

Statement of Intent

Tauākī Takune

2020–2024



WHAKARATONGA IWI

**FIRE
EMERGENCY**

NEW ZEALAND

Purpose | Kaupapa

Protecting and preserving lives, property and the environment

Te whakamaru me te tiaki i ngā tāngata, rawa me te taiao

Vision | Matakītenga

Stronger communities protecting what matters

Ngā hapori kaha ake e whakamaru ana i ngā mea hira

Values | Ngā uara



We do the right thing – Kia tika



We serve and support – Manaakitanga



We are better together – Whanaungatanga



We strive to improve – Auahatanga



Presented to the House of Representatives pursuant to section 149 of the Crown Entities Act 2004.



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Cover image: Fire and Emergency New Zealand is proud to play a part at Waitangi each year, and to recognise Māori as tangata whenua and key stakeholders in the work we do.

Inside cover image: One of the stars of our summer wildfire prevention campaign, the kiwi.



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**To achieve the best results
for New Zealand we will
continue to listen to and
involve our people.**

Foreword

He tīmatanga kōrero

We are pleased to present this Statement of Intent for Fire and Emergency New Zealand.

Since Fire and Emergency New Zealand formed on 1 July 2017 our focus has been on bringing together rural and urban fire services and on the structures, systems, tools and ways of working that we need to operate as one unified organisation.

We have invested heavily in our people and in supporting infrastructure so that we are better placed to meet the challenges facing New Zealand and its communities. We are very pleased with what we have achieved during this time.

This Statement of Intent sets out the Board's plans for the next four years and should be read alongside Our National Strategy 2019–2045, which outlines what we aim to achieve over the longer term. It outlines our intended next steps to continue building a unified fire and emergency management organisation that works with communities to help them reduce risk and prepare for, respond to and recover quickly from emergencies.

The social and economic effects of the COVID-19 pandemic on Fire and Emergency's operating environment and the communities it serves will be felt for many years to come. While these are still to be fully understood, we have taken account of the likely impact on Fire and Emergency and the services and support we will need to provide in our communities as New Zealand recovers from COVID-19.

Climate change, new technology and a changing population mean our communities face new challenges to protect what's important to them. We will continue to work with communities to identify their risks and needs so they can prepare for, respond to and recover quickly from emergencies. We will do this, for example, by supporting and embedding our first seven Local Advisory Committees, and by taking a nationally consistent approach to local planning that allows for regional differences. We will continue to build our capability and specialised expertise; and we will continue to invest in our property, fleet, and information and communications technologies to ensure our people are equipped to respond.

This will require us to operate in an environment of constant change and to continue to adapt and respond to protect life, property and New Zealand's unique environment.

We will have the right people and systems in place to work effectively with all our emergency response and risk reduction partner agencies to address and respond to community needs. For many incidents, such as fires, we will continue to take the lead. For other emergencies, we will be supporting partner agencies. Where we can, we will continue to deploy our people when requested to international incidents.

To achieve the best results for New Zealand we will continue to listen to and involve our people, our unions and associations, our sector partners, iwi, and our communities in our decision-making. Our people are our greatest asset, and over the next four years we will see further progress towards building a safe, welcoming and respectful organisation that reflects the diversity we see across New Zealand.

On behalf of the Board, thank you to all Fire and Emergency people for your ongoing focus and commitment to keeping New Zealand safe as we continue to shape our new organisation.

A handwritten signature in dark ink, appearing to read 'Paul Swain'.

Hon. Paul Swain
Board Chair

A handwritten signature in dark ink, appearing to read 'Rebecca Keoghan'.

Rebecca Keoghan
Deputy Chair

Fire and Emergency New Zealand at a glance

He karapatanga ki te Ratonga Ahi me ngā Ohotata i Aotearoa



Most trusted public sector organisation

(Colmar Brunton's Public Sector Reputation Index 2020)

Our 2020/21 finances

\$617m

Operating expenditure

\$104.1m

Capital expenditure*

\$623.9m

Revenue

\$1,280.5m

Asset base
(as at 31 March 2020)

*Our asset plans may be adjusted according to future flow-on effects from revenue and cash flow changes.



79,880

Incidents attended

(2018/19 incidents adjusted
as at 31 March 2020)



89,712

111 calls
answered



13,639

Medical
emergencies



5,202

Structure
fires



9,507

Motor vehicle
accidents



4,416

Vegetation
fires



832

Hazardous
substances

19,149

Homes visited

1,213

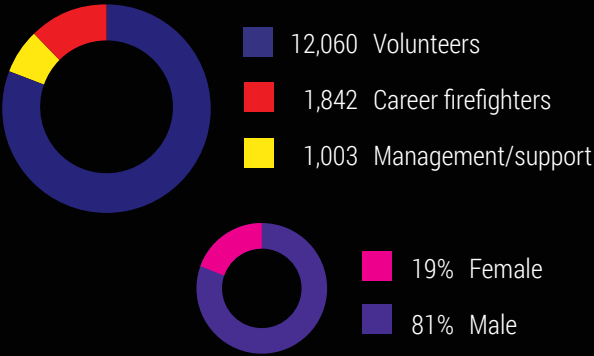
Building evacuation
scheme
applications

5,018

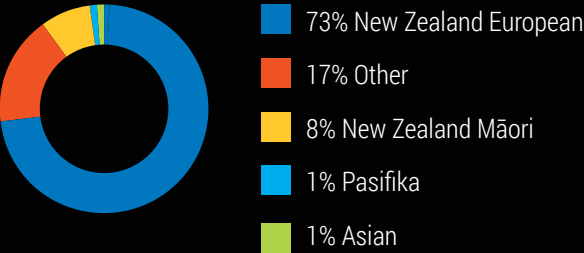
Fire engineering
building consent
design reviews



Our people (as at 31 March 2020)



Our ethnicity



Who we are

Kō wai mātou

On 1 July 2017, Fire and Emergency New Zealand (Fire and Emergency) was established under the Fire and Emergency New Zealand Act 2017 (the Act) to bring together New Zealand's 40-plus firefighting organisations and around 14,000 people.

The Act provides our statutory remit to protect and preserve lives, property and the environment. It also sets out a clear mandate to work more closely with our sector partners, stakeholders and communities – in particular, to build resilience within our communities and to recognise the importance of working with Māori as tangata whenua.

We have strong links with our communities and extensive reach with currently 653 fire stations and depots, almost 15,000 personnel (including support staff), an asset base of \$1.28 billion and an annual revenue of almost \$624 million.

At the time of writing, New Zealand is responding to and recovering from the COVID-19 pandemic. The COVID-19 pandemic is unprecedented and will continue to impact our operating environment for some time. We are part of the All-of-Government (AoG) response and support the Government's aims to slow the spread of the virus and reduce its impacts. COVID-19 is a medical emergency and one of our roles is to support our partners, the Ministry of Health and the National Emergency Management Agency.

We are also members of forums which contribute to the AoG response and have a partnership with the Emergency Management Assistance Team (EMAT). We provide EMAT with specialist operational support and logistics, to help deploy and coordinate facilities in major emergencies.

The social and economic impacts of the COVID-19 pandemic will likely be felt for years to come, and the implications for Fire and Emergency are not yet fully known nor understood. We need to respond to the challenges that we will face and ensure we align our resources appropriately to sustain our capability over this time. Throughout the response and recovery phases, we will remain committed to providing our communities with uninterrupted levels of service, and we will continue to protect and preserve lives, property and the environment. We will work closely with our partners and other agencies as New Zealand responds to and recovers from the COVID-19 pandemic.

Our statutory remit

We have two main areas of responsibility under the Act:

- A range of emergency management functions.
- A role as a regulator.

