



FIRE
EMERGENCY

NEW ZEALAND



Briefing to the Incoming Minister

Minister of Internal Affairs
January 2023

IN CONFIDENCE

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Welcome from the Chair

Tēnei te reo tawhiri o te Hea

On behalf of the Fire and Emergency New Zealand Board, I would like to congratulate you on your appointment as Minister of Internal Affairs.

This document provides you with a broad overview of Fire and Emergency's responsibilities, key areas of work and current issues. This briefing supports the briefing provided by the Department of Internal Affairs as our monitoring agency and the Department responsible for policy advice on fire and emergency services.

Deputy Chair, Hon Ruth Dyson, and I look forward to meeting with you in due course to discuss your priorities as Minister of Internal Affairs.

Whakatau mai rā ngā manaakitanga o te kāhui atua, o te kāhui tupuna kia noho hokura ai te taiāo kia noho haumarū ai te tangata whakatau mai rā ngā ūaratanga ki te pae ngākau, ki te pae hinengaro o te Kāhui Ratonga Ahi me ngā ohotata i Aotearoa ko te 'Tika' ko te 'Manaakitanga' ko te 'Whanaungatanga' ko te 'Auahatanga' hei orangatonutanga mō te kāhui whānui tonu tihei mauri ora!

Let us be guided by the care and wisdom of the deities and ancestors to create and maintain environments that flourish to protect and build communities that thrive, let these core values be embedded in the hearts and minds of Fire and Emergency New Zealand, 'we do the right thing', 'we serve and support', 'we are better together', 'we strive to improve', for the long-lasting safety of all let there be life!

Rebecca Keoghan
Chair



Introduction

Kupu Whakataki

Your role as Minister of Internal Affairs

Fire and Emergency New Zealand is a Crown Entity and is governed by a Board. As Minister of Internal Affairs, you have responsibility for Fire and Emergency as a Crown entity under both the [Fire and Emergency New Zealand Act 2017](#) and the [Crown Entities Act 2004](#). The Crown Entities Act 2004 creates an accountability relationship between the Fire and Emergency Board and you as responsible Minister. You are responsible to the House of Representatives for the oversight and management of the Crown's interest in and relationship with Fire and Emergency. The Department of Internal Affairs, as our monitoring agency, has a statutory role to assist you to carry out this role.

Your role as Minister includes appointing the Board of Fire and Emergency New Zealand, participating in setting our strategic direction and funding arrangements, and reviewing our performance and management of risk.

Like government departments and ministries, we are guided by the “no-surprises” principle set out in the Cabinet Manual. This means that we will keep you informed of matters of significance, particularly when those matters may be controversial or may become the subject of public debate.

In the past, the Board Chair has had 6 weekly meetings with the Ministers of Internal Affairs. This is often also attended by our Chief Executive (Kerry Gregory). The Board also provide quarterly performance reports. In due course, we would welcome meeting with you to understand how you would like to work together.



About us

Mō Mātou

Fire and Emergency was formed on 1 July 2017 to bring together in a single, unified organisation people from 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. We have a workforce of over 14,500 people. This is similar in size to Police and the New Zealand Defence Force (NZDF). The difference is that most of our personnel (~nearly 12,000) are volunteers.

Our primary objectives under our empowering legislation ([Fire and Emergency Act 2017](#)) are to reduce unwanted fires and to protect and preserve life, prevent injury, and prevent or limit damage to property, land and the environment.

Our main functions include promoting fire safety, providing fire prevention, response and suppression services, response to hazardous substances incidents, rescuing trapped persons (including motor vehicle accidents, and undertaking Urban Search and Rescue.

We also have a range of additional functions we may do if we have capability and capacity that include assisting with medical emergencies, natural disasters and other rescues.

In the last year, we attended over 85,000 incidents. The total included more than 18,000 fires, almost 14,000 medical emergencies and over 9,000 motor vehicle accidents. The latter figures are an indication of the way our role is changing as the social and physical environment in which we operate changes.

With 637 fire stations, we have a presence in most New Zealand communities. Our ~1800 career firefighters are based at 43 career and 36 composite (joint career and volunteer) stations in larger population centres. Our 11,700 volunteers operate mostly out of 573 rural and smaller urban centre stations. Management and support staff are based at National Headquarters in Wellington, regional and district offices around the country and at our National Communication and training centres.

