

Welcome to Fire and Emergency New Zealand

Nau mai ki te Ratonga Ahi
me ngā Ohotata
i Aotearoa

Kōrero Whakataki

Introduction

On behalf of the Fire and Emergency New Zealand Board, congratulations on your appointment.

This document provides you with a broad overview of Fire and Emergency's purpose and functions, organisational structure and priorities, and key personnel.

We operate as an essential service that all New Zealanders rely on. Every day we work to respond to fires and emergencies; provide capability and collaborate with other agencies during other emergency responses; and work across Aotearoa New Zealand to promote fire safety and reduce unwanted fires. While the types of emergencies we respond to have changed over time, our work remains critically important to protect life, property and our environment.



- We are committed to:
- Delivering for Aotearoa** by working closely with Māori and other partners to reduce the risk of unwanted fire and prepare for emergencies. When these do happen, we will be ready to respond in communities.
 - Developing our people** by building a safe, positive and inclusive workplace for them. We will care for our people, so they are there for our communities.
 - Building our business** by having the resources and processes to meet the needs of communities into the future.


Rebecca Keoghan (Chair)

December 2023

Ngā ihirangi

Contents

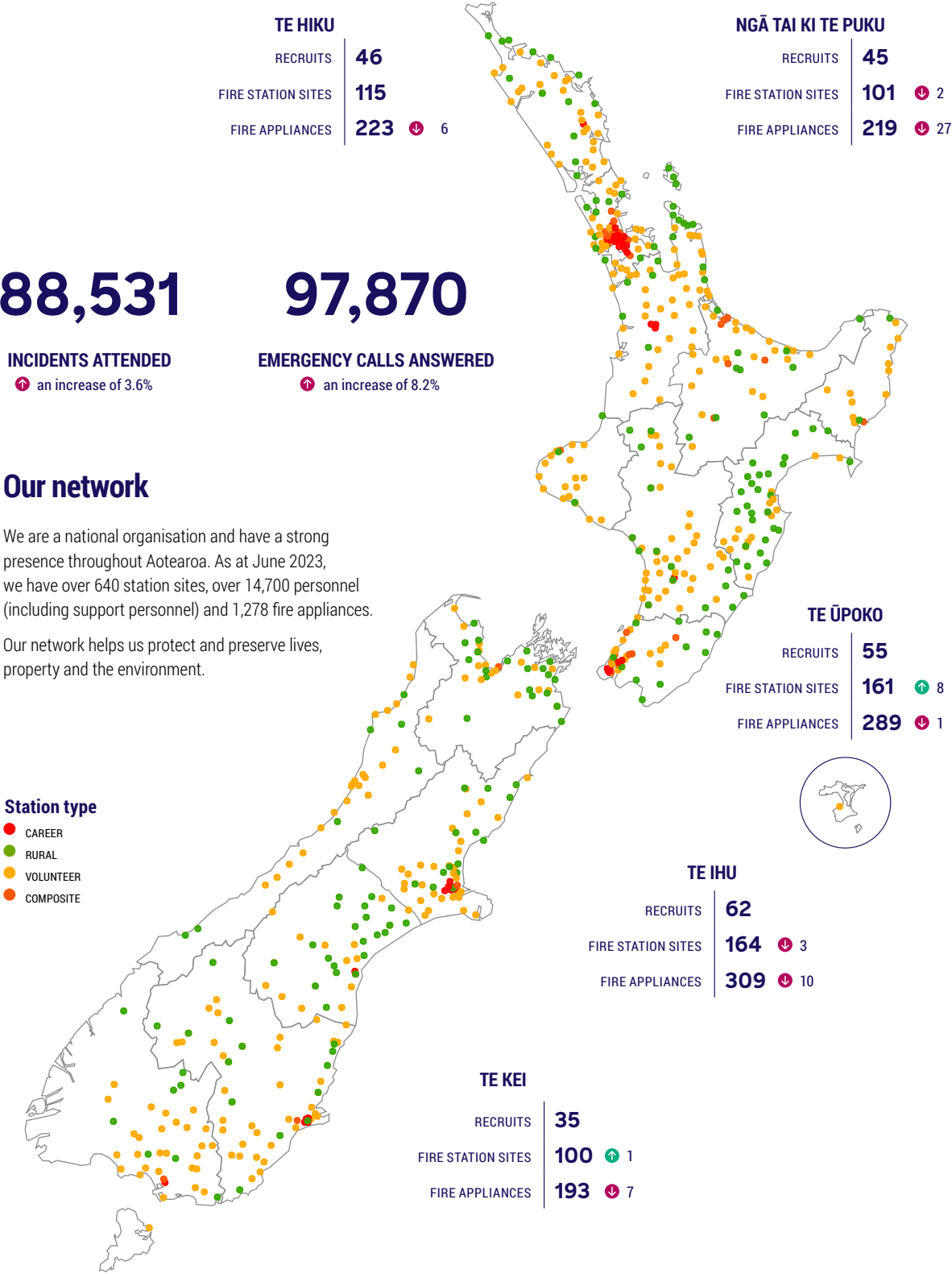
- 04 **Fire and Emergency New Zealand at a glance** He karapatanga ki te Ratonga Ahi me ngā Ohotata i Aotearoa
- 05 **Our delivery** Tō tātou tuku
- 06 **Who we are and what we do** Kō wai mātou me ngā mahi ā tari
- 10 **The history of fire services in Aotearoa** Te Hītori o ngā ratonga ahi i Aotearoa
- 12 **Our commitment to Māori** Tā mātou tauāki paiherenga ki te Māori
- 13 **Risk reduction and prevention: Improving fire safety and preventing unwanted fires**
Te whakaheke tūraru: Te whanake i te haumarū ā-ahi me te kaupare i ngā ahi
- 16 **Readiness: being able to respond when we are needed** Takatūtanga: Te āhei ki te urupare i te wā ka hiahiatia ana mātou
- 19 **Response: Our most visible activity** Urupare: Tā mātou mahi kitea nuitia
- 24 **Partnerships** Mahi tahi
- 25 **Our strategic direction** Tō tātou aronga rautaki
- 25 **Our purpose and vision** Tō tātou kaupapa me tirohanga
- 26 **Our values** Ngā uara
- 28 **Our people** Ā mātou tāngata
- 30 **How we are funded** Tō tātou puna moni
- 32 **Our leadership and structure** Te taha hautū me te hanganga
- 38 **Our Board** Tō mātou Poari
- 40 **Unions and Associations** Hoa Ūmanga
- 41 **Key accountability documents** Ngā tuhinga rautaki

He karapatanga ki te Ratonga Ahi me ngā Ohotata i Aotearoa

Fire and Emergency New Zealand at a glance

Tō tātou tuku

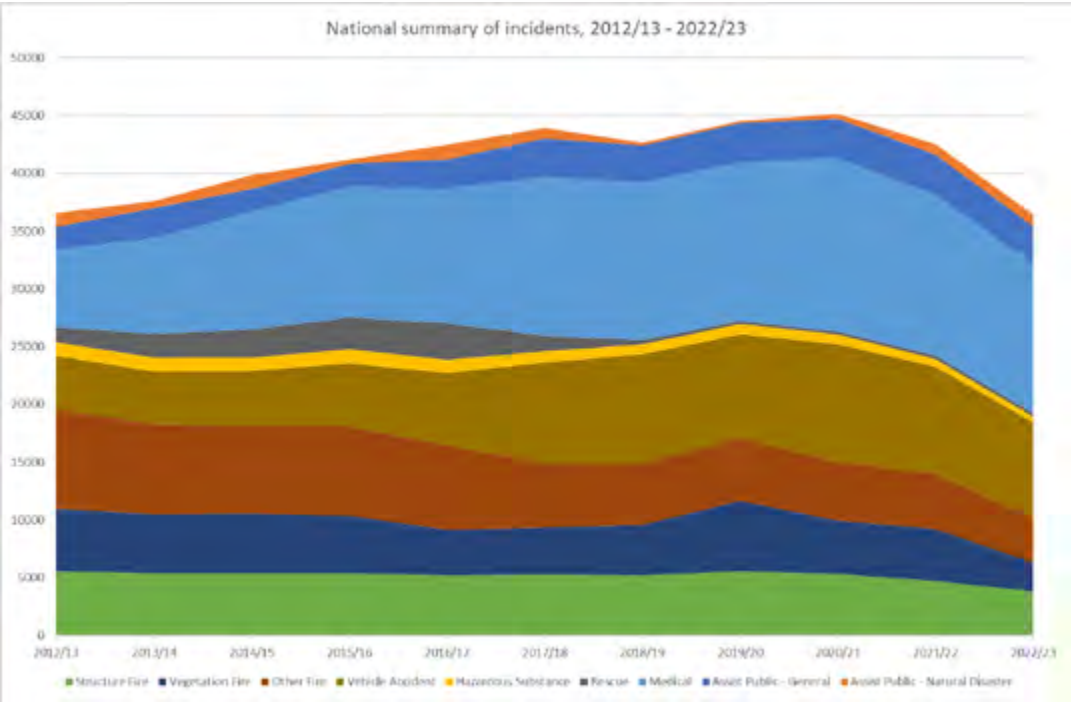
Our delivery



Our network

We are a national organisation and have a strong presence throughout Aotearoa. As at June 2023, we have over 640 station sites, over 14,700 personnel (including support personnel) and 1,278 fire appliances.

Our network helps us protect and preserve lives, property and the environment.



The number of fire incidents we respond to each year is decreasing slightly, while non-fire incidents such as medical emergencies and transport accidents are on the rise as a proportion of our response.

However, the nature of emergencies is changing. Severe weather events, exacerbated by climate change, are the new normal and our latest science tells us that a catastrophic event (such as an Alpine Fault earthquake or Hikurangi subduction zone earthquake and tsunami) will very likely happen – if not in our lifetime, then in that of our children.

