of the Senior Leaders Programme and Strategic Leaders Programme • Workforce model identified and procurement process initiated • Reward and recognition strategy developed 	<ul style="list-style-type: none"> • Involvement and assisting in Target Operating Model outcomes and initiatives • Leading in the implementation of developed strategies
Leadership across the sector	<p>To position our organisation to lead and influence others in order to effectively carry out our future role as a leader in the emergency services sector.</p> <p>To develop and implement key delivery partnerships and engage key stakeholders and New Zealanders, including in the levy consultation process.</p> <p>To strengthen our role to influence across the emergency sector and in the debate on policy matters so that we can contribute to maturing a high performing sustainable and resilient sector.</p>	<p>Effectively partnering to deliver essential services.</p> <p>Maximising support for future levy decisions.</p> <p>Implementing the ongoing Dispute Resolutions Scheme.</p>	<ul style="list-style-type: none"> • Legislative Review for leadership roles completed • Sector Leadership Framework and Approach agreed • External outcome leadership roles and responsibilities identified • Interim strategic leadership and operational policy capability design, agreed and in place • Levy consultation with public completed • Levy decision 2019 agreed 	<ul style="list-style-type: none"> • Build strategic leadership and operational policy capability built/implemented • Implementation of levy decision 2019
Infrastructure	<p>To design and implement technology for a modern, mobile organisation.</p> <p>To develop strategies for asset management and property, and refurbishing equipment to support an integrated organisation.</p>		<ul style="list-style-type: none"> • Documented current and baseline Enterprise Architectural Roadmap • Business Intelligence Strategy developed, procure a new BI solution • Continuation of Strategic ICT (multi-year) Projects: <ul style="list-style-type: none"> ○ Mobility programme ○ IGC radio roll out for rural ○ Design of Automated Messaging • Roll-out of an enhanced Station Management System (SMS) incident reporting capability • Roll-out of a new HR Kiosk • Reporting changes based on the Day One interim organisation structure <p>Application development and roll-outs completed:</p> <ul style="list-style-type: none"> • National Fire Weather System • Centralised GIS capability for Rural (SMART Applications) • HRMIS/Payroll remediation • Public Website • Intranet <p>Technology projects completed:</p> <ul style="list-style-type: none"> • Roll-out Infrastructure to Rural Stations • Audit and remediation of any issues at Rural Office locations 	<p>Year 2</p> <ul style="list-style-type: none"> • Documented future state Enterprise Architectural Roadmap • Continuation of Fire and Emergency strategic ICT projects (multi-year projects) • Implement Business Intelligence Solution • Upgrades to application and systems as defined by the Enterprise Architecture Roadmap • Application development completed: <ul style="list-style-type: none"> ○ Mobile entry of incident reporting ○ Levy System/Portal ○ Wider use of CRM ○ Asset Management • Applications based on other Workstream requirements • Requirements based on Target Operating Model • ICT required to be defined by other strategic Workstreams deliverables <p>Year 3</p> <ul style="list-style-type: none"> • Phase 2 Application project underway: <ul style="list-style-type: none"> ○ Requirements based on Target Operating Model • Phase 2 Applications based on other Workstream requirements <ul style="list-style-type: none"> ○ Requirements based on Target Operating Model ○ Phase 2 ICT required to be defined by other strategic Workstreams deliverables • Phase 2 Upgrades to application and systems as defined by the Enterprise Architecture Roadmap <ul style="list-style-type: none"> ○ Baseline requirements and or future state requirements