Our personnel are highly skilled, committed and respected. In May 2022 we were named as the most trusted public sector agency in Kantar's Public's annual public sector reputation index survey, for the seventh year in a row. Fire and Emergency was the highest polling agency across the public sector in three of the four categories, Trust, Social Responsibility, and Fairness and third in Leadership.



Our people

Ngā tangata

As at 30 June 2022:

OUR PEOPLE



1,766.8

Career firefighters (FTE)



1,847

Volunteer brigade support (Headcount)



8,701

Volunteer firefighters (Headcount)



1,152

Volunteer operational support (Headcount)



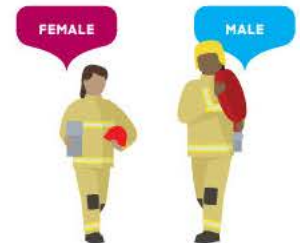
1,098.9

Management and support (FTE)

14,565.7

TOTAL

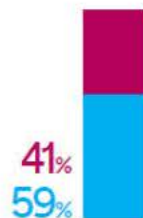
GENDER



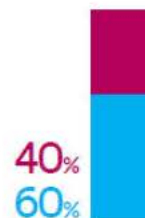
Career firefighters



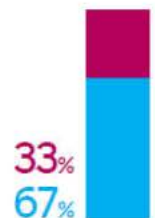
Volunteer firefighters



Management and support

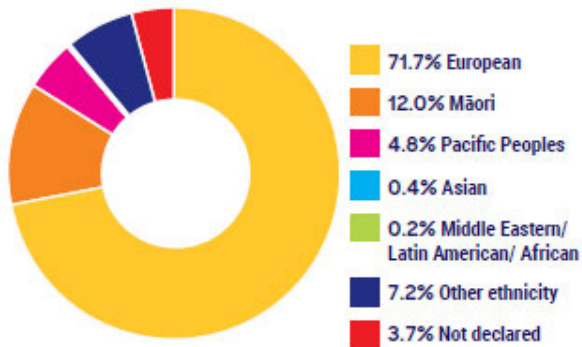


Volunteer brigade support

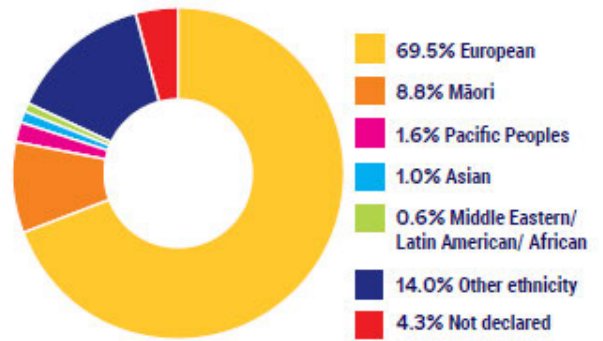


Volunteer operational support

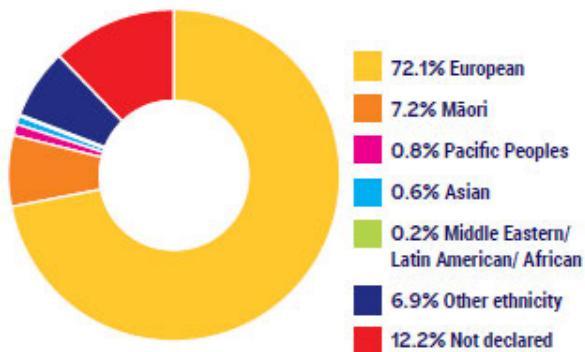
ETHNICITY



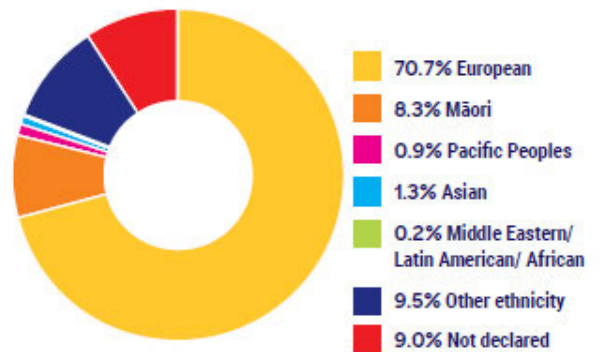
Career firefighters



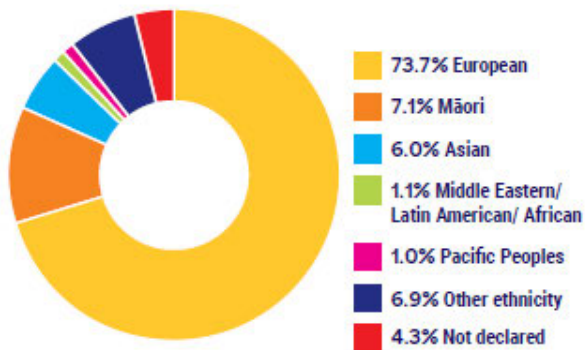
Volunteer brigade support



Volunteer firefighters



Volunteer operational support



Management and support

Our network

We are a national organisation and have a strong presence throughout Aotearoa. As at 30 June 2022, we have 637 station sites, over 14,500 personnel⁴ and 1,284 fire trucks.

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



Our commitment to Māori as tangata whenua

Tā mātou tauāki paiherenga ki te Māori hei tangata whenua

Fire and Emergency recognises the status of Māori as tangata whenua and, as such, the importance of Māori communities as key stakeholders in Fire and Emergency's work and giving effect to the principles of Te Tiriti o Waitangi. As part of our commitment to working with Māori, we recognise:

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

In recognition of the place of Māori in New Zealand we are committed to working with tangata whenua to contribute to a safer environment not only for Māori, but for all New Zealand communities. The organisation is currently served by our Regional Pou Takawaenga Māori who are the kaitiaki of the relationships between Fire and Emergency NZ and Māori. They also provide cultural advice and delivery of services for Fire and Emergency to have the ability to engage in culturally appropriate ways. This integral role strengthens our cultural capability, diversity and inclusiveness so that we better reflect and engage with the communities we serve.

On 22 August 2022 the Chief Executive established a Kaupapa Māori and Cultural Communities Branch to help drive and uplift the organisation's cultural capability.

As a contemporary emergency management service, we need to recognise, honour, learn from and leverage the contribution of Māori to all facets of our organisation and our communities. Having a dedicated Branch and a DCE on the Executive Leadership Team will help us achieve this.

On 2 July 2021, we officially launched Hiwa-i-te-rangi, a three-year programme to improve the way we serve and connect with Māori in our communities. It aims to do this by:

