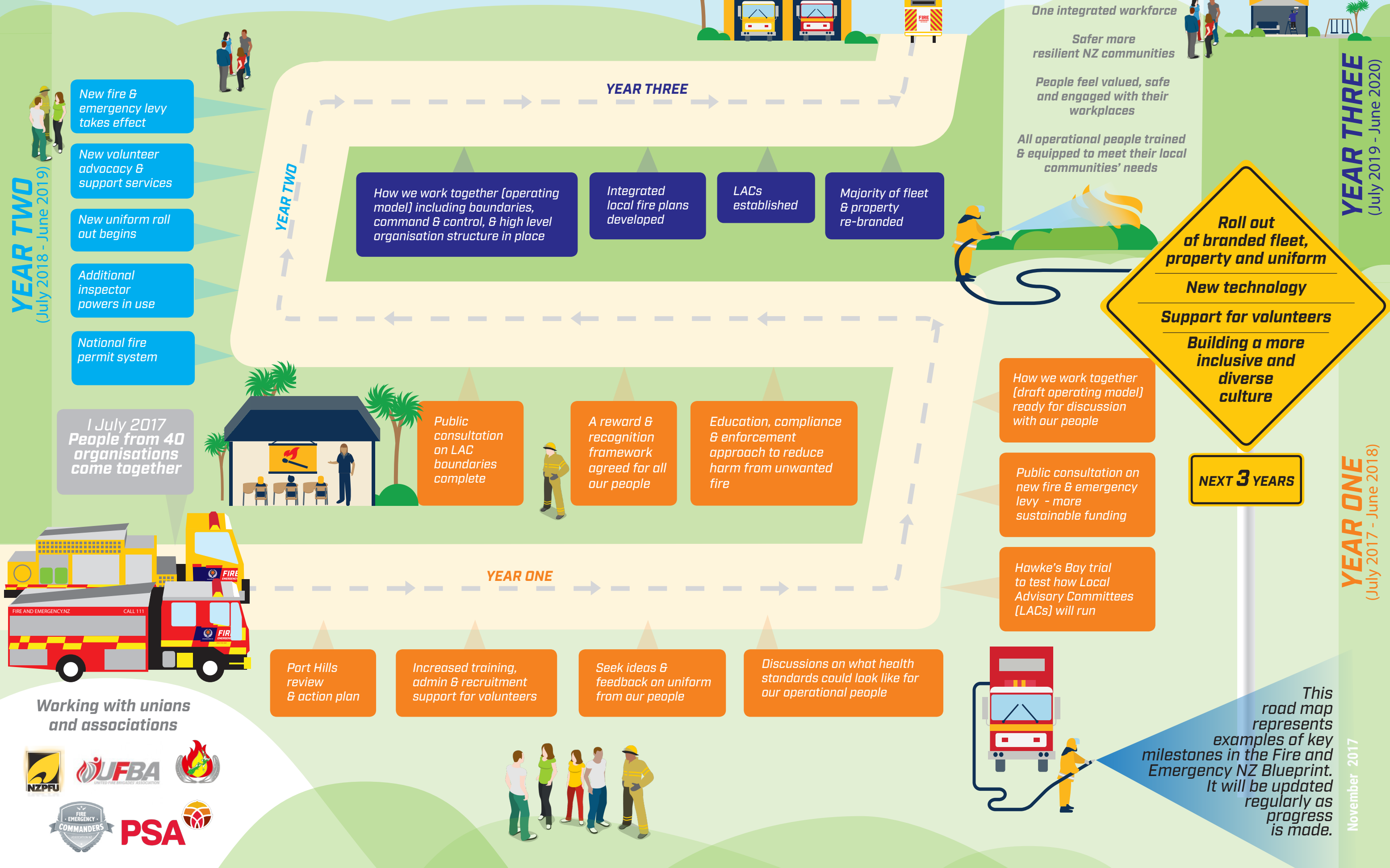


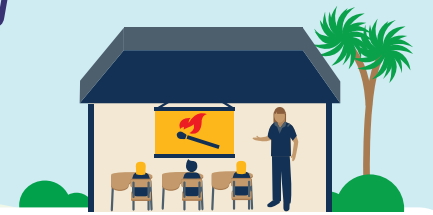
LOOKING AHEAD THE NEXT THREE YEARS





LOOKING AHEAD

THE ROAD TOWARDS A UNIFIED FIRE AND EMERGENCY NEW ZEALAND



WHERE WE'RE GOING

On 1 July 2017, more than 14,000 people from 40 different organisations came together as one. This was the amalgamation phase, the first of three phases underway to build Fire and Emergency NZ—an organisation that can better meet the needs of our communities, and the firefighters who serve them.

The next phase—'integration', will take place over the next three years (2017 - 2020). This road map is a visual guide to some of the key milestones in this period, as we integrate the functions of urban and rural fire to ensure our people have the right training and resources to meet their communities' risks and needs, now and into the future and that we can deliver well-coordinated risk reduction and response to fires and other emergencies. Progression through these milestones to build an integrated organisation will set the foundation for the third stage—unification, from 2020.