We are also seeing long-term changes to where and how our population lives, which in turn is changing how we need to prevent, plan for, train for and respond to fire. Urban intensification, building construction, building use changes, creating access for emergency services, and evacuation requirements increase the workload of our building safety teams. Increasing numbers of people relocating and holidaying close to wilderness areas increases vegetation fire risk. New uses for lithium-ion battery technology are also creating a new breed of fire risk.



Kō wai mātou me ngā mahi ā tari

Who we are and what we do

Fire and Emergency New Zealand was established in 2017 to unify all fire services across Aotearoa New Zealand: the New Zealand Fire Service, the Fire Service Commission, the National Rural Fire Authority, 12 rural fire districts and 26 territorial authority rural fire authorities.

The intent of the new organisation was to reflect how the role of firefighters has evolved beyond fighting fires, to also responding to motor vehicle crashes, medical emergencies, hazardous materials spillages, storms, floods, earthquakes and a wide range of rescue situations. Another key driver for amalgamation was to enable better handling of multi-district incidents, such as large wildfires. Under the new legislation, the various territorial boundaries disappeared and one agency is now responsible for firefighting across the whole country. There is a single point of command and the resources are all controlled by the same organisation.

Fire and Emergency is a Crown entity, governed by a Board of Directors and accountable to the Minister of Internal Affairs under the Crown Entities Act 2004 and the Fire and Emergency New Zealand Act 2017 (the Act), which repealed and replaced the two acts previously governing fire services – the Fire Service Act 1975 and the Forest and Rural Fires Act 1977. (Parts of the Fire Service Act continue to be in force until Part 3 of the Fire and Emergency Act comes into force.)

We are New Zealand's trusted national fire authority, responsible for fire safety regulations and prosecuting fire-related offences. And we are an emergency first responder, maintaining a continuous state of readiness so we can be there when communities need us.

We administer the Act, which describes our kaupapa (purpose) to protect and preserve lives, property and the environment, and our key outcomes (the contribution we make to communities as part of the emergency sector): fewer unwanted fires and reduced harm to people, property and the environment from fires and emergencies.

We describe what we do in te reo Māori as 'Whakaratonga Iwi', which means 'Service to the People'.

To fulfil our purpose, we work to:

- **Reduce** the risk of unwanted fire – by determining risks to life and property from fires, preventing unwanted fires through fire safety promotion and school and community programmes, providing technical advice, and enforcing fire standards.
- Be **Ready** for fires and emergencies – by making sure we're prepared for emergencies, having fire stations, firefighters, fire engines and other equipment where they are needed, and maintaining capability and training, including doing post-incident reviews so we know how we can improve.
- **Respond** to fires and emergencies – suppressing structure fires and wildfires, rendering safe hazardous and other substances and people exposed to them, rescuing people and animals from a wide range of situations, co-responding to medical emergencies alongside ambulance services, providing for safety at traffic incidents, and responding to severe weather and natural disaster emergencies like floods, earthquakes and landslips.

Our emergency management functions

Principal objectives

- Reducing the incidence of unwanted fires and the associated risk to life and property
- Protecting and preserving life, and preventing or limiting injury, damage to property, land and the environment

Main functions

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

Additional functions (assist with)

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

Our role as a regulator

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

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

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

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



Te Hītori o ngā ratonga ahi i Aotearoa

The history of fire services in Aotearoa

New Zealand's first volunteer fire services were founded in the 1850s. Since then, firefighting in New Zealand has evolved in line with international practice into the mix of paid full-time, paid on-call and volunteer responders that make up Fire and Emergency New Zealand today.

For most of its history, New Zealand's fire services were funded and managed locally. There was little central coordination, resulting in significant variation between local fire services.



Firemen of the Wellington Municipal Fire Brigade on a fire engine outside the Thorndon Fire Station, Wellington, circa 1919.

The Ballantynes' Fire of 1947, where 41 people lost their lives, was a watershed moment in the history of fire services in New Zealand. It led to the passing of the first fire safety legislation.

A further reform in 1975 amalgamated local authority Fire Boards into a national New Zealand Fire Service, governed by the Fire Service Act 1975. However, Rural Fire Authorities were retained as separate organisations, coordinated by the National Rural Fire Authority and governed by the Forest and Rural Fires Act 1977.

For over 40 years, there were no further significant changes to fire service legislation. This was despite significant changes in New Zealand's firefighting environment. More recently, however, there has been a growing impetus for legislative change.



Ballantynes Fire Tuesday, November 18, 1947. Photo / Christchurch Star Archive.

Two reviews of the fire services were undertaken between 2012 and 2015. These considered mandate, rural and urban governance and support structures, legislation modernisation, funding, and coordination with other emergency services.

Through extensive consultation with stakeholders, these reviews resulted in wide agreement on the type of fire services needed in New Zealand, and how best those services should be supported and funded. They paved the way for reform.

These reviews also drew on lessons from other fire services internationally on how best to approach the reforms. To be successful, the changes should be co-designed with the sector, incorporate the perspective of communities, improve support for volunteers, and grow an organisation that is reflective of the communities it serves.

Following these two reviews, the Government agreed to unify urban and rural fire services, to use a single levy-based funding model, to repeal the two existing Acts, and to create a new law that united all fire services in New Zealand. The Fire and Emergency New Zealand Act 2017 received Royal Assent on 11 May 2017, and Fire and Emergency New Zealand was established on 1 July 2017.

Tā mātou tauāki paiherenga ki te Māori

Our commitment to Māori

Māori communities are key partners and important stakeholders in Fire and Emergency's work.

Māori communities are overrepresented in the rates of fire-related injuries compared to non-Māori, and that needs to change. Iwi and Māori are community leaders with an important role to play in preventing fires and other emergencies, building community resilience, informing and delivering emergency response, and supporting community recovery. As significant land, forest and business owners, iwi are also critical in effective risk reduction.

In 2022 our Kaupapa Māori and Cultural Communities Branch was established to lead development of Fire and Emergency's capability to work effectively with Māori and to support our people to better serve cultural communities across Aotearoa generally. We are committed to working with Māori to contribute to a safer environment for all communities. Doing this requires us to engage in culturally effective ways and to strengthen our cultural capability, diversity and inclusiveness so that we better reflect and engage with the communities we serve.

We do this by engaging with iwi as community leaders and major property owners; promoting kaupapa Māori (knowledge and values) and the use of te reo Māori throughout our workplace communications; and incorporating tikanga Māori. A Kaupapa Māori approach makes a valuable contribution to fostering a distinct operational style within the organisation. It plays a pivotal role in ensuring that the organisation reflects the communities it serves, and in achieving a positive cultural transformation.



Our Kaupapa Māori and Cultural Communities Branch will also support our people to better understand and address the unique needs and perspectives of other cultural communities across Aotearoa New Zealand.

The establishment of the Branch was cited as a positive initiative during the Te Kawa Mataaho Public Service Commission's independent review of our workplace culture and complaint handling practices.

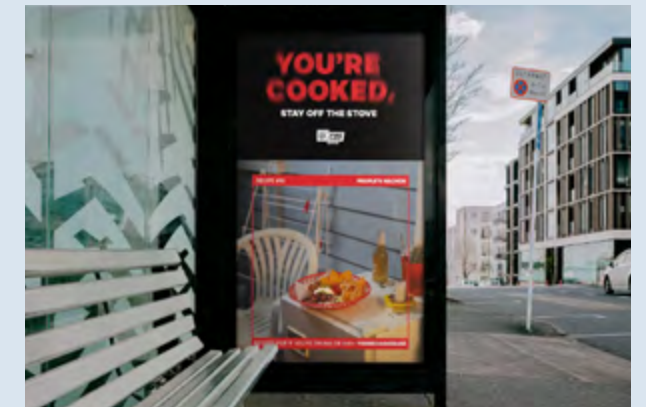
Te whakaheke tūraru: Te whanake i te haumaru ā-ahi me te kaupare i ngā ahi

Reduction and prevention: Improving fire safety and preventing unwanted fires

As Aotearoa New Zealand's national fire authority, fire risk reduction and prevention are an essential part of our role.

Fire risk reduction includes many activities that help communities identify and manage the risks of fire and protect our environment.

- We collect information through our fire investigation work, incident reporting, and research into communities' attitudes and behaviours towards fire safety.
- We identify trends in fire causes and both building and human behaviour before and during fire, and work to address these trends through education as well as improvements in fire engineering for buildings.
- We also carry out risk assessments, technical fire safety advice to building owners and designers, and pre-incident planning, through commercial building inspections.
- Under the Building Act 2004, we provide formal comment to councils on the means of escape from fire and how building designs will allow safe firefighting operations in certain buildings.
- We administer regulations for fire safety evacuation schemes and procedures. These regulations provide for a range of fire prevention measures in buildings to help keep their occupants safe from fires.
- Through our fire danger calculator, we set fire seasons that enable us to prevent or limit the use of fire in certain areas to reduce the risk of unwanted fires. This is coupled with our work with communities to help them prepare for and reduce the risk of wildfire. We also issue fire permits for fires in the open air.
- By drawing on our own research and best practice tools, and on international fire authorities' knowledge, we can identify trends and risks in approaches to wildfire that mean we're better informed and prepared for it.



- Each year we carry out around 15,000 Home Fire Safety Visits. We provide expert fire safety advice and install smoke alarms free of charge where required. We also visit marae to provide support and guidance to help them manage their fire risk.
- We run awareness programmes in 60% of kura (schools) and for hapori (communities), talking to them about reducing the risk of fire.

In addition to our fire prevention risk reduction activity under the Act, we also have a wider risk reduction role found in other legislation and established practice. This includes:

- other government agencies are required under other legislation to seek Fire and Emergency's approval before they make certain statutory decisions e.g. being consulted on changes to relevant fire bylaws and certain matters of compliance with the Building Act 2004
- other legislation may expressly state that another government agency may consult with Fire and Emergency before they make certain statutory decisions e.g. when they consider exemptions under their legislation, and
- consultation with Fire and Emergency may voluntarily be sought by others who are carrying out other legal processes e.g. being consulted, as needed, by local or regional authorities in the development of local district or regional council plans.