Our emergency management functions are separated into our main and additional or assisting functions:

Our emergency management functions

Main functions



Promoting fire safety



Providing fire prevention, response and suppression services



Stabilising or rendering safe incidents that involve hazardous substances



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



Rescuing people trapped because of transport accidents or other incidents



Providing urban search and rescue services

Additional functions

Assist with:



- medical emergencies
- maritime incidents
- weather events



- natural hazard events and disasters



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



- promoting safe handling, labelling, signage, storage and transportation of hazardous substances



- rescues including line and animal rescues, rescues from collapsed buildings, confined spaces, unrespirable and explosive atmospheres and swift water



- providing assistance at transport accidents.

Our role as a regulator

We also have a role as a regulator, which is focused on fire safety and fire-related offences. This includes:

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

In addition to our two main areas of legislative responsibility under the Act, we carry out additional risk reduction activities under various legislative provisions and organisational practices. Our activities are also primarily focused on fire safety and include:

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

Where we are now

Kei hea tātou ināianei

Since our establishment three years ago, we have made significant progress in a changing and often challenging environment. We have amalgamated more than 40 rural fire authorities, the National Rural Fire Authority and the New Zealand Fire Service into a single organisation – transitioning and integrating our functions.

We have improved support to our people and made progress towards a positive workplace culture. We have provided our volunteers with benefits including reimbursements, and made improvements to our buildings, facilities and equipment. We have developed [Our National Strategy 2019–2045](#)¹ (Our Strategy), the first for Fire and Emergency. During this time, we have responded to major fires, natural hazard events and disasters. Overall, we performed well, but there is still room to improve.

The COVID-19 pandemic has changed our operating environment into one of the most challenging we have faced. As ever, we remain committed to providing uninterrupted service to protect and preserve lives, property and the environment. We will keep working closely with our partners and other agencies as New Zealand recovers from this pandemic. We are prioritising our resources and capabilities so that we can continue to respond in potentially challenging times ahead. As we do this, we will be transparent in our decisions, use public money in a responsible and prudent manner, and ensure our investments represent good value that delivers for our communities.

Throughout this response, we maintain our commitment to better understand communities' needs. We are establishing Local Advisory Committees (LACs) to enhance our engagement with communities, and to complement this engagement, we are developing a national approach to local planning to address communities' needs.

We will continue to implement Our Strategy and build a unified organisation. Our Strategy sets out our direction around our five strategic priorities, focusing on how we will work with New Zealand communities, and our partners, and improve our organisation. Our Strategy also presents our values, our purpose, vision, outcomes and operating principles. We are developing a 10-year plan to become a unified organisation, manage our work programme and set out our investment. We have a new performance measurement framework to monitor our progress.

However, there is still more to do, and this Statement of Intent describes our intentions and how we will progress over the next four years.

¹ Our National Strategy 2019–2045, launched in October 2019, is available at fireandemergency.nz/assets/Documents/Files/Fire-and-Emergency-National-Strategy-2019-2045.pdf.



Our operating environment

Some of the challenges we face will be complex and significant but offer opportunities for us to respond, adapt and improve.

Complexity of emergencies

In 2018/19, we responded to almost 80,000 incidents including structure and vegetation fires, medical emergencies and motor vehicle accidents. We recognise the factors causing or affecting these emergencies can be multiple and complex, so it is possible that we will see increasing complexity in the future.

Socio-economic impacts of COVID-19

Domestic and international economies have slowed as a result of COVID-19; this will have implications for New Zealand's public sector spending. As people work and spend differently, there may be impacts on the national economy. For example, we may find that, in the next few years, our revenue may be impacted, and we will have to adjust accordingly.

Volunteers

Volunteers are vital to the fabric of society as they make a strong contribution to cohesion in communities. Our volunteers make up over 80 percent of our workforce and are critical to the success of our organisation. We recognise it may become harder to attract and retain volunteers, as volunteer numbers in other sectors reduce.

We will make it easier to volunteer in our organisation and we will continue to support our volunteers strongly. [Our Volunteerism Strategy 2019–2029](#)² sets out how we intend to enable sustainable volunteerism. Our volunteerism model is to recognise, respect and promote the contribution of volunteers. We will continue to adapt and improve our model to enable sustainable volunteerism.

Diversity

We are living longer and our population is predicted to grow to about 6.5 million by 2040. About four million of us will live in urban areas. Almost half of us will be from non-European ethnic backgrounds and our communities will speak over 200 languages. We do not yet know how COVID-19 will affect immigration or our diverse communities in years to come. Our ageing population presents new challenges for us and our response partners, as highlighted in the COVID-19 pandemic. The AoG response has shown how complex it is to protect vulnerable people when managing emergencies.

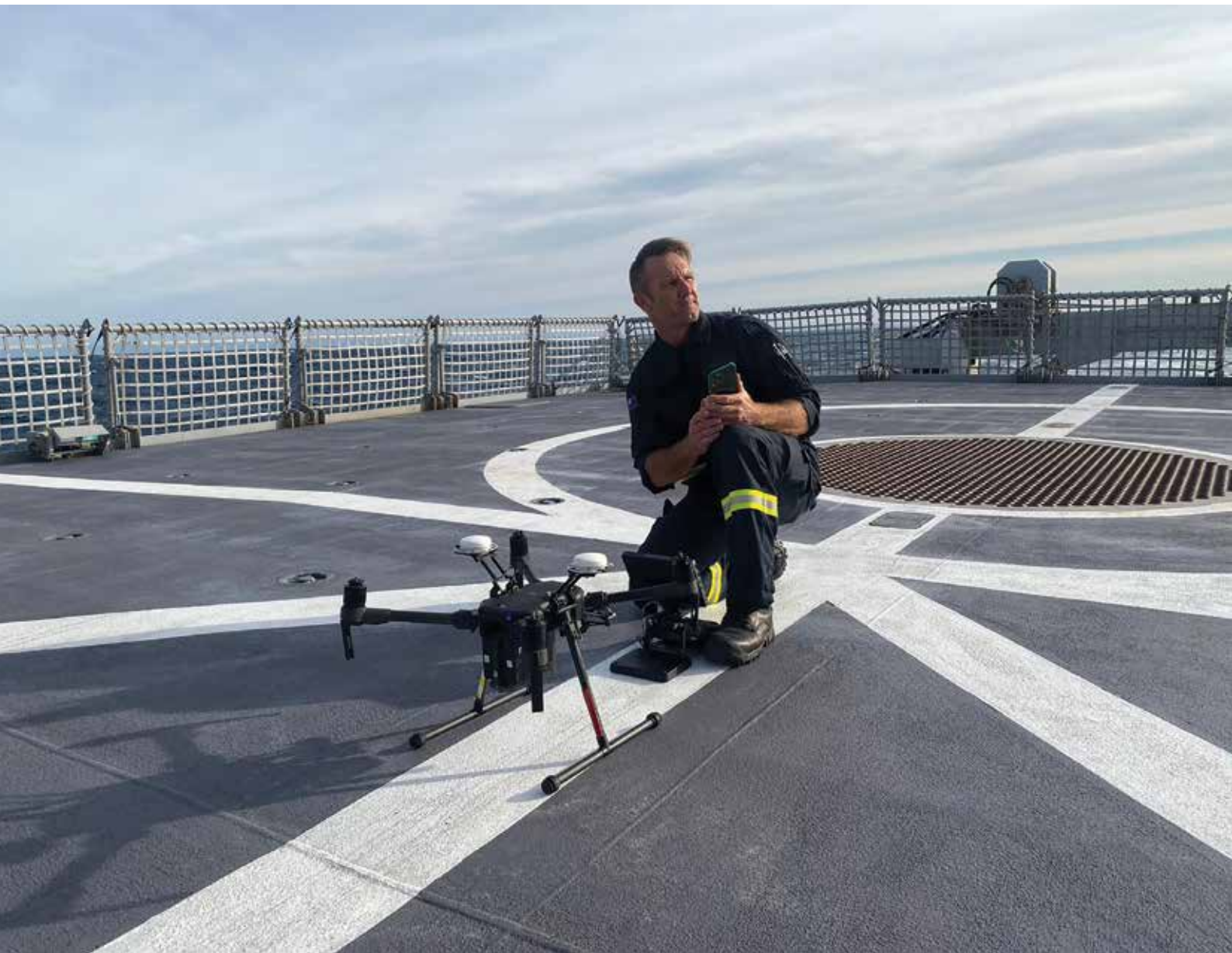
We need to better understand how to embrace the diversity and changes within our communities so that we are more effective in our work. This may include improving our cultural awareness as we work in communities or develop specific risk reduction messages that resonate for different groups. We are working towards becoming a more diverse organisation, so that we are better placed to meet communities' needs.