- improving the cultural capability of our organisation by supporting our people to improve their knowledge and understanding of Māori culture, and
- strengthening relationships that enable us to engage with iwi and Māori in the design of our services, policy and practice.

The programme recognises that Māori are key stakeholders in the community and all of our personnel have a responsibility to improve our service by building a better understanding and appreciation of Māori culture.

In 2022 we launched Te Aho Tapu - a framework to assess and progress the cultural capability of our people. This will be piloted over the coming year. We developed this in reference to Te Arawhiti - the Office for Māori Crown relations Engagement and Capability Framework. It is available to all our people, regardless of whether they are employed or volunteer within the organisation.



Fire and Emergency's statutory role

Te Turanga a-ture o te Whakaratonga-a-Iwi

Each Crown entity also has its own enabling legislation. The [Fire and Emergency New Zealand Act 2017](#) establishes Fire and Emergency New Zealand as a Crown entity and provides for its statutory functions, duties and powers. All activity undertaken by Fire and Emergency must be for the purpose of performing its functions.

Below is a summary of Fire and Emergency's statutory functions. For a fuller description please refer to the Fire and Emergency New Zealand Act 2017 (in particular sections 11 and 12).

Fire and Emergency's statutory roles can be divided into three main headings:

- Emergency management
- Regulation, and
- Additional risk reduction.

It should also be noted that [section 112 of the Crown Entities Act 2004](#) empowers the Minister of Internal Affairs to confer other additional functions on Fire and Emergency so long as it is consistent with the organisation's objectives.

Role in emergency management

Fire and Emergency has both main functions (which Fire and Emergency must carry out) and additional functions (which Fire and Emergency may assist in providing, if it has the capability and capacity to do so).

We work with communities across the 'four Rs' of emergency management - reduction, readiness, response and recovery to help them prepare for, respond to and recover well from emergencies.

When undertaking these functions, Fire and Emergency must do so in a manner that considers the impact on life, property, land and the environment.

As a general overview, our main functions are:

- delivering fire prevention, response and suppression services
- responding to hazardous substances incidents
- rescuing trapped people as a result of traffic or other incidents
- undertaking urban search and rescue, and
- promoting fire safety.

Our additional functions include a wide array of emergency response functions, such as responding to medical emergencies, weather, natural hazard and disaster events





Role as a regulator

In general terms our role as a regulator is to both (i) set standards, issue approvals and permits and (ii) enforce compliance with those standards (primarily by infringement notices or the prosecution of offences under the Fire and Emergency New Zealand Act 2017).