Being the national fire authority means we are the government's lead agency in regulating the use and risk of fire.

In general terms our role in the regulatory space is to both:

- set standards, issue approvals and permits, and
- enforce compliance with those standards (primarily by infringement notices or the prosecution of offences under the Fire and Emergency Act).

Additionally, we have a policy function. One example of this is that, as part of our risk reduction activity, we seek to influence relevant fire safety standards and public policy formulation at national and local government level. DIA leads major legislative work on fire policy.

Our inspectors are appointed under the Fire and Emergency Act and have a wide range of legal powers. While this may be undertaken for the purposes of pre-incident planning, assessing compliance or post-incident analysis, the most common way this is undertaken is by the undertaking of specialist fire investigations.

While our regulatory function is mandated, we do have more choice in what we spend on education to prevent fires. Recognising this, we ensure our campaigns are based on well-researched insights and are measured on their effectiveness to reach and inform key target audiences.

Our fire education programmes are driven by communities' attitudes and behaviours towards fire safety. This allows us to tailor our work to achieve positive behaviour change towards reducing the risk of fire, including wildfire.

We advertise regularly on TV, radio, billboards and social media to educate people on how to reduce the risk of fire. Our advertising is driven by audiences' attitudes and behaviours around fire safety and targets audiences who are at higher risk. This helps create meaningful changes in behaviour to reduce avoidable fires and fire fatalities.

Since the late 1990s, our investment into public education campaigns and community intervention programmes, such as a Firewise school programme and home fire safety visits, has resulted in:

- 94% of New Zealand households having at least one installed and working smoke alarm
- 69% of New Zealand households having a household escape plan in the event of housefire¹

New Zealand households have never been better prepared for a house fire – the incidence of smoke alarms and households escape plans reached an all-time peak in 2022/2023.

However, there is still important work to be done, and we continue to invest in research to better understand our audiences and how to influence their behaviours more effectively. We also work collaboratively across the organisation to educate the public on emerging fire risks, such as the increasing threat of wildfire and lithium-ion batteries.

A recent example of evidence-based decision making is the audience segmentation research completed in 2021, which revealed segments of the population, defined by their mindset towards fire safety in the home, who are much more at risk due to their lack of knowledge and risky behaviours. Using these audience insights, we designed a specific campaign to reach the most at-risk audience – 'the Disengaged' – and we observed dramatic shifts in their unattended cooking behaviours:

- Percentage of Disengaged who left frying food unattended in the last month decreased from 51.2% pre-campaign to 30.5% post-campaign¹
- Percentage of Disengaged who left frying food unattended in the last month decreased from 33.7% pre-campaign to 19.0% post-campaign¹

Further, we observed a 7.5% drop in the incidence of unattended cooking fires nationally, the leading cause of house fires in New Zealand.

Research also informs our fire weather system and tools to set fire seasons and controls. These and other tools developed specifically for high-risk industries make it possible for fire to be used safely as a land management tool, and for commercial operations to be planned and carried out to minimise fire risk, particular during high-risk weather conditions.

Each year we commission Scion, a Crown research institute that specialises in research and science for the forestry sector, to develop **The New Zealand Wildfire Summary** (a summary report of the previous wildfire season). The report provides a wealth of knowledge and allows Fire and Emergency to have solid research behind our reduction, readiness and recovery activities when it comes to wildfires.

We work closely with communities to understand what they want to do and the outcome they are trying to achieve in relation to fire risk reduction. We recognise that fire can be used as a land management tool, however, this must be well controlled to prevent wildfires. We assist in risk management, providing information and education, but communities and land managers have primary responsibility. We work with them to understand and manage the level of risk, and work collaboratively to mitigate and/or eliminate the risk.

¹ Claimed incidence as measured by Fire and Emergency online tracking survey conducted among nationally representative sample of N = 6,000 per annum by Kantar Public.

Takatūtanga: Te āhei ki te urupare
i te wā ka hiahiatia ana mātou

**Readiness: being able to
respond when we are needed**



Readiness means being able to respond safely when communities need us. It means:

- We need to have people with the right capabilities, training and equipment, ready and available in our stations, call centres and equipment depots around the country so that they are there when communities need them. With the unpredictability of emergency incidents, it is important to be ready to respond when and where we are needed.
- Our capital assets and infrastructure (including property and fire engines) need to be fit for purpose, and in the right places, so our people can respond in emergencies with safe, functional equipment, at the right place and time, and return safely to a state of readiness for the next response.
- We also need people working in functions that support our response teams, so they are paid, get the operational support they need, and have the right training, clothing, equipment and vehicles.
- Improving our systems and processes so that our people are safe and have the right training and support to do their jobs is fundamental to readiness. This includes Eke Taumata, our commitment to prioritise a positive work experience for our people, including acting on the recommendations in the 2022 Te Kawa Mataaho Public Service Commission review of our workplace culture.

Training

We run Career Recruit courses each year at our National Training Centre in Rotorua. The Career Recruit Programme is an integral component of our Training and Progression System (TAPS), which provides a clear educational and progression framework for staff to advance their careers. Once firefighters are trained, they undergo regular reassessments to ensure they maintain the operational skills they need.

Volunteer recruits receive training related to the role they take up: firefighter, medical first responder, operational support or brigade support. This may include formal training courses held locally or at our training centres. We also provide online volunteer training development resources to help improve brigade leadership and resilience.

In 2023 we established our first, prototype Live Fire Training Facility in Christchurch. The aim is to allow our firefighters to train in a 'real-life' environment and practice the skills they need to respond to a real event and provide opportunities to educate and engage with our communities. The intention is to build three more of these facilities around the motu.

Communication Centres

When a person dials 111, the call is answered initially by the Spark Initial Call Answering Point (ICAP) and the caller is asked whether they need 'Fire, Ambulance or Police?'. If the answer is Fire, the call is passed to one of three Fire and Emergency Communication Centres (ComCen), who provide the essential link between the community and our operational units.

Fire and Emergency has three ComCens that are centralised and co-located with NZ Police ComCens in Auckland, Wellington and Christchurch. Our ComCens operate 24/7 in a semi-virtual environment which means that although a 111 caller will be connected to their local ComCen first, if no call taker is available in that location, the caller will instantly be automatically diverted to a call taker based in one of the other two ComCens. This system also allows for business continuity in the event one of the ComCens becomes non-operational or requires an immediate evacuation.

Public Safety Network

The Public Safety Network (PSN) is the new communications service for New Zealand's frontline emergency services responders being rolled-out from mid-2023. Fire and Emergency, Police, Hato Hone St John and Wellington Free Ambulance will be the network's first users. Next Generation Critical Communications – the lead agency for this work – is made up of representatives of the four emergency services, along with independent experts and specialists.

The goal in creating a new secure digital communications network is to support the operational capability of New Zealand's emergency services staff and volunteers, and to keep them and the public safer.

Existing analogue radio networks are being replaced with a single nationwide secure digital radio service, and multi-network priority cellular broadband capability – including voice, video, messaging and data – in urban, state highway and rural areas commonly accessed by frontline emergency services:

- Secure digital radio will provide voice and messaging services in many areas where cellular service is not available. It is the most reliable way for emergency services to communicate in a significant natural disaster.
- Roaming across cellular networks will increase cell coverage for emergency services and improve communication continuity if there are network issues. Emergency services communications will get priority over other users when cellular networks are congested or degraded.
- Fire and Emergency, Hato Hone St John and Wellington Free Ambulance will continue to have access to reliable personal alerting capability so they can communicate with volunteers and specialist groups for emergency responses in remote communities.

- Internally, Fire and Emergency's PSN project team has been determining operational needs, planning how best to leverage future PSN services for more effective and efficient operations, and how to transition smoothly. This has involved:
- workshops with regional representatives, local regional staff, and/or the Fire and Emergency PSN working group
- trialling of portable smartphones and cellular boosters as an option to replace fixed vehicle phones
- investigation of options for status messaging using mobile software.

From July 2023 staff work phones and devices commenced migration onto the PSN Network, a new cellular roaming service – the first of the PSN deliverables. The team will continue to work closely with Next Generation Critical Communications and the other participating agencies to implement this critical response improvement project.

Our assets

Fire and Emergency is a capital-intensive organisation. The value of the assets under management at FY 2023 is about \$1.7 billion, of which \$1.36 billion comprises land, buildings, fire appliances and equipment. Fire and Emergency maintains one of the largest fleets of commercial vehicles in the country, with more than 1,280 fire trucks and specialist response vehicles. In 2022/2023, we invested \$72.8 million in fire stations, fire appliances, motor vehicles and other assets.

Urupare: Tā mātou mahi kitea nuitia Response: Our most visible activity

Fire and Emergency is New Zealand's largest emergency response organisation, and is usually one of the first agencies called on for local on-the-ground response to incidents. We respond to fires, car accidents, medical emergencies, flooding and natural disasters when they happen in our communities, and these activities have a highly visible impact for Aotearoa New Zealand.



Fighting fires

We fight fires everywhere – from homes and surrounding bush to rubbish skips, industrial buildings, vehicles, forests and national parks. But the training and equipment required to fight fires are far from one size fits all.

A fire consuming a building (a structure fire) is contained, and firefighters are likely to tackle the source of the fire head-on, with hose lines, foam and heavy protective clothing and breathing equipment that enables them to operate in a super-heated environment, with planned escape routes if needed.

Vegetation fires are uncontained and can change suddenly and dramatically due to wind, landscape, and fire fuel. Firefighters take a more defensive approach, constantly reevaluating and moving teams to ensure the fire is contained and crews can retreat should they need to. The protective gear required is lighter, enabling crews to work more comfortably in the outdoors for longer periods of time. As well as water and foam, vegetation fires are fought with soil and firebreaks using hand tools and machinery.

Rescuing people and assisting at motor vehicle accidents

We work closely with the Police and ambulance services to respond to road accidents and are specifically responsible for freeing people trapped in vehicles. We also assist the Police with traffic accident scene management. We provide similar assistance at other types of emergencies too.