Climate change and environmental sustainability

Like the rest of the world, New Zealand is feeling the effects of climate change: extreme weather events are becoming more frequent, including storms, floods and longer spells of hotter, drier weather. As an example, there is a risk of more wildfires occurring than a decade ago.

The Government introduced a strong focus on environmental sustainability through its Climate Change (Zero Carbon) Amendment Act in 2019. We are supporting the Government's response to climate change adaptation by moving towards more sustainable ways of operating. See our strategic priority 'Keeping pace with change' for more information about our sustainability plans.

2 Our Volunteerism Strategy 2019–2029 is available at fireandemergency.nz/assets/Documents/About-FENZ/Key-documents/Volunteerism-strategy-2019-2029.pdf.



The built environment

Aged or poor-quality buildings and infrastructure put communities at greater risk in an emergency or natural disaster. As more of our population live in urban areas and higher density housing, this will affect our work, as access to these structures and managing emergencies in dense urban environments can be more difficult.

We provide fire engineering and other specialist advice for the design of New Zealand's buildings and infrastructure, to help improve building standards and protect life, property and the environment.

Technology

Advances in technology have affected many aspects of modern life. The pace of change has been rapid and is expected to continue.

We already use drone technology and sensors for some of our work. There are many more opportunities to use better information and data to inform our work. We need to understand and manage new technologies to better equip our people and operate more effectively. We have developed strategies focused on improving our data, information management and communications. We want to enable all our people to make well-informed decisions. We are taking opportunities to get the right information to the right people at the right time so we can work more effectively.

Where we are going

Kei te haere tātou ki hea

Our strategic direction

We are committed to being a strategy-led organisation. As we amalgamated and shaped Fire and Emergency, we identified eight key areas of change to improve our organisation and the way we operate to better serve communities:

- Strategy-led
- Community focus
- Empowered decision-making
- Insight from intelligence
- Risk reduction
- Transparency of investment, cost and value
- Learning organisation
- Inclusive and dynamic people system.

These eight key areas formed the foundation of our first National Strategy and Strategic Framework. We launched Our Strategy in October 2019 and set out our strategic priorities. These are the areas we need to make the most change now, to achieve shifts over the medium term, and deliver on our outcomes.

Our Strategic Framework is driven by our organisation's purpose and vision. This Framework encompasses outcomes which describe the end results we want to achieve for New Zealand and our communities. Our strategic priorities will help us reach these 25-year outcomes.

Our strategic framework

We have developed a strategic framework to provide the direction for our organisation.

Our purpose

Protecting and preserving lives, property and the environment

Our vision

Stronger communities protecting what matters

Our outcomes

Communities prepare for, respond to and recover well from emergencies

Our services are valued and trusted

Social, economic and environmental impacts from emergencies are minimised

Our strategic priorities

Building resilient communities

Collaboration, partnerships and influence

Growing our people

Intelligence-led, evidence-based decisions

Keeping pace with change

Our values



We do the right thing
Kia tika



We serve and support
Manaakitanga



We are better together
Whanaungatanga



We strive to improve
Auahatanga

Our operating principles

Put safety, health and wellbeing first

Value people

Champion inclusion

Strengthen communities

Work together

Drive change

Be accountable

Our performance measurement framework

We have developed a performance measurement framework (PMF) to provide a base against which we can assess our performance and illustrate our value. Ultimately, the PMF will show how our services contribute to our outcomes and to our purpose: to protect and preserve lives, property and the environment.

We will report against our strategic priorities, which are integral to the PMF, to track our progress towards our outcomes. The PMF will also help us to decide how we allocate resources and how we shape and deliver our services, now and in the future.

Our PMF has four 'layers':

- **Our outcomes** are the long-term results we aim to achieve for New Zealand and our communities. To deliver these, we will need to collaborate with other agencies.
- **Our impacts** are medium-term results which will contribute to outcomes. They tell us how our initiatives and services have led to positive behaviour change.
- **Our outputs** are our day-to-day services and activities.³
- **Our enablers** are our people, culture and resources; the key things we need to make progress.⁴

Through our strategic priorities, we are improving our organisation and ways of working so we can better serve communities. These organisational improvements will help us achieve our outputs, impacts and outcomes.

Using our framework

We will use our PMF to tell our performance story to show how our work is making a difference. We will tell this story through the improvements we make and the shifts we expect to see towards our impacts and outcomes. We will evaluate how well our key initiatives are working and draw on research and insights about best practice to help us improve. We are developing indicators and measures, and will continue to refine these as we establish baselines and targets.

Being accountable

We are accountable and report our performance to:

- the public and Parliament through our Annual Report and the Annual Review process
- the Minister of Internal Affairs and the Department of Internal Affairs, our monitoring agency.

³ We monitor the effectiveness of our services through output measures. Refer to 'Our reportable outputs' of the Statement of Performance Expectations 2020/21 for our output measures.

⁴ For more information about enablers, refer to 'Our organisational health and capability'.

Our performance measurement framework

Tā mātou pou tarāwaho ine angitū

Our purpose | Kaupapa

Protecting and preserving lives, property and the environment

Our vision | Matakite

Stronger communities protecting what matters

Our outcomes | Ngā putanga



Communities prepare for, respond to and recover well from emergencies



Social, economic and environmental impacts from emergencies are minimised



Our services are valued and trusted

Our impacts | Ngā whakaaweawe



- Communities improve their knowledge
- Communities increase their ownership of risks, capabilities and needs
- Communities increase their ability to act



- Improve our contribution to policy and standards
- Improve risk reduction behaviours
- Improve social, economic and environmental sustainability



- Increase collaboration and interoperability with our partners
- Improve our capability to respond quickly, efficiently and effectively in a changing environment
- Increase recognition of our skills and expertise

Our services | Ngā ratonga

Fire prevention including promotion of fire safety, compliance and enforcement

Fire response and suppression

Render safe hazardous substances and provide for safety at incidents

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

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

Our strategic priorities | Ngā whakaarotau rautaki



Building resilient communities



Collaboration, partnerships and influence



Growing our people



Intelligence-led, evidence-based decisions



Keeping pace with change

Our key enablers | Ngā āheinga

Organisational health and capability

People



Culture



Resources

Our values | Ngā uara



We do the right thing
Kia tika



We serve and support
Manaakitanga



We are better together
Whanaungatanga



We strive to improve
Auahatanga

Outcome 1: Communities prepare for, respond to and recover well from emergencies

What we want to achieve

We will enable communities to become more knowledgeable and confident to act in emergencies. When communities prepare well, respond to emergencies and incidents with confidence and recover well, we call this resilience. Our strategic priorities support this outcome.

The impacts we want to see are:

- Communities improve their knowledge
- Communities increase their ownership of risks, capabilities and needs
- Communities increase their ability to act.

We are establishing LACs and mechanisms including local planning to better understand community needs and to tailor our services. We will also continue to improve services and partner with others in the community (for example, through our community education programmes) to enable communities to be more knowledgeable and confident to act in emergencies. Over time, these improvements will help us achieve our medium-term impacts.

How we help build community resilience

The work we do in communities helps reduce risk and prepare for fires and other emergencies if they happen:

- Establishing local advisory committees
- Local planning
- Delivering education programmes focusing on community risk reduction, and readiness and recovery
- Working in partnership with key stakeholders.

This work contributes to the medium-term results, the impacts we want to have for our communities:

- Communities improve their knowledge
- Communities increase their ownership of risks, capabilities and needs
- Communities increase their ability to act.