Additionally, we have a legislative 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.

Our inspectors are appointed under the Fire and Emergency New Zealand Act 2017 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.

Additional risk reduction

In addition to our fire prevention risk reduction activity under the Fire and Emergency New Zealand Act 2017, we also have a wider risk reduction role found in other legislation and established practice. This includes:

- other government agencies may be required under other legislation to seek Fire and Emergency's approval before they make certain statutory decisions
- other legislation may expressly state that another government agency may consult with Fire and Emergency before they make certain statutory decisions, and
- consultation with Fire and Emergency may voluntarily be sought by others who are carrying out other legal processes.

Our emergency management functions

Main functions



Promoting fire safety



Providing fire prevention, response and suppression services



Stabilising or rendering safe incidents that involve hazardous substances



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



Rescuing people trapped because of transport accidents or other incidents



Providing urban search and rescue services

Additional functions

Assist with:



- medical emergencies
- maritime incidents
- weather events



- natural hazard events and disasters incidents



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



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



- rescues including line 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

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

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

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 incident 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, any situation we can help in



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

How we carry out our functions

Me pēhea e tutuki ai

Risk Reduction and Community Readiness

Raising awareness and educating the public about risk and fire safety are crucial parts of our [risk reduction and prevention strategy](#).

We run a range of risk reduction and community readiness campaigns to increase awareness and drive behaviour change in the most at-risk and vulnerable audiences. Our marketing and community education strategies are based on fire incident data, intelligence from our insights surveys, and research on how best to reach different audience types.

We currently have two major campaigns underway

1. You're Cooked:

- This campaign targets the disengaged audience which represents around 20% of the population who are much more likely to leave cooking unattended or cook under the influence of drugs/alcohol as they don't see this behaviour as risky. This audience is hard to reach with traditional messages and channels.
- They tend to be younger adults and often live in shared houses or flats. They don't like being told what to do, don't recognise fire safety as an issue and any perceived lack of authenticity is an immediate turn off.
- We know through research they're going to cook whether impaired or not, so we will encourage them to do so safely by helping them to "stay off the stove".
- The campaign includes a suite of [recipes](#) designed specifically for impaired chefs which do not require stove top or oven use and a social media campaign showing real punters demonstrating cooking these recipes.
- This campaign is distributed through social media, and in bottle stores, bars and pubs, outdoor billboards, and supported by digital channels such as YouTube and online music streaming platforms.
- This campaign has been running since 28 November 2022.

2. Wildfire Readiness and Prevention Campaign

- This wildfire season's Wildfire Readiness and Prevention campaign is running now, throughout summer and into autumn. It aims to:
 - Get people living on or near open land to prepare for current and future wildfire seasons
 - Guide the public and tourists to check their local fire danger using our Can I Light a Fire? tool at checkitsalright.nz before lighting a fire or doing anything that can generate heat or sparks.
- The campaign features:
 - pushing real-time local fire danger status to people in key locations via various online channels and digital outdoor billboards if the danger is high, very high or extreme
 - delivering real-time and localised fire danger level and fire season information across MetService's desktop and app platforms
 - former NZ rugby player Christian Cullen, to remind people of the tips for safe backcountry cooking, campfires, beach bonfire and backyard BBQs
 - the much-loved feathered ambassadors to highlight fire danger in selected channels such as DoC locations
 - NZ rugby player, Samuel Whitelock, to help educate rural and semi-rural communities about how low flammability planting can help protect their home and property.

The use of campaigns is only one avenue for spreading fire safety messaging and reducing the risks of fire. We also:

- partner with other like-minded agencies
- deliver a number of community readiness and risk reduction programmes in the community through our operational firefighters and 130 dedicated risk reduction and community readiness and recovery advisors around the country. Programmes include for example Home Fire Safety Visits, the Firewise national school programmes, youth arson prevention programmes, education sessions for refugee/migrant communities, etc.
- fire engineering and technical fire safety advice on fire safety legislation compliance
- attend events and community meetings to provide fire safety advice and education to groups or communities specific to their needs and risks
- work directly with individuals and communities to help them better understand their risks from fire, put steps in place to mitigate risks and make preparations or plans in case of fire
- influence government policy that have implications on fire safety
- assessment of evacuation schemes, fire permits, fire hazard notifications
- setting of fire seasons and associated restrictions
- investigate and advise on our core regulatory activity

Response to significant events

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 will also coordinate deployments of personnel from New Zealand to support our partners overseas (more on this below).