Urban search and rescue (USAR)

USAR is a type of technical rescue operation that involves the location, extrication, and initial medical stabilisation of victims trapped or missing because of a man-made or natural disaster. Fire and Emergency has three ‘Heavy’ Domestic USAR Teams², each consisting of 72 people, which rotate every 3 months onto international USAR HEAVY deployment standby. They are based in Palmerston North (Central 3TU), Christchurch (Southern 4TI) and Auckland (Northern1TH).

Most USAR personnel are career or volunteer firefighters who are trained in urban search and rescue in addition to their day-to-day firefighting roles. The teams also include people from outside Fire and Emergency, such as medics, engineers, doctors and dog handlers. Together their capabilities include search and rescue, communications, logistics, emergency medical assistance, technical and canine search, and structural assessment.

Our USAR teams have specialised training and equipment to respond quickly to structural collapses in urban areas, both nationally and internationally. Their search and rescue skills provide support in weather-related events, natural hazard events and disasters such as earthquakes, and major vegetation fires. Responses can range from USAR Leadership Team advisory support to local civil defence, through rapid damage assessment for weather and other events, and up to full multiple task force response as seen in the Canterbury earthquakes.

USAR heavy equipment rescue capacity is used in heavy transport accidents, and specific capability such as Remote Piloted Aerial Systems (RPAS) uses drones with thermo-imaging cameras to see hot spots in large wildfires or locate people in collapsed buildings, and drones with video cameras to provide high-level assessments of flooding.

In 2015 New Zealand gained INSARAG External Classification (IEC) ‘Heavy’ status.

Hazardous substances response

Our crews are trained and have the equipment to deal with things like noxious fumes inside a building, or fuel or chemical spills on the road. This includes making sure people are evacuated safely from the affected area. We also deal with other substances that may not be defined as ‘hazardous’ but still present a risk to people, property, or the environment.

Medical emergency co-response

Every year in New Zealand over 2,000 people are treated for heart attacks that occur at home or in a public place. Since December 2013, firefighters have been part of the team of health professionals available to respond to heart attacks, assisting Hato Hone St John and Wellington Free Ambulance. We respond to over 13,000 medical emergencies each year across Aotearoa New Zealand and this number continues to climb.

We have a Memorandum of Understanding to support our ambulance partners in medical emergencies, which involves our people having additional training in CPR and use of defibrillators (AEDs). When someone calls 111 and asks for an ambulance, the Ambulance Communications Centre dispatches the closest resource – this could be a fire engine where an ambulance is unavailable or unable to respond quickly.

Dispatching the nearest resource means defibrillation (delivering a dose of electric current to the heart) and CPR (chest compressions) can happen as quickly as possible, which could be before the ambulance gets there. This approach has dramatically improved survival rates. In 2021/22, Fire and Emergency responders attended 97% of heart attacks where resuscitation was attempted by ambulance staff, and were first on the scene at 8% of those. Defibrillation before an ambulance arrived increased survival rates by up to 20%.



Severe weather and natural disaster response

Climate change is driving this growing area of need for our communities. Fire and Emergency crews were at the forefront of local response during 2023 weather events such as Cyclone Gabrielle and the Auckland Anniversary Weekend floods. This included rescuing and evacuating people, limiting damage to properties, working alongside our emergency management partners in incident management, and managing airspace to ensure the safe movement of emergency management personnel and essential supplies.

The increasing frequency and severity of flooding events has shown the importance of building an in-water capability, and firefighters around the country did some exceptional work responding to the recent emergencies, often in extreme conditions. Some of this effort was the work of three water response teams assembled for the Working Safely in Water (WSIW) project, established in 2021 as the second stage of the development of our water training capability. These teams were made up of water safety experts, and people with a suitable swift/flood water rescue qualification who had expressed interest in joining Specialist Water Response Teams (SWRTs) being established by the project.

For the first year of the project, these teams attended around 40 incidents and conducted 32 rescues while assisting with multiple evacuations. We have now expanded the three initial teams to six – one in each of our regions and another drawn from Napier/Hastings/Palmerston North. These teams have undergone highly specialised training to achieve Swift Water Technician certification, an internally recognised qualification.

Other rescues

Our equipment and training mean some of our response teams are able to perform other types of rescues when called upon, such as people trapped in lifts or in industrial accidents, or even large animal rescue using ropes and slings.

Other specialist response

From time to time we may be called on to assist with maritime response (managed by the Maritime NZ Rescue Coordination Centre), or in any other situation where we have the capacity to assist.

² USAR is classified into light, medium or heavy capability based on the associated training requirements and equipment. ‘Heavy’ USAR (HUSAR) is the most technically specialised form of USAR.

Our role in emergency management

We work across Aotearoa's emergency management sector in every region and at a number of levels. Our 'always on' status through the 111 system means we are the first avenue of recourse in many emergencies outside of law and order.

Dialled in to the 111 system

Fire and Emergency has three Communication Centres (ComCen) that provide the essential link between the community and our operational units via the 111 system. ComCens are centralised and co-located with NZ Police ComCens in Auckland, Wellington and Christchurch. They cover the entire motu, including the Chatham Islands who joined the national 111 service in November 2021.

Our ComCens operate 24/7 in a semi-virtual environment which means that although a 111 caller will be connected to their local ComCen first, if no call taker is available in that location, the caller will instantly be automatically diverted to a call taker based in one of the other two ComCens. This system also allows for business continuity in the event one of the ComCens becomes non-operational or requires an immediate evacuation.

In major events, this enables our emergency management sector colleagues to mobilise while we manage the initial stages of response. Outside of major events requiring local or wider emergency management activation, we are generally the lead agency by default.

National response management

Fire and Emergency has a National Response Plan which is activated where there is an incident or event of sufficient scale, complexity, or significance to warrant drawing resources from outside of the local area. We have a National Coordination Centre (NCC) located at National Headquarters on Willis Street, Wellington. The NCC maintains situational awareness of emerging national or international events. Alongside the NCC, we have five Region Coordination Centres (Auckland, Tauranga, Wellington, Christchurch, and Dunedin) and a number of Local Coordination Centres.

The role of the Coordination Centres is to ensure the necessary resources, skills, and support are available to manage emergencies, including deploying personnel from other parts of the country and seeking support from our partners (both nationally and internationally). The NCC also coordinates deployments of personnel from New Zealand to support our partners overseas.

At larger events, Fire and Emergency personnel are embedded in the government's National Crisis Management Centre (NCMC) and the National Emergency Management Agency (NEMA) Emergency Coordination Centres (ECCs) and we connect into the government Officials' Committee for Domestic and External Security Coordination (ODESC) as part of the National Security System when these are activated.

The New Zealand Emergency Management Assistance Team (NZ EMAT) was established by NEMA to create a 'fly-in team' to enhance responses to natural disasters and other emergencies. EMAT consists of 46 specialist Emergency Managers with a mix of attributes, skills and experience to go wherever required, without delay, to work with and support local, regional or national teams as they manage emergencies. As part of our agreement with NEMA, we ensure we have people who are trained and qualified in CIMS (Coordinated Incident Management System) who can be nominated to be part of EMAT. We also take part in EMAT reference and training groups and provide on-the-ground logistics support.

Specialised incident management and response capability

Fire and Emergency maintains specialised incident management and response capability in the form of our 'Heavy' USAR teams based in Palmerston North, Christchurch and Auckland. Our USAR teams have specialised training and equipment to respond quickly to structural collapses in urban areas, both nationally and internationally. Their search and rescue skills and equipment are also repurposed to provide support in weather-related events, natural hazard events and disasters such as earthquakes, major vegetation fires, and heavy transport accidents.

Scale of response ranges from advisory support to local civil defence, through Rapid Damage Assessment (RDA) for weather and other events, and up to full self-sustaining multiple taskforce response as seen in the Canterbury and Kaikoura earthquakes.



International deployments

Fire and Emergency has capability to deploy internationally to assist with responses to wildfires, urban search and rescue and other emergencies. Fire and Emergency maintains a pool of suitably trained and qualified personnel to enable an appropriate and timely response when required. Trained personnel take part in annual national exercises as well as more frequent regional exercises to maintain currency. We also use appropriately trained personnel from our partner agencies such as New Zealand Defence Force, Department of Conservation and commercial forestry operations for international deployments.

International deployments benefit all parties, by increasing the knowledge, experience, currency and confidence of New Zealand firefighters and USAR personnel, supporting the international firefighting and USAR communities, and strengthening international relations. New Zealand firefighters are well respected, and their assistance is always appreciated by our international partners.

Firefighting deployments have included sending 150 personnel to Australia's east coast to fight the devastating bushfires over the 2019/20 summer and, more recently, five deployments to Canada in 2023 that included firefighting and 'shadowing' Incident Commanders and Incident Management Teams during Canada's worst wildfire season on record.

Since 2011, Fire and Emergency USAR teams have deployed numerous times internationally in response to earthquakes, tsunami and tropical cyclones/typhoons in the Asia/Pacific region. Most recently, we undertook a remote deployment as part of the INSARAG Information Management Working Group, to assist with information management for the Türkiye/Syria earthquakes. Teams also deploy domestically in responses ranging from tornados, landslides and earthquakes through to floods and gas explosions.

USAR is also a capable and flexible response option that assists in international DART (Disaster Assistance Response Team) and NZMAT (NZ Medical Assistance Team) operations as part of an NZ Inc all-of-government approach to disaster response and humanitarian assistance in the Pacific. NZMAT is a civilian-based emergency medical team that can be deployed to support local health services in a major emergency or disaster in New Zealand or the South-West Pacific. The team includes doctors, nurses, logisticians and allied health staff such as pharmacist, physiotherapists, public health staff and paramedics. Recent deployments include cyclone damage reconnaissance and assessment in Vanuatu, and COVID-19 logistics support in Niue and Papua New Guinea.