Over time, this helps us make progress towards our long-term outcome



Communities prepare for, respond to and recover well from emergencies

We will know we are making progress when:

- our people are confident in applying the national approach to compliance and enforcement
- advice from LACs begins to inform our planning
- communities can more easily understand and reduce the risk of fires and other emergencies.

Outcome 2:

Social, economic and environmental impacts from emergencies are minimised

What we want to achieve

This outcome focuses on safer communities and increased wellbeing. We know that our activities can sometimes impact the natural environment and we are focused on limiting these effects as much as possible. We know we can help achieve long-term social, economic and environmental benefits for New Zealand in carrying out our work efficiently and effectively.

The impacts we want to see are:

- Our improved contribution to policy and standards
- Improved risk reduction behaviours
- Improved social, economic and environmental sustainability.

We have committed to identifying the impact we have on the environment, and taking steps to minimise this across all of our work. Operating in a way that protects the environment resonates strongly with our values to do the right thing. We recognise that we can't do this alone, and are committed to working with our partners, as set out in our strategic priority 'Collaboration, partnerships and influence'.

How we will minimise social, economic and environmental impacts from emergencies

Our key programmes help us identify and minimise the impact our work has on the environment:

- Sustainability
- Digital Strategy
- Māori Outcomes Programme
- Risk Reduction Programme
- Working closely with our partners.

This work contributes to the medium-term results (impacts) we want to have:

- Improve our contribution to policy and standards
- Improve risk reduction behaviours
- Improve social, economic and environmental sustainability.

Over time, this helps us make progress towards our long-term outcome



Social, economic and environmental impacts from emergencies are minimised

We will know we are making progress when:

- we form new and effective partnerships to enable safer communities
- we identify and capture information that better informs our decision-making to enable a safer environment
- we reduce our emissions and minimise waste
- there are fewer preventable fires and emergencies in our communities
- there are fewer fatalities and serious injuries from emergencies we attend.

Outcome 3: Our services are valued and trusted

What we want to achieve

We are the most trusted public sector organisation in New Zealand.¹ We want to ensure we remain trusted, valued and recognised as an effective and efficient organisation. It is very important to us that our partners and stakeholders value and trust our services; because effective partnerships and collaboration will help us deliver better services for communities.

The impacts we want to see are:

- Increased collaboration and interoperability with our partners
- Our improved capability to respond quickly, efficiently and effectively in a changing environment
- Increased recognition of our skills and expertise.

We will further develop our partnership, leadership and influencing capabilities to improve how we work with others and improve our services. We will do this through progressing two of our strategic priorities, 'Collaboration, partnerships and influence' and 'Growing our people', supported by key enablers including better communications. We will focus on building relationships with the public, our partners and stakeholders to ensure we are able to respond in a changing environment.

How we will work to ensure our services are valued and trusted

Our focus is on building a capable workforce with a positive culture, and maintaining the trust and confidence of our communities:

- Positive workplace culture
- Psychological wellbeing
- Leadership development framework
- Volunteerism Strategy
- Managing and maintaining our capital assets to support our front line work.

This work contributes to the medium-term results (impacts) we want to have:

- Increase collaboration and interoperability with our partners
- Improve our capability to respond quickly, efficiently and effectively in a changing environment
- Increase recognition of our skills and expertise.

Over time, this helps us make progress towards our long-term outcome



Our services are valued and trusted

We will know we are making progress when:

- the public experience seamless service and support from our organisation and partners
- the public experience timely and effective responses to changing needs
- the public, our partners and other stakeholders rate our skills and expertise highly.

¹ For the fifth year running, we are the most trusted public sector organisation in New Zealand. Refer colmarbrunton.co.nz/public-sector-reputation-2019-opportunity-for-public-sector-to-tell-wellbeing-stories.

How we will deliver our outcomes

Our operating model

When we amalgamated to become Fire and Emergency, part of the work to fully integrate our organisation was to design the functions we need to deliver services into the future. We designed an operating model which would enable us to deliver these functions and shape our organisation. Our challenge over the next few years will be to embed these changes, so that we are unified, effective and efficient, and can better meet communities' needs.

Unified organisation

We are building a unified fire and emergency organisation to work closely with communities to help them prepare for and respond to fire and other emergencies. Our unified organisation will have a greater variety of skills, foster collective leadership, and continue to adapt and respond to the changes happening in New Zealand's unique environment, now and in the future.

About our strategic priorities

Our five strategic priorities set out the changes we need to make, now and in the medium term, to deliver on our outcomes. Each strategic priority contributes to one or more outcomes. By making progress in strategic priority

areas, we will lift capability and capacity in enablers, deliver better services and make progress towards achieving our impacts and outcomes. Our strategic priorities are integral to our PMF. This Statement of Intent sets out each of our strategic priorities and the work we will do in these areas over the coming years to make progress towards our outcomes.

10-year plan

To help us make progress in our strategic priorities and deliver on our outcomes, we are developing a 10-year plan. The plan will set out the most important things we need to do to build a unified organisation over the next decade.

In our 10-year plan, we will set out a clear road map of the key work and benefits we will deliver for communities and our organisation. This road map will help us to tell our performance story.

We expect to produce the first iteration of the 10-year plan in 2020/21. We will review and adjust this plan regularly, so we can remain responsive to changing impacts on our organisation, such as the longer term impacts of COVID-19. As we review our 10-year plan, we will ensure our planning remains fit for purpose, our investments reflect prudent financial management and deliver good value for our communities.



Our commitment to working with Māori as tangata whenua

Ko te pae tawhiti,
whāia kia tata.
Ko te pae tata,
whakamaua kia tina.

Pursue distant goals
until they are within
your reach. Once
in reach, hold and
treasure them.

Our commitment to working with Māori as tangata whenua is part of our approach to delivering our outcomes and informs how we operate. We recognise and highlight three areas in this commitment:

- Iwi and Māori as community leaders with an important role to play in preventing fires and other emergencies, building community resilience, and informing emergency response.
- Iwi as our partners in risk reduction as significant and growing land and forest owners.
- Māori are disproportionately affected by unwanted fires, **and that needs to change.**



Our strategic priorities

Ngā whakaarotau rautaki



Building resilient communities



Building resilient communities

Empowering communities to identify local risks and needs so they are well prepared when emergencies happen.

Te hanga hapori aumangea

Te hakamana hapori hei tautohu i ngā mōrearea, i ngā hiahia ā-rohe kia pai ai tā rātou whakarite i te huanga mai o ngā ohotata.

Communities all have their own risks and needs. Some of the most important work we do is to help communities reduce risks and prepare for potential emergency events. We are shifting our focus towards reflecting and supporting the perspectives of the communities we serve, and tailoring our approaches to better meet these needs. We will do this by setting up LACs and establishing local planning.

Local advisory committees

We must have a deep understanding of communities' needs, so we can ensure our services remain effective. The LACs will engage with communities across New Zealand. They will give the Fire and Emergency Board direct, independent advice.

For a local perspective, they are made up of people who represent a diverse range of community interests and who want to use their experience to make their community safer and more resilient.

We are establishing seven LACs in the West Coast, Northland, Tairāwhiti, Hawke's Bay, Marlborough, Chatham Islands and Otago. We will evaluate how well they are working and will use this evaluation to inform further decisions on effective ways of working and potential further deployment of LACs.

By establishing stronger links with communities, we will ensure that our local and national planning reflects community voices and interests.

Local planning

We will continue to develop and implement our approach to local planning, according to our legislation. Our approach will be national and consistent, yet flexible enough to address local communities' risks and needs. Local planning will take into account our strategic priorities, as well as fire plans and local views. Planning

will involve communities and our managers at national, regional and local levels, who will consider how our services will meet local needs. These discussions will result in a view of local needs and the resources and actions to address them. Local planning will help us consider advice and organise our resources well.

Risk reduction

We describe our emergency management services and activities using the '4Rs' model: risk reduction, readiness, recovery and response.⁵

When we support and serve our communities effectively across risk reduction, readiness, recovery and response, we help them build their resilience.