At larger events, Fire and Emergency personnel are embedded in the National Crisis Management Centre and the National Emergency Management Agency Emergency Coordination Centres when these are activated.

Domestically, we currently utilise the New Zealand Coordinated Incident Management System (CIMS) and can also integrate into other international incident management systems where required. Neither CIMS or international systems are entirely fit-for-purpose for our context and therefore work is underway to develop an incident management system for our use which is simple, effective, unified across the incident types we are responsible for, and meets the needs of our personnel. The system will be CIMS 3 compatible and we will continue to use CIMS in a multi-agency response situation.

As mentioned in the partnerships section above, we have key partnerships with the Department of Conservation (DOC), New Zealand Defence Force, the National Emergency Management Agency, and other land management agencies. These partnerships allow us to request resource and support 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.

Urban Search and Rescue

Fire and Emergency's Urban Search and Rescue (USAR) capability has been classified by the United Nations to undertake heavy urban search and rescue activities and has met the highest standards as set by the International Search and Rescue Advisory Group (INSARAG). Fire and Emergency's USAR function was scheduled for reclassification in May 2020; however, this has been delayed due to COVID-19 and will now take place in 2024.

USAR has a number of specialist capabilities that can be deployed nationally or internationally as a whole or as part of a specialist capability. Any international deployment for USAR operations must be invited, and agreed to, by the affected government. The Ministry of Foreign Affairs and Trade (MFAT) coordinates New Zealand All of Government offers of assistance, and proposes these to the affected government through official political channels. USAR personnel can be deployed under a Memorandum of Understanding that we have with MFAT.

Fire and Emergency's USAR capability is flexible and able to meet a host country and Government needs very quickly, across a wide range of events. Combined with the skills and capabilities of our partners in MFAT, Ministry of Health and NZDF, we can provide the fullest possible deployable capability as part of a New Zealand Joint Response Team.

USAR also provides logistical support for the New Zealand Medical Assistance Team. For example, we deployed USAR personnel to Niue and Papua New Guinea to assist with their COVID-19 response.

This calendar year New Zealand is the Chair of the INSARAG Asia Pacific Region. This role is shared between Fire and Emergency (operational) and MFAT (political) on behalf of New Zealand. As part of this role, we will be hosting the INSARAG Asia Pacific meeting in Christchurch on 26th & 27th September.

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 who operate on a rotating roster to enable an appropriate and timely response when required. Trained personnel partake in annual national exercises as well as more frequent regional exercises to maintain currency. We also utilise appropriately trained personnel from our partner agencies such as New Zealand Defence Force, Department of Conservation, forestry, and National Emergency Management Agency for international deployments.

International deployments are a great way to increase the knowledge, experience, currency and confidence of New Zealand firefighters and Urban Search and Rescue (USAR) personnel, support the international firefighting and USAR communities, and strengthen international relations. New Zealand firefighters are well respected, and their assistance is always appreciated by our international partners.

In late 2022, Fire and Emergency deployed four teams of Incident Management Team specialists to New South Wales to assist them with significant flooding.

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.

Communication Centres

When a person dials 111, the call is answered initially by the Spark Initial Call Answering Point (ICAP) and the caller is requested to confirm whether they require 'Fire, Ambulance or Police?'. This part of the process is part of the Digital Economy and Communications portfolio. If the answer is Fire, the call is passed to one of three Fire and Emergency New Zealand Communication Centres (ComCen), who provide the essential link between the community and our operational units. This part of the process is within Fire and Emergency's remit and therefore comes under the Internal Affairs portfolio.

Fire and Emergency have three ComCens which are centralised and co-located with NZ Police ComCens in Auckland, Wellington, and Christchurch. Our ComCens operate 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. We have 84 staff who work in the three Comcens 24/7 on a 12-hour roster system.

In December 2022, our three ComCens received 8166 emergency calls and 13933 non-emergency calls - our staff answered a phone call every 2.02 minutes and crews responded to an incident every 5.50 minutes.

Fire and Emergency are proud of our ComCens and the work that they do. We would be more than happy to facilitate a visit to one of our ComCens so that you can see the staff in operation should you be interested and have availability.

The history of firefighting in New Zealand

Ko Te Hītori o te Pātu Ahi i Aotearoa

New Zealand's fire services have a strong and proud history of service dating back to the first volunteer fire services in the 1850s.