After widespread heavy rain in November 2022 in Australia, Fire and Emergency deployed four teams of Incident Management Team specialists to New South Wales to assist in a variety of support roles, including operations, planning, public information, logistics, resources, and air support. This was the first time the New South Wales State Emergency Services had made a request for overseas assistance, due to the length and devastating effects of flash flooding.

Mahi tahi Partnerships

Effective partnerships and collaboration across the emergency sector and beyond is imperative to ensure we can continue to meet the needs of communities across the motu now and in the future. In recognition of our shared objectives, and ability to achieve more together, an all-of-Government approach is increasingly being taken across risk reduction, readiness, response and recovery to keep Aotearoa safe and well.

We have key partnerships with the Department of Conservation (DOC), New Zealand Defence Force (NZDF), NEMA, major forestry owners and other land management agencies. These partnerships allow us to request resource and support, including firefighters, from these organisations during large and complex incidents. Our Operational Service Agreement with DOC also currently allows for cost recovery for fires that start on DOC land.

We have strong, effective working relationships with others, including New Zealand Police, Kāinga Ora, ambulance services, forestry companies, the insurance industry, and land managers (for example, through regular national and regional land management forums). We also have important local and regional relationships with local authorities, iwi, our Local Advisory Committees, community groups and, in some cases, private or commercial enterprises.

Fire and Emergency also plays an integral role as part of the Emergency Sector Leadership Board (ESLB). Chaired by the NEMA Chief Executive, the ESLB is made up of the Chief Executives (or appropriate representatives) of Fire and Emergency, New Zealand Police, Hato Hone St John Ambulance, Wellington Free Ambulance, the New Zealand Defence Force, and the Ministry of Health. The purpose of ESLB is to oversee the co-ordination of emergency services, to drive sector performance and to be a focal point for emergency sector leadership.

In relation to wildfire deployments, Fire and Emergency has strong international relationships and agreements through the following agencies, which enable deployments to and from Australia, the United States (US) and Canada:

- Australian and New Zealand National Council for Fire and Emergency Services (AFAC)
- Canadian Interagency Forest Fire Centre
- US Department of the Interior
- US Department of Agriculture

Fire and Emergency is a member of AFAC, which supports the fire and emergency services sector to create safer, more resilient communities; drives consistency through collaboration, innovation and partnerships; and delivers enhanced capability by developing doctrine and supporting operations. Our Chief Executive Kerry Gregory is a member of the AFAC Board and represents New Zealand.

New Zealand is also a member of INSARAG (the International Search and Rescue Advisory Group housed within the United Nations), the international standard setting body for USAR.

We are continuing to develop partnerships with other organisations that have similar goals to us, acknowledging this results in better outcomes for our people and the communities we serve.

Tō tātou aronga rautaki Our strategic direction

Our purpose and vision

We are a trusted team of over 14,500 people providing fire and emergency services that support hapori (communities) across Aotearoa to protect and preserve what matters – lives, property and the environment.

Our vision is to achieve **Stronger communities, protecting what matters — He taonga te ahi, he taonga te tāngata, he taonga te taiao.**

‘He taonga’ helps to describe how we protect what matters. A taonga (a treasure) in te ao Māori is an inherent way of viewing many elements in life. We are using ‘taonga’ to describe our role as kaitiaki, guardians and caregivers of fire, people and the environment. This is a responsibility of everyone in the organisation that is passed down as people leave and join us.

He taonga te ahi – fire is an intrinsic part of the natural environment, a powerful element that has the power both to cause harm and sustain life, for example, by providing warmth and comfort.


He taonga te tangata – this refers to the taonga of our people and the taonga of our communities.


He taonga te taiao – the taonga of the environment reminds us to take care of the environment and property as we carry out our work.

He taonga te tangata and he taonga te taiao also reflect an important concept in te ao Māori, where people and the environment are intrinsically linked.


Our values

Our **values** underpin the work we do to deliver for our diverse communities across Aotearoa. They reflect the inclusive and respectful culture we are building, and our enduring commitment to tangata whenua. We have drawn from Māori symbolism to tell the story of our values.

 **Kia tika | We do the right thing** means we hold each other to high standards. We are trusted by, and trusting of others. We do what we say we will so, and show courage to do what’s right, rather than what’s easy. We take responsibility and think of others. This symbol is drawn from the image of a growing heart. The heart guides our decisions and gives us the inner courage to make choices we feel are right, if not necessarily easy. The interconnecting shapes represent combining the heart and mind.

 **Manaakitanga | We serve and support** means we work towards strengthening and developing, by being proactive and responsive to the needs of others, including our teams and communities. This symbol is based on the stylised concept of two hands, symbolising being proactive and responsive both inside and outside our organisation.

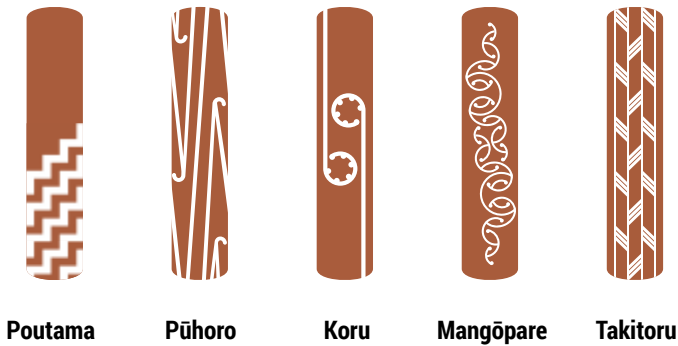
 **Whanaungatanga | We are better together** means we seek opportunities to connect and build inclusive relationships with others – our team members, different parts of our organisation, our partners and our communities. We bring people together, celebrate difference and provide a safe environment for all to thrive. This symbol is drawn from a flax weave and is based on the strength and flexibility that come from being connected and interwoven, contributing to us working together to create a unified organisation.

 **Auahatanga | We strive to improve** means we meet the needs of our communities by looking to the future and continuously finding ways to make things better. We are flexible and adaptable. We embrace change and acknowledge what’s gone before and learn from experiences that help us adapt to future needs. This symbol uses the poutama (stepped pattern used on tukutuku panels and woven mats) to represent growth and striving ever upwards. The poutama is also used on our fleet and some of our corporate publications.

Te Waharoa

Te Waharoa is the gateway to Fire and Emergency, providing clarity and focus on our priorities to anyone entering the Fire and Emergency 'marae'. There are five key focus areas that apply to everyone in our organisation.

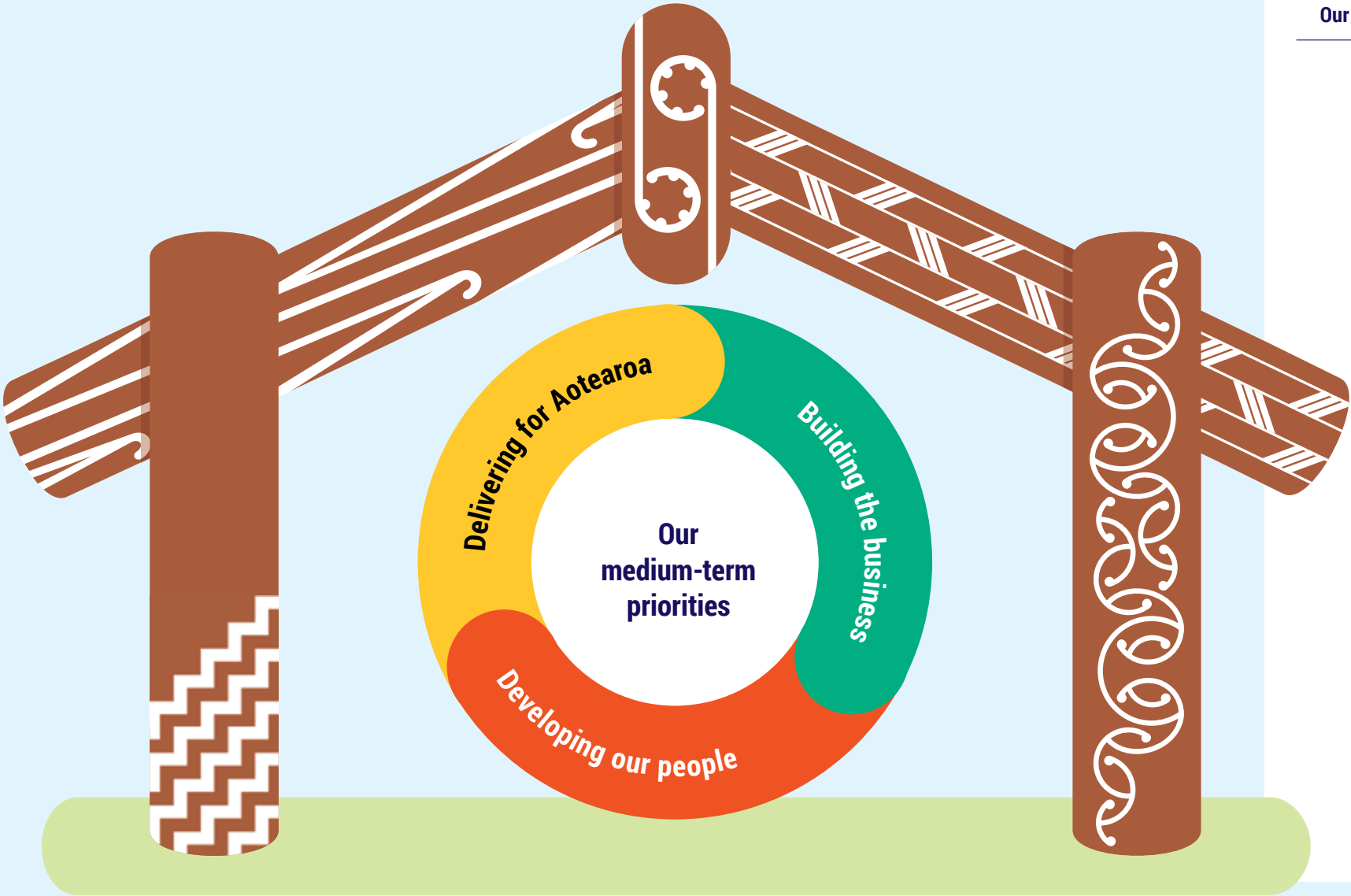
- Poutama — Intelligence driven.
- Pūhoro — Training and development
- Koru — Health, safety, wellbeing and people support
- Mangōpare — Kaupapa Māori.
- Takitoru — Stronger alignment



Strategic priorities

We have identified three areas where we will focus over the medium term to meet the needs of communities into the future. We group our priorities into three key areas: delivering for Aotearoa; developing our people; and building our business. You can read more about our medium-term priorities in our **Statement of Intent 2023-27**.