Risk reduction means the measures that:

- identify and analyse risks to life and property from hazards, eliminate those risks if practicable, and, if not,
- reduce impact and the chance of happening to an acceptable level.

Reducing risk of fire and other emergencies is the single most effective thing we can do to help protect people, property and the environment. A strong risk reduction focus improves community behaviour and service design, and enhances the health and safety of our people and our partners.

Risk Reduction Strategy

We have developed a Risk Reduction Strategy and a Compliance and Enforcement Strategy which together provide the framework for our risk reduction function. Both strategies will take an intelligence-led and evidence-based approach to enable continuous improvement. We want to ensure our input into relevant regulatory and legislative frameworks (such as the building code or forestry guidelines) is robust and fit for purpose.

⁵ This is based on the New Zealand Integrated Approach to civil defence and emergency management, from the National Emergency Management Agency.

Risk reduction programmes

Our risk reduction services and programmes are critical to our communities' knowledge of fire risks, fire safety and what to do in a fire. Our risk reduction work aims to:

- help shape positive behavioural changes in communities
- deliver tailored services to meet communities' needs.

We invest in multi-year risk reduction programmes and approaches with a wide reach, from programmes delivered in communities, to contributing to policy, legislation and design, such as building standards.

Two of our most successful fire reduction programmes include Home Fire Safety Visits and our Fire Awareness and Intervention Programme. We will also develop and implement a national framework for fire control, covering both urban and rural firefighting.

Compliance and enforcement

We provide professional fire engineering and technical safety advice to government, industry and councils.

Over the coming years, we will develop a national, consistent way of enabling compliance, enforcing fire safety standards and promoting risk reduction. We will make it easier for individuals, organisations and communities to comply with statutory requirements and rules. By helping communities comply with these requirements, we expect less damage and loss for communities from emergencies. This will be a significant change for our organisation and will take substantial effort. We will give our people the tools and systems they need to be confident in delivering this change.

Readiness and recovery

Our purpose is to protect and preserve lives, property and the environment. To do this, we must help individuals and communities prepare for emergencies. This will minimise incidents and their impacts so people and communities can return to normal reasonably quickly.

We will focus more on helping communities to identify local risks and needs, so that they are well prepared for emergencies. We are establishing a readiness⁶ and recovery⁷ function to engage communities in local planning to help them prepare for and recover from emergencies. This function will also give regional and district staff the frameworks, programmes and tools they

need to work with communities. By helping communities prepare for and recover faster from emergencies, we will improve their wellbeing.

Response

Our response services are our actions immediately before, during or directly after an emergency to:

- protect and preserve lives, property and the environment
- reduce health impacts
- ensure public safety
- help communities recover more quickly.

Over the coming years, we will maintain and continue to improve our response services in the following areas.

Hazardous substances

We are the lead agency for responding to hazardous substance emergencies. We will identify how we need to improve and make improvements within available funding. We could enhance our capability, for example, by providing more hazardous substance specialists.

Urban search and rescue

We deploy our urban search and rescue (USAR) capability in a wide range of domestic and international emergencies. Our USAR capability is accredited under the United Nations classification, set by the International Search and Rescue Advisory Group. This classification takes significant effort but means that our services will continue to be used and recognised internationally.

Modular service delivery

Over the next four years we will develop a modular service delivery framework. This will help us allocate our resources and services to better meet the needs of different communities. Modular service delivery should, over time, help us become more efficient as well as more effective.

We will consider community risks and needs in a given area, including information about past and future emergencies and incidents. We will work with local leaders to determine the services we need to provide. It will take time to partner with local leaders and identify the right information we need to shape the framework. Modular service delivery will transform how we operate and serve our communities to meet their changing needs.

⁶ By 'readiness', we mean the knowledge and capacities that government, response and recovery organisations, communities and individuals have developed to effectively anticipate, respond to and recover from the impacts of likely, imminent or current disasters.

⁷ 'Recovery' means the coordinated efforts and processes that help a community regenerate and improve after an emergency. We connect readiness with recovery here because there are immediate actions we can take, or enable communities to take, at the scene of some emergencies.

Collaboration, partnerships and influence



Collaboration, partnerships and influence

Working towards a strong and collaborative role in our sector with a focus on shared outcomes.

Te mahi tahi, ngā rangapū, me te aweawe

Te mahi tahi ki tētahi tūranga akari, mahi tahi ki tō tātou rāngai me he aronga ki ngā hua ngātahi.

Key relationships

For our communities to be resilient, we must have effective relationships across the emergency sector and beyond. We have opportunities to increase our influence and collaborate more effectively in these relationships. We are committed to contributing to cross-agency and AoG approaches to better serve communities. The COVID-19 pandemic is an opportunity for us to strengthen our relationships and to provide support to other agencies, to support communities.

We already have established relationships with key government agencies including the National Emergency Management Agency (NEMA), Department of Conservation, Ministry of Education and New Zealand Defence Force. We have strong, effective working relationships with others, including New Zealand Police, Kāinga Ora – Homes and Communities, ambulance services and many local authorities. We also have important local and regional relationships with local authorities, iwi, community groups and, in some cases, private or commercial enterprises. We are developing partnerships with other organisations that have similar goals to us, to better support their communities. Connecting with young people in different communities gives us the opportunity to communicate with the parents of the next generation, which is essential for enabling communities to be resilient.

We can achieve much more working with partners than alone, as the AoG response to COVID-19 has shown. Joint initiatives can be valuable in helping communities to prepare for, and to recover from emergencies more quickly. We need to work with our partners to

reach communities that are particularly vulnerable in emergencies. We will continue to build strong relationships at local, regional and national levels, to increase our reach and effectiveness.

Working with others for better outcomes

Collaboration with others to contribute to shared outcomes is becoming more important in New Zealand, and we are committed to working more closely with others to influence work which could affect the emergency management sector.

There are interdependencies between our work and the work of sector partners and agencies, which provide opportunities for joint work. For example, as part of our risk reduction work, other agencies consult us on building design and water access. We can consult our partners on potential changes in the Act or the standards we set and enforce.

Helping Māori communities become safer and more resilient

Māori communities suffer a disproportionately high incidence of fire and other emergencies, with relatively high rates of fire-related fatalities and injuries compared to the rest of New Zealand.⁸

We want to improve fire safety in Māori communities, to reduce harm from fire and emergencies and increase community resilience. We will build on progress already made as we engage with Māori communities.

⁸ For our research findings, refer to tables on p12 and p25 at fireandemergency.nz/assets/Documents/Files/Report-167-Unintentional-domestic-fire-related-injury-in-New-Zealand.pdf.



We are committed to working with tangata whenua to enable a safer environment. Over the next four years, we will increase our cultural capabilities in te reo and tikanga Māori, to be more effective in our relationships and partnerships with iwi and Māori communities. For example, we can contribute to better fire management of lands and forests through effective partnership and working with Māori communities, iwi and landowners. Over time, this should reduce incidences of harm to Māori and contribute to potential social, economic and environmental benefits for communities.

Over the next four years, we will increase our knowledge and capability to shape good practice and make good decisions in our partnerships with Māori communities.

We will reach a major milestone when we use tools to apply a Māori lens to our organisational systems, processes and policies for leadership, safety, health and wellbeing, recruitment and retention of our staff.

We will know we have made progress towards more meaningful partnerships when we include iwi and other Māori stakeholders in designing our services as part of the normal way we operate.

Growing our people



Growing our people

Building an organisation with a respectful and inclusive culture that people want to be a part of.

Te whakatipu i ā mātou tāngata

Ko te haumi i ā mātou tāngata kia tipu ai tētahi ahurea mahi tiketike me te waihanga i tētahi whakahaere e kukume ana me te pupuri i te hunga whai pūmanawa e hiahia ai ā mātou tāngata ki te mahi.

People Strategy

We're building a unified organisation with a respectful and inclusive culture that people want to be part of.