BENEFITS TO OUR COMMUNITIES

Over the next three years Fire and Emergency NZ is building an integrated organisation to better serve New Zealand, now and in the future, including improved delivery of the 4Rs: Reduction, Readiness, Response, and Recovery. We're working on changes to make sure we have the best people, trained well, with the right resources so they can keep making a difference in our communities today and in the years ahead. We want New Zealanders to maintain their trust and confidence that Fire and Emergency NZ is in the best possible shape to:

- Serve and protect their communities
- Respond to fire and emergencies, and meet the specific fire risks and needs of communities.

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.



WHY WE'RE DOING THIS

Our people have a proud tradition of service stretching back more than 150 years but the work they do has changed since then. Originally firefighters just focused on fire. Now they do a whole lot more, such as responding to motor vehicle crashes, medical emergencies, hazardous materials spillages, storms, floods, earthquakes and a wide range of rescue situations. In addition to these extra demands and the ongoing fire risk, there are more extreme weather events, and the population is ageing and changing. This is changing the work we do and how we need to approach it.

Before 1 July 2017, we had 40 organisations (New Zealand Fire Service, National Rural Fire Authority, and 38 Rural Fire Authorities) that were unevenly funded and equipped. With the Fire and Emergency Act 2017, we are updating New Zealand's fire and emergency services, how they operate and are funded to meet these challenges.

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.



LOOKING AHEAD 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.

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.

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.

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.

Fire risk management personnel

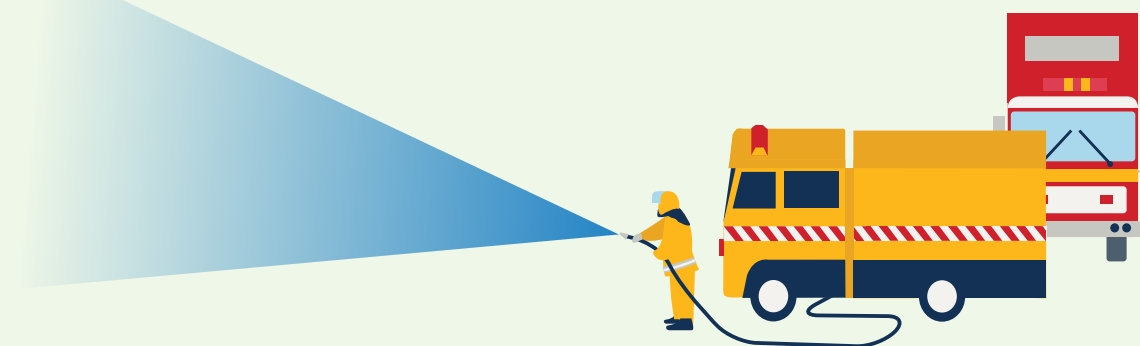
By 30 June 2020, I will:

- 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.

Support personnel

By 30 June 2020, I will:

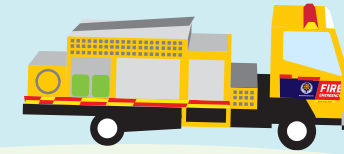
- Feel that my contribution to Fire and Emergency NZ is valued, and recognised as being vital to the success of the organisation.
- Have more training and career pathways, and broader ways in which I can make a contribution as a result of being part of a unified, national organisation.
- Feel motivated 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.





LOOKING AHEAD

HOW WE'RE ORGANISING OUR WORK



The work required to deliver on the Blueprint for the integration phase has been divided into eight workstreams, and supported by four enabling functions. This work programme aligns with the five strategic priorities of the Statement of Intent: Fire reduction and prevention; Stronger engagement with communities; Building and shaping Fire and Emergency NZ; Coordinated services; and Developing a shared identity.

WORKSTREAMS

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.

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.

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.

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.

ENABLING FUNCTIONS

Integration People Enabling Team

This enabling function will, in collaboration with Fire and Emergency NZ Training and People & Change Directorates, be responsible for ensuring that design and implementation activity is informed and enabled through the provision of advice, information and skills on human resource (HR), employment relations (ER), organisational design (OD) and learning and development (L&D) matters.

Policy and Process

This enabling function will design and develop policies aligned with the work being undertaken by the workstreams. It will ensure consistency of this work with the policy intent of the Fire and Emergency New Zealand Act 2017 and associated regulations.

Implementation and Change Management

This enabling function consists of change management, communications, engagement and implementation activities required to support the delivery of work. These functions include change and impact analysis of design considerations, engagement activities required to support change, communications and implementation, and well planned implementation actions to support delivery.

Information, Communication and Technology

This enabling function will work closely with workstreams to help scope, design, build, test and implement the ICT components of projects that are part of other work streams.