Our five strategic priorities set out the changes we need to make, now and in the longer term, to deliver on our outcomes. They underpin our direction, informing our planning and the way we work now and into the future. You can read more about our strategic priorities in our **National Strategy 2019-2045**.



Our medium-term priorities

Delivering for Aotearoa

Developing our people

Building the business

Our long-term strategic priorities

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

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

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

Intelligence-led, evidence-based decisions
Evidence-based decision-making will help us deliver our outcomes and make strategic shifts.

Keeping pace with change
We will be responsive and courageous in a changing environment.

Tō mātou tāngata

Our people



Our people are our most important asset; their dedication and skill are the foundation of all that we do.

Our career and volunteer firefighters and operational support teams are based in communities across the country, maintaining a continuous state of readiness and responding to fire and non-fire emergencies whenever they are needed. They're backed by our communication centre teams, our link to the public, helping ensure our responders have the information they need to respond safely and effectively. Our education and risk prevention specialists at national headquarters and in our regions help reduce the likelihood of communities having to deal with preventable emergencies in the first place. And teams across our enabling and back-office functions ensure their colleagues are trained, equipped and supported in many different ways, to deliver our services in their communities.

Volunteerism

Fire and Emergency has possibly the largest volunteer workforce of any single organisation in New Zealand. Our Volunteerism Strategy aims to achieve a thriving and unified volunteer workforce that feels valued, safe and supported. It prioritises broader and more flexible ways to volunteer; making it easier to attract and support volunteers, their families and their employers; and valuing and strengthening the connections between volunteers and other personnel, and between volunteers, their communities and our organisation.

Our volunteers come from all walks of life and we want them to be able to choose from a broad and flexible range of roles that include, but are not solely, firefighting. Volunteers come to us from different locations and with different time commitments, but all use their skills and life experiences to serve and strengthen their communities and Aotearoa.

They play a vital role in helping to ensure our organisation is deeply connected to New Zealand's communities, so we are turned to with confidence in times of crisis, and for help to reduce risk and to prepare for, and recover quickly from, emergencies.

Our People Profile

As at 30 June 2023

- EUROPEAN
- PACIFIC PEOPLES
- MIDDLE EASTERN/LATIN AMERICAN/AFRICAN
- OTHER ETHNICITY
- TĀNE
- MĀORI
- ASIAN
- NOT DECLARED
- WĀHINE



Tō tātou puna moni

How we are funded

Fire and Emergency receives almost 100% of its funding through a levy charged on insurance policies where property is insured against the risk of fire. Levy revenue currently amounts to around \$670m per year. We also receive an annual contribution from the Government towards the public good component of services we provide. This is subject to the Government’s annual Budget process, and we have received \$10m per year since 2017.

Insurance levy funding is not new. From 1975-2017, the New Zealand Fire Service Commission (career and urban volunteer brigades) was mostly funded through an insurance-based levy and cost recovery, while the Rural Fire Authority was mostly funded by local authorities through regional council rates.

When the Fire and Emergency New Zealand Act was passed in 2017, it continued levy funding and proposed a new funding regime to broaden the base of levy payers and make the insurance-based system more equitable, under Part 3 of the Act (the Part 3 levy). Due to the significant work required by both the insurance industry and Fire and Emergency to implement Part 3 in 2017, a transitional levy regime was established to ensure the newly combined fire services were adequately funded during the establishment period.

Funding review

In 2019, Cabinet agreed to initiate a first principles review of the way Fire and Emergency is funded. The intention of the review was to replace the updated regime in Part 3 of the Fire and Emergency Act with a fairer way of funding Fire and Emergency. To accommodate this review, transitional funding arrangements were extended until 1 July 2024. The review was completed in 2023, leading to the passing of the Fire and Emergency New Zealand (Levy) Amendment Act 2023, which pushed out the commencement date for the Part 3 levy to 1 July 2026.

As Fire and Emergency’s monitoring agency, DIA is the lead agency for changes to Part 3 of the Act. Fire and Emergency is continuing to work closely with DIA to promote a fit for purpose levy regime that enables Fire and Emergency to deliver for the future.

Transitional levy

The current transitional levy regime is largely a carry-over of the previous insurance levy which funded the urban Fire Service. It is levied on all contracts of insurance against the risk of fire where assets in New Zealand are covered.

Levies apply differently depending on whether the insured property is residential or personal property (such as house and contents); a vehicle under 3.5 tonnes; or non-residential or other property (such as commercial buildings, heavy vehicles, plant equipment, office equipment and stock for sale).

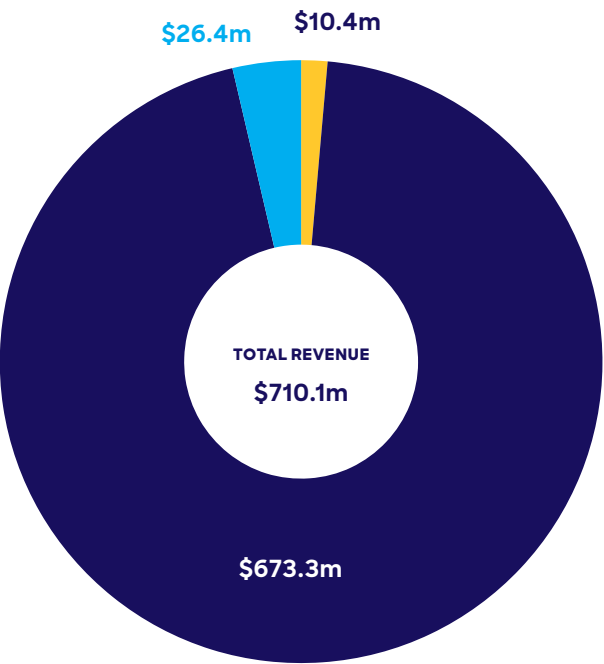
The transitional levy is currently charged at a rate of 10.6 cents per \$100 insured (residential buildings, personal property, and non-residential and other property) and a flat rate of \$8.45 per vehicle under 3.5 tonnes. Where the indemnity value of the assets is less than the sum insured, levy may be paid on the indemnity value of the assets insured. GST is payable on the levy. These rates have remained unchanged since 2017.

In May 2023, Fire and Emergency held a public consultation on a proposed increase to the transitional levy for the next two years (2024/25 and 2025/26) to raise more revenue and ensure we can effectively keep doing what we do until the Part 3 levy takes effect. In August 2023, the Government announced its approval of a 12.8% increase in the transitional levy and passed the regulations required to implement the change from 1 July 2024.

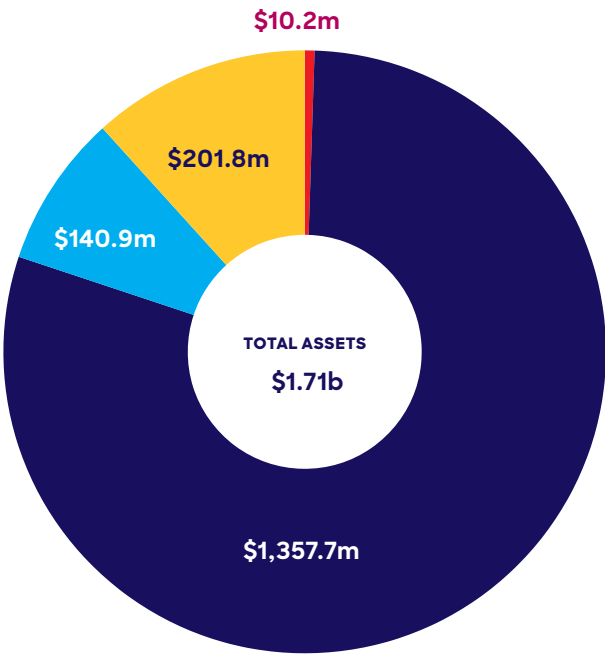
More information about the levy can be found on our website:
[About Us > About the fire levy](#)