He waka eke noa

Everyone in one canoe with no exception

This whakatauki, or Māori proverb, expresses the intent behind our People Strategy, which recognises that nothing is more important than our people. Our people are at the heart of everything we do. People are our connection with communities around New Zealand and they have first-hand knowledge of local risks and needs.

We will implement our People Strategy over the next four years with a focus on getting the fundamentals right, ensuring our people are:

- **Safe and connected**
Kei te haumarū, kei te whai hononga
- **Skilled and engaged**
Kei te whai pūkenga, kei te whai wāhi mai
- **Empowered and innovative**
Kei te whai mana, kei te auaha hoki.

To attract people to our organisation, we must offer an environment and opportunities where our people feel safe and are well equipped for their roles.

We have made a commitment to building a safe workforce with a positive culture, where diversity is embraced and everyone feels respected and included. These commitments are backed by key programmes which are fundamental to implementing our People Strategy. To succeed in these areas, we will provide the right training, development and support to help our people thrive in their roles. We will embed and live our values, which will support and enable our safety, health and wellbeing, positive workplace culture, and respect and inclusion work.

Safety, health and wellbeing

We are committed to making sure that everyone goes home safe and well every time.

Our people, particularly our front line staff, often work in very challenging environments, facing critical risks in their day-to-day roles. To recognise this, we have made the above commitment to the safety, health and wellbeing of all our people, those who work alongside us, and the members of communities we serve. In 2017, we developed a Safety, Health and Wellbeing Strategy to implement this commitment.

Our Safety, Health and Wellbeing Strategy will help us develop a strong safety, health and wellbeing culture to manage critical risks effectively, especially as our organisation and our communities change.

Over the coming years, we will continue to build on the progress we have made towards our safety, health and wellbeing commitments – with particular focus on improving the psychological wellbeing, physical safety and work-related health of our people. We have already delivered significant psychological wellbeing training and development across our organisation, and we will continue this as a priority. Alongside this, we will continue to provide our people with relevant safety, health and wellbeing information and training, health monitoring and ongoing management of critical safety, health and wellbeing risks.

Our commitment to safety, health and wellbeing is championed at the highest level through our Board's Safety Health and Wellbeing Committee. This Committee provides governance across our safety, health and wellbeing work, so that we are held to account for our commitments. The Committee oversees our legislative and regulatory responsibilities, and at a governance level, monitors the way we identify, manage and mitigate safety, health and wellbeing risks.



Positive Workplace Culture Programme

Our commitment to building a positive workplace culture is founded in addressing the findings and recommendations of the Positive Workplace Culture Review Report (commissioned in 2018, and released in January 2019). Since this review, we have established a successful Positive Workplace Culture Programme, and championed progress towards a respectful and inclusive workplace where everyone feels safe and welcome.

Over the next three years we will build on our successes so far, work towards closing gender pay gaps, increase diversity across our workforce and improve the support we provide to our volunteers. We will evaluate our Positive Workplace Culture programme in 2022, and we will know we are making progress when:

- our people are telling us our workplace culture is positive
- our people feel our organisation is a safe place to work
- diversity is improving
- our policies and standards consistently address bullying and harassment and unwanted workplace behaviour
- we are able to resolve issues promptly and transparently, affording all parties natural justice.

Sustainable volunteerism

Volunteers make up over 80 percent of our workforce and are of critical importance to delivering our essential services across the country, in particular outside of our major cities. Our volunteers bring far more than their skills and numbers. Volunteers are, in many ways, one of our key links in our partnership with our communities.

However, we recognise the pressures on our volunteer model, such as from the changing nature of emergencies, and this places a greater call on our volunteers' time, and the goodwill of their families and employers. Ensuring our volunteer workforce is sustainable into the future is a critical focus for our organisation and our communities.

We developed Our Volunteerism Strategy 2019–2029 'Enabling sustainable volunteerism' to help make it easier to volunteer with us, and to strengthen our support for our volunteers. Our focus over the next few years is to continue to bring this strategy to life, with a range of improvements aimed at enabling sustainable volunteerism.

We are committed to ensuring our volunteer workforce is unified, thriving, and feels valued, safe and supported.

Leadership development

Personal leadership and living our values is at the heart of everyone's role at Fire and Emergency – regardless of title, rank or role; career or volunteer status; and whether or not our people have a formal responsibility to lead people.

It is important, particularly in a changing environment, that our leaders have the right skills and capabilities for their roles. We are building a leadership development framework to help our people understand the leadership behaviours that are needed. This will help our leaders to:

- build the leadership culture we need to be successful
- collaborate with others, as we are a people-centric business
- ensure we all have the skills, tools and resources to deal with change and complexity.

Our leadership development framework will create a common leadership culture throughout our organisation by providing a common leadership language, thinking and set of behaviours. It is based on the principles that leadership is everyone's responsibility and that leadership is developed at all levels: as a role model, as part of a team, and in our communities.

As a people-centric organisation providing essential emergency and other services to all New Zealanders, leadership must be front and centre of everything we do.

Intelligence-led, evidence-based decisions



Intelligence-led, evidence-based decisions

Evidence-based decision-making will help us deliver our outcomes and make strategic shifts.

He whakatau whakamātautau ā-taunakitanga, ārahi ā-atamai

Mā te whakatau whakamātautau ā-taunakitanga tātou e āwhina hei tuku i ō tātou hua, me te whakatinana i ngā nekehanga rautaki.

We need good data, information, knowledge and insights to help us make sound evidence-based decisions to deliver the right services to the public and support our organisational functions.

Enterprise Information Management Strategy

We will improve our information systems, capability and functions so that our people can develop and use good information to make decisions. We have developed an Enterprise Information Management Strategy (EIMS) to give our people access to the right information when they need it. The EIMS has three core objectives:

- To describe what we need to do to build a robust foundation for our growing information, data and intelligence capabilities.
- To set the direction for the information and knowledge function.
- To shift our organisation's thinking about how we use information to realise its potential value.

Our EIMS complements our Digital Strategy to improve internal functionality and services for communities. To embed digital changes, we need to mature our information management processes and capability.

National Risk Resourcing Model

This is a modelling tool which helps us identify community risks and how we can best allocate resources to mitigate these risks.

The model uses data sets of New Zealand community profiles such as demographics, climate, industrialisation and geography to assess current and future risk. We use the National Risk Resourcing Model (NRRM) with other information, such as insights from communities and information from subject matter experts, including our own specialists.

We aim to use the NRRM in our planning to provide an intelligence-led and evidence-based starting point for conversations with communities, and within our organisation, about resources, including capital assets. It will strengthen our understanding of how we can best use our resources to meet communities' changing needs.



Keeping pace with change



Keeping pace with change

We will be responsive and courageous in a changing environment.

Te haere tahi ki te hurihurutanga

Ka noho mataara tātou ki te mahi, ka noho māia ki te ao hurihuri.

The demands on our organisation are changing as communities and their needs change. We are identifying sustainable ways to keep pace with change and will invest in new and different capabilities as needed.

Research and insights

To support our planning, particularly our 10-year plan, we will establish a programme to identify research and insights into changes that may impact our organisation and our services. Effective long-range planning requires not only research, but analysis and insights, so we can adapt and improve. Insights will help keep our services relevant as communities' needs change, and help us to plan and implement improvements within our organisation. For example, recent research and analysis have been used to shape our approach to recruitment, to encourage diverse groups to consider firefighting and emergency management as career options.

Sustainability

Operating in a way that protects our environment resonates strongly with our value to do the right thing. We are committed to minimising our impact on the environment by operating differently. We will continue to build our approach to environmental sustainability and reflect this commitment in our 10-year plan.

We are due to complete Fire and Emergency's first Environmental Sustainability Plan during 2020/21. Our goal is to reduce carbon emissions and waste. We will recognise our responsibilities, balance operational needs, draw from best practice and collaborate for the best results. We will adapt and increase resilience to climate change and review our plan to ensure it remains fit for purpose.