Appendix Four – Deliverables by year



Appendix Five – Benefits Matrix

		INTERMEDIATE BENEFITS																									MAJOR BENEFITS														
		Greater influence on wider policy frameworks and standard setting	There is a greater emphasis on fire prevention and risk reduction	The public find it easier to comply and work with us	Organisation is informed by communities (their risks and their needs)	Strengthened relationships with communities and iwi	Community benefits from the skills and experience that volunteers gain through involvement in Fire and Emergency New Zealand	Greater consistency and compliance in SH&W practices	Positive trends in indicators show an improving SH&W culture	Workforce is becoming more diverse and better reflects and understands our communities and our needs in order to serve them	Improved engagement due to: Improved leadership; People feel valued; Better understanding and respect for all roles and contributions; Professional development and training	Strengthened role and broader opportunities for career firefighters	Organisation is better at encouraging high performance	Economies of scale through strategies, systems, and business processes	Organisation has clarity and direction of role and mandate	Better strategic decision making: Investment choices; Prioritisation; Capability development; Assets and property; Risks; Resourcing	Better operational decision making and improved situational awareness in the field	Performance management system has improved organisational monitoring, reporting and transparency	We can show the cost and value of our services and of being an integrated organisation	Confidence that we have partner resources available when required	Improved coordination, consistency and quality of operational practices across the country	Ability to deploy people in from anywhere	We can contribute accurately to joint emergency operations planning	Improved coordination and interoperability across sectors at emergencies	Credible and trusted externally amongst partners and the sector	Influence wider sector and Government to change and reduce risk	Change is embedded	People feel part of one organisation	People are actively contributing to make the change work	Mutual respect across hierarchy, across urban and rural, and across career and volunteers	The organisation is improving its understanding of risks and is clear on its role and plans in preventing or reducing them over the next 10 years	Communities are becoming engaged. They are becoming more aware of risks and are becoming better protected from, and informed during, unwanted fires and other emergencies	Improved safety, health and wellbeing for responders	Volunteers are increasingly motivated to join and remain	The workforce is developing the skills to meet changing needs and support the relative emphasis across the 4Rs	The organisation is becoming strategically led	The organisation is more responsive to changing needs (flexible and future focused)	We have a sustainable funding model	Improved incident management across main and additional functions	Increased unity of effort in that we are working together for a common outcome, internally and with partners	Externally we are identifiable as Fire and Emergency NZ
INTEGRATION PROJECTS																																									
Integrated Organisation and Operating model	Phase 2: January – March 2018																																								
	Phase 3: January – June 2018 detailed TOM																																								
Deliver																																									
Risk reduction	Risk Reduction Strategy																																								
	Compliance strategy																																								
	Infringement scheme																																								
	Fire permitting																																								
	Fire control																																								
	Evacuation scheme																																								
	Additional inspector powers																																								
Resilient communities	Operational functions, duties and powers																																								
	Local risk modelling and capability planning																																								
	National planning and local plans																																								
	Modular operational standards																																								
	External complaints																																								
	Local advisory committees																																								
Safety Health and Wellbeing	Health Standards																																								
	Service Delivery Model, leadership and resourcing																																								
	SH&W Contractor Management																																								
	Expansion of Health and Wellbeing Support Services																																								
	SH&W Technology Support																																								
	Participation and engagement structure and processes																																								
	Safety Health and Wellbeing Policies																																								

[illegible]

		INTERMEDIATE BENEFITS																								MAJOR BENEFITS																		
Workstreams	Projects (status at 4/10)	Greater influence on wider policy frameworks and standard setting	There is a greater emphasis on fire prevention and risk reduction	The public find it easier to comply and work with us	Organisation is informed by communities (their risks and their needs)	Strengthened relationships with communities and iwi	Community benefits from the skills and experience that volunteers gain through involvement in Fire and Emergency New Zealand	Greater consistency and compliance in SH&W practices	Positive trends in indicators show an improving SH&W culture	Workforce is becoming more diverse and better reflects and understands our communities and our needs in order to serve them	Improved engagement due to improved leadership; People feel valued; Better understanding and respect for all roles and contributions; Professional development and training	Strengthened role and broader opportunities for career firefighters	Organisation is better at encouraging high performance	Economies of scale through strategies, systems, and business processes	Organisation has clarity and direction of role and mandate	Better strategic decision making; Investment choices; Prioritisation; Capability development; Assets and property; Risks; Resourcing	Better operational decision making and improved situational awareness in the field	Performance management system has improved organisational monitoring, reporting and transparency	We can show the cost and value of our services and of being an integrated organisation	Confidence that we have partner resources available when required	Improved coordination, consistency and quality of operational practices across the country	Ability to deploy people in from anywhere	We can contribute accurately to joint emergency operations planning	Improved coordination and interoperability across sectors at emergencies	Credible and trusted externally amongst partners and the sector	Influence wider sector and Government to change and reduce risk	Change is embedded	People feel part of one organisation	People are actively contributing to make the change work	Mutual respect across hierarchy, across urban and rural, and across career and volunteers	The organisation is improving its understanding of risks and is clear on its role and plans in preventing or reducing them over the next 10+ years	Communities are becoming engaged. They are becoming more aware of risks and are becoming better protected from, and informed during, unwanted fires and other emergencies	Improved safety, health and wellbeing for responders	Volunteers are increasingly motivated to join and remain	The workforce is developing the skills to meet changing needs and support the relative emphasis across the 4Rs	The organisation is becoming strategically led	The organisation is more responsive to changing needs (flexible and future focused)	We have a sustainable funding model	Improved incident management across main and additional functions	Increased unity of effort in that we are working together for a common outcome, internally and with partners	Externally we are identifiable as Fire and Emergency NZ			
	Leadership across the sector																																											
	Contribute																																											
	Deliver																																											
People Capability and Leadership	People strategy																																											
	Capability framework																																											
	Leadership framework																																											
	Programme of organisational culture change																																											
	Talent management framework & system																																											
	Workforce model																																											
	Reward and recognition strategy																																											
	Onboarding																																											
	Data management																																											
BAU STRATEGIC PROJECTS																																												
BAU strategic projects	Strengthened relationships with iwi																																											
	Integrated strategic business planning system																																											
	Organisational Performance Framework																																											
	Aligned research programme																																											
	Rural property programme																																											
	Urban property programme																																											
	Asset strategy and long-term property plan																																											
	Property and fleet re-brand																																											
	Incident management doctrine																																											
	Christchurch re-build																																											