Our Financials

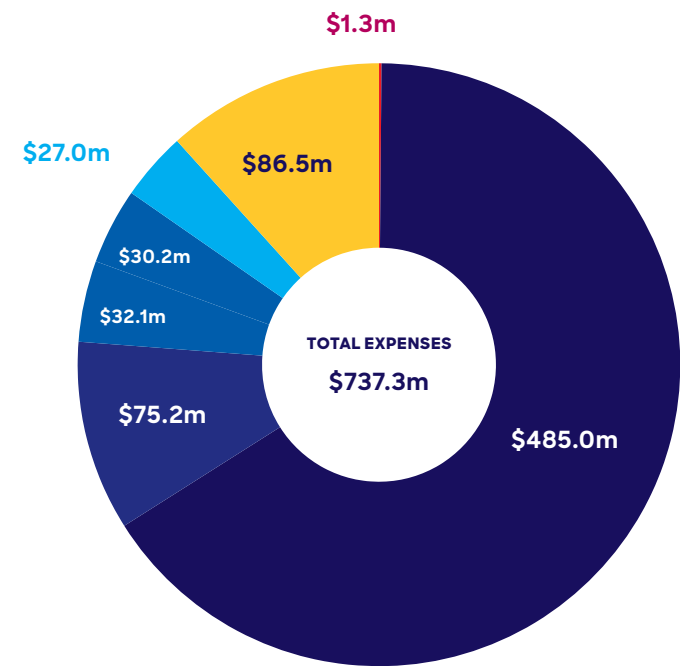
As at 30 June 2023



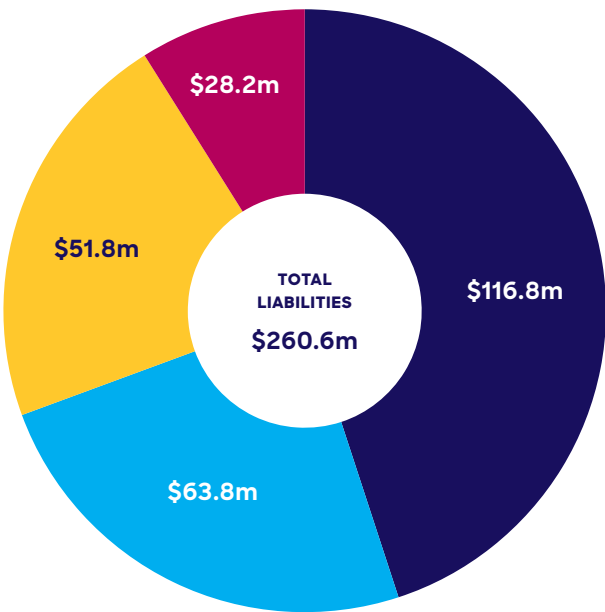
- FIRE AND EMERGENCY LEVIES
- OTHER REVENUE
- INTEREST REVENUE



- PROPERTY, FIRE APPLIANCES AND EQUIPMENT
- RECEIVABLES
- CASH
- OTHER ASSETS



- PERSONNEL COSTS
- DEPRECIATION AND AMORTISATION
- IT
- OCCUPANCY
- FLEET
- OTHER OPERATING COSTS
- FINANCE COSTS



- EMPLOYEE AND VOLUNTEER LIABILITIES
- FUNDING REPAYABLE TO THE CROWN
- TRADE AND OTHER PAYABLES
- OTHER LIABILITIES

Te taha hautū me te hanganga

Our leadership and structure

The Executive Leadership Team (ELT) is accountable to the Fire and Emergency New Zealand Board, through the Chief Executive, for the leadership and management of Fire and Emergency New Zealand.



Kerry Gregory
Tumu Whakarae
Chief Executive



Bryan Dunne
Deputy Chief Executive
Office of the Chief Executive



Janine Hearn
Deputy Chief Executive
People



Piki Thomas
Deputy Chief Executive
Kaupapa Māori and Cultural Communities



Russell Wood
Deputy Chief Executive
Service Delivery Operations
National Commander



Steph Rotarangi
Deputy Chief Executive
Service Delivery Design



Darryl Purdy
Deputy Chief Executive
Finance and Business Operations



Sarah Sinclair
Deputy Chief Executive
Organisational Strategy and Capability Development

- Collectively, the ELT is accountable for ensuring:
- achievement of Board approved vision, strategic goals, strategies, business plans and objectives
 - Fire and Emergency New Zealand operates in a manner consistent with Board policy and complies with legal requirements and other obligations
 - the Board has the information necessary to perform its governance accountabilities.

ELT committees

An effective and efficient organisational governance system is a key pillar of any high performing organisation. High standards of public sector governance and accountability are essential contributors to trust and confidence by our partners in what we do and how we do it. We have recently established an organisational governance model, which has been designed as a robust, integrated and dynamic coordination model that connects our people, our systems and our information. It is also a pathway for all decision-making, with clearly defined thresholds and clarity of roles and responsibilities for everyone in our organisation who engages with it. It enables us to have strategic oversight of the arrangements and practices we have put in place to enable our future direction, manage our risk and operations strategically, and support our Board to fulfil our accountability obligations.

As a result of the above, we have established the following ELT sub-committees:

Eke Taumata Committee

Eke Taumata was established at the request of the Chief Executive in February 2023, in alignment with a refresh of our governance arrangements to provide governance oversight of Fire and Emergency's journey to build a positive workplace culture. It provides leadership over our workplace culture programme and strategic guidance and oversight of the 20 recommendations from the independent review into Fire and Emergency's workplace culture and complaint handling practices. The committee is chaired by Janine Hearn, Deputy Chief Executive People and the Deputy Chair is Bryan Dunne, Deputy Chief Executive Office of the Chief Executive.

Safety, Health, Wellbeing and Security Committee

The Safety, Health, Wellbeing and Security Committee provides governance oversight for safety, health, wellbeing and security and ensures Fire and Emergency is a safe and secure environment for our people, partners and assets. The committee is chaired by Russell Wood, Deputy Chief Executive Service Delivery Operations and the Deputy Chair is Bryan Dunne, Deputy Chief Executive, Office of the Chief Executive.

Financial Sustainability and Infrastructure Committee

The Financial Sustainability and Infrastructure Committee oversees Fire and Emergency's financial performance and position in relation to funding to deliver on the organisation's mandate and role. As part of these responsibilities, it provides governance oversight of financial sustainability and infrastructure viability. The Committee is chaired by Darryl Purdy, Deputy Chief Executive Finance and Business Operations and the Deputy Chair is Sarah Sinclair, Deputy Chief Executive Organisational Strategy and Capability Development.

External Engagement and Performance Committee

The External Engagement and Performance Committee provides governance oversight of our key partnerships and our internal and external performance. It governs our progress against our strategic objectives and the relationships with our key stakeholders to progress Fire and Emergency New Zealand's agenda and strategic goals in support of enhanced emergency service response capability and performance for New Zealand. The committee is chaired by Piki Thomas, Deputy Chief Executive Kaupapa Māori and Cultural Communities and the Deputy Chair is Steph Rotarangi, Deputy Chief Executive Service Delivery Design.

Service Delivery Leadership Team (in their governance role)

The Service Delivery Leadership Team (SDLT) operates as a sub-committee of ELT and provides future-focused insights to inform Fire and Emergency's future capability and design thinking. It provides timely and strategic advice on the extent to which we are delivering to our legislative mandate under the Fire and Emergency Act (our principal objectives, main and additional functions). SDLT is co-chaired by Steph Rotarangi, Deputy Chief Executive Service Delivery Design and Russell Wood, Deputy Chief Executive Service Delivery Operations. Members of SDLT fulfil their roles and responsibilities pursuant to their respective statutory delegated accountabilities.

Our branches

Office of the Chief Executive

We provide support, advice and guidance to enable the organisation to be connected and future ready.

People Branch

We enable our people to realise their potential, and empower our leaders to provide a positive experience for them. We do this by providing capabilities, systems and tools that deliver an environment where people feel supported, respected and able to perform to their maximum potential. Our focus is on best serving those who serve.

Kaupapa Māori & Cultural Communities

We lead development of Fire and Emergency’s capability to work effectively with Māori and to support our people to better serve cultural communities across Aotearoa generally.

Service Delivery Operations

We serve our hapori (communities) by being at the forefront of our organisation, responding to emergencies and delivering essential services that protect life, property, and the environment.

Service Delivery Design

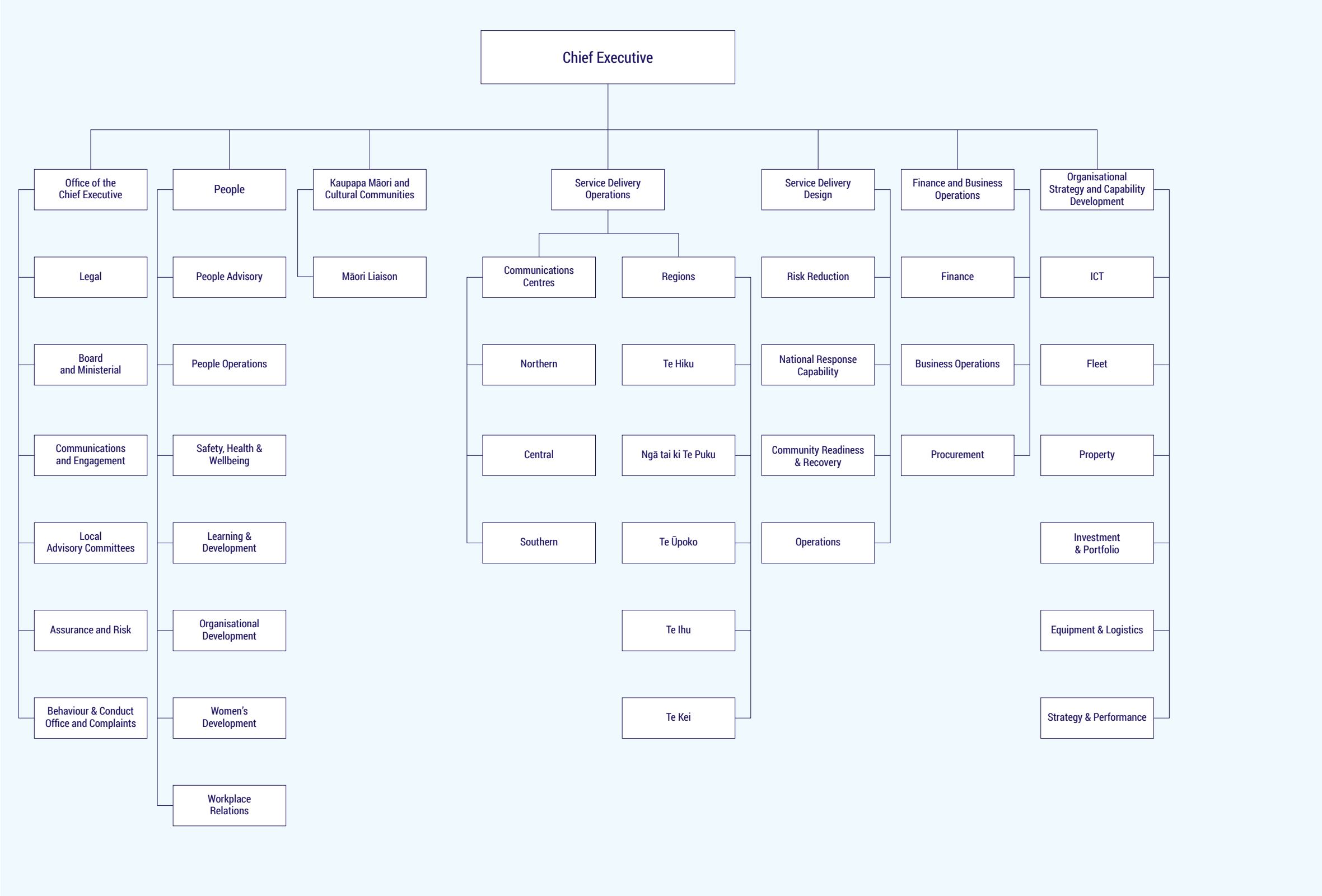
We serve our hapori (communities) by enhancing our future operations while maintaining uninterrupted delivery of essential services that protect life, property, and the environment.