We are collaborating with New Zealand agencies to develop New Zealand's first National Climate Change Adaptation Plan. We are pooling our knowledge and expertise with colleagues in the Australasian Fire

and Emergency Service Authorities Council to better prepare each of our emergency services in a climate-challenged world.

Strategic Asset Management Plan

As we carry out planning across our asset portfolio, we prepare for change. We know our assets will need to be adaptable to changing community and environmental expectations and needs. Good practice asset management is critical to achieving Fire and Emergency's strategic priorities and outcomes. We are improving our asset management maturity in line with international best practice.

The Strategic Asset Management Plan (SAMP) 2019–2028 has a 10-year horizon and provides underpinning guidance for asset management teams. It supports staff as they develop and maintain detailed plans, including asset management plans, investment road maps, business plans, business cases and operational plans. For more information on the SAMP, see 'Our organisational health and capability'.

Property improvement

We have a large and complex property portfolio with over 660 sites across New Zealand, from large modern CBD stations through to small 'garages' in rural locations, leased office premises and specialist sites such as the National Training Centre in Rotorua. The majority of sites are around 30 years old, rural, and accommodate volunteer staff.

Maintaining the condition and fitness for purpose of this diverse portfolio is challenging, especially with the nature of risks and our service delivery evolving. Our capital works programme over the coming years will balance complex requirements, including considering seismic resilience, health, safety and wellbeing, rural integration, design standardisation and sustainability to improve our infrastructure.



We expect to reach a key milestone in 2023 when we complete the work to rebuild our facilities damaged by the earthquakes in Canterbury. This will see our newly built stations in new locations that better fit post-earthquake demographic changes.

Digital Strategy

We will implement our Digital Strategy, together with the EIMS, over the next four years. The Digital Strategy will enable Our Strategy by making the digital changes we need to progress key initiatives in each strategic priority.

The EIMS will improve our information management processes and capabilities so we can make and consolidate these digital changes.

COVID-19 pandemic

Contributing to the AoG response to the COVID-19 pandemic gives us the chance to learn from new experiences to make future improvements and strengthen our operational response capabilities. As we forecast and plan across our service delivery network, we will build in these improvements.

Our strategic risks

Ā mātou mōreareatanga matua

As we adapt to changes in our operating environment, we manage risk and take opportunities to improve our services to communities.

We recognise that, at the time of publication of this Statement, there may be flow-on effects from the COVID-19 pandemic for years to come, resulting in potentially significant strategic risks.

Our risk management approach

We address risk as part of effective governance and management. We take a continuous improvement approach to our risk management processes and systems.

We identify and assess organisational risks regularly. We determine acceptable and appropriate residual risk levels, after taking into account relevant risk treatments. Our internal processes to identify, manage and report on risks are maturing well.

The Audit and Risk Committee support Board decision-making with governance across our organisational risk management. This Committee assists the Board by reviewing and making recommendations across the following areas:

- Integrity of organisational financial information.
- Management compliance with legal and regulatory requirements.
- Risk management framework and compliance.
- Performance of internal and external audit functions.

As part of Fire and Emergency's risk management framework, the Executive Leadership Team (ELT) discuss the immediate tactical risks each week, and where necessary, these feed into the quarterly strategic risk work. ELT reviews risk management arrangements every three months and discusses the organisation's risk position as part of normal management practice.

In addition, each of the five branches in the organisation holds a risk management workshop every three months. Workshops are supported by in-house risk management and assurance expertise. The organisation's risk management work informs the Assurance Plan, which supports the Audit and Risk Committee.

Each branch leadership team reviews its respective risks and provides assurance that:

- the risks are well described and understood
- the treatments are appropriate
- the residual level of risk is acceptable.

Branch leadership teams monitor the progress of their mitigations every quarter.

Our strategic risks and mitigations to delivering on our strategic intentions over the next four years are:

Strategic risk	Our mitigations
Safety, health and wellbeing of our people, partners or communities is compromised through our work activities.	<ul style="list-style-type: none"> • Continue contingency planning with partners and communities to ensure our services align and are complementary. • Ensure investment in infrastructure, assets and equipment complements community needs and supports contingency plans. • Develop a strong understanding of local needs, so that we can provide the right mitigations and solutions efficiently and effectively to keep our communities safe. • Support our people to grow and maintain the skills they need to keep our communities' safe. • Continue to make evidence-based investment decisions, so we build capability to match local needs and are flexible to meet changing needs.
Inability/reduced ability to deliver on our strategic priorities and intentions; so progress slows.	<ul style="list-style-type: none"> • Maintain robust and flexible financial management and planning. • At organisational portfolio level, prioritise investment to meet strategic needs. • At programme level, robust planning and selection of workstreams to optimise progress. • Consider additional sources of revenue/capital. • Change management included in planning.
Effectiveness of our operational capability is compromised; so we cannot meet New Zealand's emergency needs.	<ul style="list-style-type: none"> • Continue contingency and business continuity planning with partners and communities so we align our activities effectively. • Establish LACs and local planning to identify needs and solutions. • Consider accelerating strategic priority workstreams. • Continue to prioritise capability investment using risk-based resourcing and other tools/information. • Ensure sufficient investment in infrastructure to enable sustained operational capability and capacity. • Continue the Positive Workplace Culture Programme. • Consider accelerating strategic priority workstreams to support our personnel to grow and maintain the skills they need to support our communities. • Continue to prioritise capability investment using risk-based resourcing and other tools/information, so we invest resources in the best places to build and maintain resilience in our communities. • Continue unification activities.



**Volunteers are critical to
our organisation and the
services we deliver.**

Our organisational health and capability

Te oranga me te ngaio tanga o te tari

Investment in our people, culture and resources is key to our success, and we are committed to lifting our organisational capability in these areas over the next four years.

People

Our strategic priority 'Growing our people' sets out how we will develop and support our workforce. We are working towards a positive workplace culture, which is inclusive and respectful, to enable our people to thrive. Our people will be safe, connected, skilled, engaged, empowered and innovative.

We have made a firm commitment to our people's safety, health and wellbeing. As we may face increasingly complex emergencies and events, this commitment has never been more important. A high priority is to continue to improve psychological wellbeing training and support. We will also continue to implement health monitoring standards across our organisation.

Our volunteers are critical to our organisation and the services we deliver. We will support all of our people, including volunteers, so they have the skills and capabilities they need in their roles.

Culture

We have made good progress to date with our Positive Workplace Culture Programme and will continue to implement recommendations to embed the culture. We will make more progress towards building a safe, welcoming and respectful organisation that reflects New Zealand's diverse communities.

We will evaluate our results to inform further progress and embed improvements beyond the life of the programme.

Resources

We are improving our financial management capabilities to ensure we are efficient and effective. There is more to do to integrate systems, standardise processes, and improve financial management capabilities as we build a unified organisation. We expect that this will be a three-to-five-year programme.

Financial management capability

Revenue

Our funding is mainly from levies on property and motor vehicle insurance.

The Government is undertaking a review of Fire and Emergency's funding and we will await its findings and recommendations. We support the funding review by working to finalise and cost Fire and Emergency's structure, service delivery expectations and operating model.

Until the funding review is complete, we will continue to manage revenue from the existing levy base, and optimise spending decisions within available funding. We have made an assumption that levy rates will be unlikely to change in the short term. Total levy revenue, however, is likely to be impacted as COVID-19 pandemic measures affect domestic and global economies.

Costs

To help manage our costs, we will strengthen our processes for committing to and approving spending, particularly for projects. We will also continue to review, and where appropriate, strengthen, our governance and prioritisation processes, and financial delegation framework. Ongoing work in these areas will enable us to:

- better understand long-term costs of the organisation
- manage our capital assets well.

Cash flow

The factors affecting revenue from levies include: insured values; construction growth; motor vehicle registrations; levy exemptions; and the timing of payments to us.

The factors affecting our spending may include the size and timing of payments to suppliers or significant adverse events (such as major earthquakes or fires). Volatility in these factors can create risks.

To manage these risks, we maintain a minimum level of cash reserves. We also review our cash reserves policy and investigate other ways of managing risks and funding capital investment.

Asset management

Our physical assets, such as property, information technology, vehicles and equipment, are essential to deliver services directly to communities. It is an essential organisational capability, and a focus for coming years, to continue to plan, develop and manage these assets well.

As a result of the amalgamation of former rural fire authorities, we inherited a significant number of assets of widely varying type, age and condition. This change introduced a large programme of work to document and manage our assets. We have made good progress and will continue to ensure asset data is complete and accurate over the next few years. This is a core element of good asset management practice to determine maintenance and upgrade requirements. This knowledge is also crucial to ensuring our assets are safe to use and will perform well.

We manage these assets using an increasingly consistent and improving asset management maturity approach based on recognised international best practice. To do this, we have developed the SAMP.

We plan across our four asset portfolios of property, information and communications technology, fleet and equipment when we consider how to meet the needs of our people and serve communities into the next decade. Modular service delivery, once developed, will help us assess risks and community needs so we can allocate resources effectively and efficiently. As we establish LACs, their advice will help inform how we allocate our resources to deliver the right services.

Our SAMP has six aims which reflect where we want to be:

1. Our assets are fit for purpose, adaptable and maintained well to support current and future capabilities and delivery of services.
2. Asset management strategy, planning and activity are integrated and efficient across teams.
3. We understand and manage the impacts our assets have on the environment.

4. We have a robust understanding of our assets and their costs.

5. Asset planning is integrated with organisational thinking.

6. Asset management teams have a positive and collaborative relationship with staff and partners.

The SAMP includes a work programme to improve our assets and asset management. These are some examples of our planned improvements over coming years:

- Major construction, including the rebuilding in Christchurch and seismic strengthening as required, to ensure our facilities are safe and reliable.
- Introduction of new generation personal protective equipment to improve service delivery and enhance staff safety by 2022/23.

We are developing key performance indicators across asset portfolios and these include ensuring our stations meet seismic requirements or that our assets are managed within recommended maximum age ranges.

Portfolio, programme, and project performance

We have completed a maturity review using the P3M3 Maturity Model⁹ to identify areas we could improve. Over the next two years we will focus on improving portfolio, programme, and project management maturity across nine key capability areas.

We take a continuous improvement approach to our portfolio, programme and project management to enhance planning, investment and delivery of our initiatives. Better planning and investment will ensure we have viable business cases and more robust project plans. We aim to increase maturity to have effective portfolio planning, investment, assurance and delivery. This means that we will know we are providing the public with optimal value for money.

⁹ Portfolio, Programme and Project Management Maturity Model.

Communications Strategy

We will implement our first Communications Strategy over the next two years. When communicating with our people, partners and communities, we will be relevant, accurate, consistent and timely.

We will provide education programmes and communicate with communities in ways that better meet their needs. During emergencies, we will give the public high-quality information, communicate clearly with our partner agencies, and ensure our people are informed and engaged. We will focus on improving our digital information provision and enhancing digital channels. We will take user feedback into account to improve communications.

Research and insights programme

We will develop research and insights to help us better understand:

- how we can work with and enable communities to address their needs
- how we can become more trusted and valued by our partners
- the impacts and costs our work have on society and the environment.



Our value story

Tā mātou mahi taunaki

Since Fire and Emergency formed on 1 July 2017, our focus has been on bringing together over 40 different rural and urban fire services, 14,000 people, and integrating the structures, systems, tools and ways of working so that we operate as one unified organisation.

The value we provide to New Zealand is visible at a local level in communities across the country every day. When there is a fire, a rescue, a medical response, a motor vehicle accident, a storm or a natural disaster, our people will be there, helping others when they need us most.

Our visible role in communities and the quality of our work means we have the trust and confidence of the New Zealand public. We have been consistently rated the number one most trusted public sector organisation in the Colmar Brunton Public Sector Reputation Index and we strive to serve New Zealand in a way that respects this trust.

Fire and Emergency's value goes much further than many realise. As an organisation, we have prioritised supporting our career and volunteer workforce, and the rural and urban communities we serve. We have focused on maintaining strong links to NEMA, local councils and other emergency services partners.

We are the national fire and emergency service for New Zealand with an extensive presence. Comprehensive risk management and response to community emergencies across New Zealand is undoubtedly our core business.

To fulfil our broad remit, we need the highest quality organisation possible. We will fully understand the true costs of running an integrated fire and emergency service and ensure our current funding model continues to meet our immediate future needs. We have amalgamated rural and urban fire services and are moving towards being a fully unified organisation. We are increasingly strategy-led and performing well operationally. We are better placed than ever before to understand and meet the needs of changing communities.

Our foundational value to New Zealand communities

We contribute significant economic, environmental, cultural and social value to New Zealand and we commit to continuing to deliver value in our communities.

We are a nationally-networked organisation with a strong volunteer base, which allows us to be deeply embedded within hundreds of communities across New Zealand.

Our ability to integrate people, assets, processes and equipment enables us to effectively deliver a comprehensive range of fire and emergency services immediately when called upon.

We have:

- enhanced our operational capability, so we have the skills and capability to provide services across all the 4Rs of contemporary emergency management
- strong capability to expertly assess fire, hazardous substances and other fire and emergency risks, putting us at the forefront of community risk identification and fire and emergency response planning
- significant specialist structure fire and wildfire experience, with demonstrated leadership in these areas during significant, long-duration events, such as the Tasman fires in 2019
- people with a wide range of specialised skill sets across the country, integrated into national and highly coordinated systems and ways of working
- a commitment to working with communities to reduce risk and build resilience to improve their ability to recover from emergency events
- a flexible approach to delivering services at the local level that recognises communities are different and that one size doesn't fit all
- national standards across our organisation, including a strong focus on the safety, health and welfare of our people and their ongoing development.



We have successfully amalgamated and integrated over 40 organisations into a single agency. We are committed to improving the way we operate, and lifting our capability as we become a unified organisation.

We are committed to working more closely with communities, to identify and meet their changing needs.

Our people help communities identify and manage local risks and needs, and are there to support communities when regional and national emergencies and events happen. Our focus is not just on immediate and timely response activity, but also on ongoing work with communities for risk reduction and readiness to help them recover faster when fires or other emergencies occur.

We have set a clear purpose, vision, values, outcomes and long-term strategic priorities for the coming years. We have developed a performance measurement framework based on these, so that we can show the progress we are making. We are developing a 10-year plan which will set out our future work programme and the investment needed to make progress.

The key to delivering enduring value is that we better understand and meet communities' changing needs and ensure our investment to respond to these needs represents good value for our communities.

We are establishing LACs and implementing local planning to better understand community needs.

We have set out our longer term aspirations and intentions in this document. We have confirmed our commitment to better serving New Zealand's communities by:

- better understanding our partners and stakeholders including Māori as tangata whenua, so that we can work with others more effectively
- continuing to lift capability within our own organisation, in a transparent and cost effective manner, so our people are well equipped with the right tools and resources to carry out their roles
- addressing historical underinvestment in rural and urban services and infrastructure, but doing so in a transparent, responsible and fiscally prudent manner.

We will continue to prioritise the efficient delivery of effective services for our communities, and ensure that the investments we make to do this represent good value for money.

Fire and Emergency's key contribution to improving New Zealanders' wellbeing is the risk reduction, readiness, response and recovery work we do every day in our communities. This includes proactively engaging with communities to identify and help reduce their risks, agreeing on their response needs and building their collective resilience to the impacts of a range of emergencies. The end results of this work will contribute to improving the social, economic and environmental outcomes for people and communities.

Over the next four years, our areas of focus, as set out in this Statement of Intent, will allow us to continue building a unified organisation that delivers value to New Zealand.

Our Board

Tō Mātou Poari



Hon. Paul Swain, QSO
Chair



Rebecca Keoghan, MNZM
Deputy Chair



Te Arohanui Cook



Malcolm Inglis



Wendie Harvey



Gwen Tepania-Palmer



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