Finance & Business Operations

We are an enabler of the people, systems and processes by providing responsible fiscal management and effective corporate services that support evidence-based decision making.

Organisational Strategy & Capability Development

We work across the organisation to implement our strategies and goals and develop meaningful measures to reflect our performance. We manage and enable the assets that support front line staff in responding to emergencies, and that enable the organisation to achieve its goals.



Our rank structure

Operational leadership



National Commander



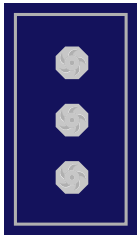
Deputy National Commander



Assistant National Commander



Commander



Assistant Commander

Station personnel

Note – rural personnel are unranked



Chief Fire Officer
(CFO) Volunteer only



Deputy Chief Fire Officer
(DCFO) Volunteer only



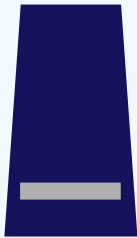
Senior Station Officer



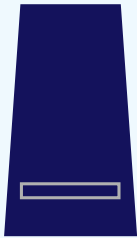
Station Officer



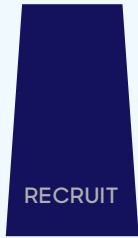
Senior Firefighter



Qualified Firefighter



Firefighter



Recruit Firefighter

Communications centre (ComCen)



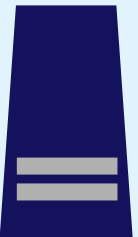
ComCen Manager



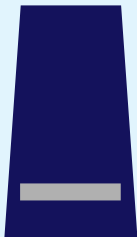
ComCen Operations Manager



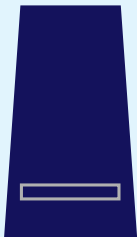
ComCen Shift Manager



ComCen Relieving Shift Manager



ComCen Senior Communicator



ComCen Communicator

Tō Mātou Poari

Our Board

The Fire and Emergency New Zealand Board is appointed by the Minister of Internal Affairs. Terms of appointment are usually for three years and members are eligible for reappointment.

The current members of the Board are:

Hon Ruth Dyson, QSO (Deputy Chair)

Appointed to the Board in December 2022, the Hon Ruth Dyson has significant public policy and political experience. Ruth was a Cabinet Minister between 1999 and 2008 and has almost 30 years' experience in Parliament. Having been a champion for change for the disability sector for 30 years, Ruth was awarded the Queen's Service Order in 2021 for services as a Member of Parliament and to disabled people. Ruth holds appointments on a number of boards, including the Asia-Pacific Leadership Network and Toka Tū Ake | Earthquake Commission.

Mary-Anne Macleod

Appointed in August 2021, Mary-Anne Macleod is a strategic advisor to central and local government agencies while also holding appointments on several government and private boards. She has extensive experience in governance as well as in local and central government. Mary-Anne has a Masters in Earth Sciences.

Danny Tuato'o

Appointed to the Board in August 2021, Danny Tuato'o is currently a Partner at Marsden Woods Inskip Smith, providing specialist property and commercial law advice in the Northland region. He has significant experience working with Māori entities and holds appointments on both government and private boards.

Rebecca Keoghan (Chair)

Rebecca was appointed Deputy Chair of the Board for a three-year term in June 2019 and she was appointed Chair in July 2021. Rebecca has a wealth of governance and executive experience across a variety of industries: investment, supply chain, manufacturing, energy, ports, medical, agriculture, FMCG, forestry, health and safety, and fire and emergency. In 2018, she was recognised as a rural Woman of Influence. In 2016, she was Fonterra's Dairy Woman of the Year. Rebecca was made a Member of the New Zealand Order of Merit in the 2017 Queen's Birthday Honours.



Amit Prasad

Appointed to the Board in September 2022, Amit Prasad is a Chartered Accountant with significant experience in finance, audit and risk management. Amit has extensive governance experience, particularly in the not-for-profit sector. He currently holds a number of governance roles on boards and committees in the public, private and not-for-profit sectors.

Belinda Clark, QSO

Appointed to the Board in December 2022, Belinda Clark has significant experience as a public sector leader in both New Zealand and Australia and considerable legal and Treaty of Waitangi expertise. Belinda holds an LL.M in International Law from New York University as well as a LL.B (Hons) and BA from the University of Auckland. Belinda led the 2022 independent review on behalf of Te Kawa Mataaho | Public Service Commission on assessing Fire and Emergency New Zealand's workplace culture and its handling of complaints of bullying and harassment. Belinda was awarded a Queen's Service Order in 2014 for services to the State.

Board committees

The Board operates under the Crown Entities Act 2004. The Board currently has three standing committees.

Audit and Risk Committee

The Audit and Risk Committee (ARC) supports the Board in discharging its responsibilities relative to our financial reporting, legal and regulatory compliance, and risk management requirements. It achieves this by reviewing:

- The integrity of the organisation's financial systems and financial information provided by management
- Management's compliance with legal and regulatory requirements
- The risk management framework and the level of compliance with it
- The performance of the internal and external audit findings.

The Audit and Risk Committee is chaired by independent Chair Murray Coppersmith.

People and Culture Committee

The People and Culture Committee (PCC) is a practical sounding board for management to test ideas and thoughts on key people and culture related issues, risks, challenges, and opportunities prior to consideration by the full Board.

The Committee is responsible for reviewing the Chief Executive's:

- Performance objectives
- Recommendations regarding people and culture related matters.

It achieves this by:

- Sharing expertise and acting as a "critical friend" on people and culture related issues that management put forward
- Being available to test ideas and thoughts both within the formal meeting structure and informally outside of formal meetings
- Providing advice to management on key aspects that the Board will need to consider/be informed of
- Reporting of high-level discussions to the Board on a regular basis.

The People and Culture Committee is chaired by Mary-Anne Macleod.

Financial Sustainability and Investment Committee

The Financial Sustainability and Investment Committee (FSIC) assists the Board in discharging its responsibilities relative to the long-term financial sustainability of Fire and Emergency New Zealand (in accordance with Section 51 of the Crown Entities Act 2004). It achieves this by providing governance and oversight over:

- The Financial Sustainability and Investment Programmes and the key initiatives across them
- Consideration of the cost effectiveness and efficient running of the organisation, including cost saving options
- Understanding the existing challenges to Fire and Emergency's ongoing financial sustainability, the drivers of financial sustainability, and options to achieve financial sustainability.

The Committee provides recommendations to the Board on options and levers to pursue to achieve long-term financial sustainability.

The Financial Sustainability and Investment Committee is chaired by independent Chair Murray Coppersmith.

Hoa Ūmanga

Unions and Associations

The table below sets out information about the unions and associations that represent our people.

Organisation	Membership eligibility	Membership size
 <p>New Zealand Firefighters Welfare Society</p>	<p>Anyone with a close association with Fire and Emergency (and is approved as a member by the Society's Board).</p> <p>Open to volunteer and career firefighters, management, support staff and office-based staff.</p>	<p>3,000 paying members covering approximately 9,000 people (such as partners and children).</p>
 <p>United Fire Brigades Association of New Zealand Inc. (UFBA)</p>	<p>Primarily serves to support volunteer firefighters, operational support personnel, and those who support them.</p>	<p>Approximately 11,500 volunteer members from 580 brigades (roughly 610 eligible brigades).</p>
 <p>New Zealand Professional Firefighters Union (NZPFU)</p>	<p>Operational career firefighters, Communications Centre staff, Trainers, Volunteer Support Officers, and Risk Reduction and Community Readiness and Recovery staff.</p> <p>There is some crossover in coverage with the Public Service Association (below).</p>	<p>Approximately 1,950 members.</p>
 <p>Te Pūkenga Here Tikanga Mahi Public Service Association Inc. (PSA)</p>	<p>Anyone working for the New Zealand public service here and overseas.</p> <p>Membership is open to anyone from Fire and Emergency, but typically includes office-based staff, some local Risk Reduction and Community Readiness Advisors, and Volunteer Support Officers in the regions/districts.</p>	<p>Approximately 180 Fire and Emergency staff are members.</p>
 <p>New Zealand Fire Emergency Commanders Association Inc. (FEMA)</p>	<p>Operational personnel holding a rank above Senior Station Officer and below Assistant National Commander, i.e. our senior leaders in the regions/districts up to Region Manager level, and some senior personnel within our Head Office.</p> <p>Includes those acting in leadership roles, so some crossover with NZPFU is possible.</p>	<p>Roughly 125 members. Almost all senior managers are members.</p>

Ngā tuhinga rautaki

Key accountability documents

For more background information on how we operate, we recommend reading our key accountability documents. These can be found on our website: fireandemergency.nz/about-us/key-documents/



Our National Strategy (our Strategy) 2019–2045 sets out our long-term strategic direction, including our vision, purpose, outcomes and strategic priorities.



Our 10-Year Plan, developed in 2020, informs our medium-term strategy, including our approach to strategic asset management, which is described in our four-year Statement of Intent.



Our Statement of Intent (SOI) sets out the Board's strategic intentions for the next four years.



Our Statement of Performance Expectations (SPE) is underpinned and informed by our Strategy, 10-Year Plan and our SOI 2023-2027, and it outlines our priorities for the coming year.



Te Kāwanatanga o Aotearoa
New Zealand Government