For most of that history, fire services were funded and managed locally. There was little central coordination.

This resulted in significant variation between local fire services. The 1947 fire at Ballantynes' department store in Christchurch, in which 41 people lost their lives, was a watershed moment.

The tragedy led to the passing of strengthened fire safety legislation. Further reform came in 1975 when local authority Fire Boards were amalgamated into a national New Zealand Fire Service. Rural fire organisations retained their separate identities.

There were no further significant changes to fire service legislation over the next 40 years despite significant changes in the firefighting environment during this time.

Between 2012 and 2015 two reviews of fire services considered mandate, rural and urban governance and support structures, legislation modernisation, funding, and coordination with other emergency services.

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

The reviews identified a range of issues including:

- the changing expectations and environmental circumstances that were putting the fire services under pressure
- the need to improve coordination within and between fire services, and clarify accountability and the legal framework for non-fire activity
- the need for consistent leadership across multiple organisations
- the need for strategic investment in rural fire services to address past under-investment
- the need to align levy costs to risks and needs
- the need to address differences in organisational culture which could generate operational issues and grievances
- the need to deliver better support for the workforce, particularly recruitment, retention and support for volunteers
- the growing impact the challenges facing the fire services would have in the future unless they were addressed.

The reviews drew on lessons learned by other fire services internationally about how best to approach change. They found that, to be successful, changes should be co-designed with the sector, incorporate the perspective of communities, and grow an organisation that is reflective of the communities it serves.



The New Zealand environment

Te Taiao Aotearoa

These are challenging times for New Zealand's fire and emergency services and for the communities we serve. We are experiencing changes in weather patterns, demographics and social trends, all of which make for a more complex operating environment.

As with other developed nations, the rate of structural fires has decreased in recent years due to improved building standards and fire protection measures such as sprinklers and smoke alarms. However, changes in population density in New Zealand cities and towns emphasises the need for rapid response to limit the harm from the fires that do occur. This also drives a need for us to focus on efficiency of response by reducing unwanted alarm rates and turn-out. There are also some demographic groups, primarily Māori and Pacific peoples, who are disproportionately affected by structural fires.

At the same time there is a growing trend towards more vegetation fires and other emergency incidents arising from climate change. Changing conditions experienced in parts of New Zealand have led to many sizeable vegetation fires such as the Port Hills, Tasman and Lake Ōhau fires. Globally there is growing concern about the incidence, magnitude and impact of wildfires. We are also seeing significant flooding and incidents arising from swollen rivers and landslips.

There is also an increasing demand on Fire and Emergency to respond to a wide range of non-fire emergencies, often coordinating and assisting other emergency services.

These include responding to vehicle accidents, medical call-outs, technical rescues, hazardous substances, maritime incidents and geological events such as significant earthquakes.

International cooperation between fire and emergency services has grown, and New Zealand's firefighters provide reciprocal assistance for wildfires in Australia, United States of America, and Canada. Our Urban Search and Rescue capability is also internationally accredited and provides reciprocal assistance to other nations.

Most towns are serviced by Fire and Emergency volunteers. They are often the only emergency services available to respond quickly to a wide variety of situations. Fire and emergency services are a keystone of community resilience, especially in rural areas, but the volunteer model is coming under pressure as rural populations age and migration to urban centres increases.

These changing and increasing demands require a greater time commitment from volunteers and increase the calls on the goodwill and capacity of their families and employers. Since the passing of the Fire and Emergency New Zealand Act in 2017 we have been working to improve our capability and investing in equipment to respond to these changing demands. We have been developing an organisation that is more coordinated internally and working better with other emergency service providers to meet the changing demands we all face.

We have also increased our efforts in reducing the risk of fires occurring in the first place, helping improve community preparedness for incidents and helping them recover when they do occur.



Partnerships

Mahi Tahī

The environment in which we operate is changing. 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 already have established relationships with key government agencies including the National Emergency Management Agency (NEMA), Department of Conservation, Ministry of Education and New Zealand Defence Force. We have strong, effective working relationships with others, including New Zealand Police, Kāinga Ora - Homes and Communities, ambulance services, forestry companies, land managers (through for example regular national and regional land management forums), and many local authorities. We also have important local and regional relationships with local authorities, iwi, community groups and, our [Local Advisory Committees](#) in some cases, private or commercial enterprises.

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.

Fire and Emergency also plays an integral role as part of the Emergency Sector Leadership Board (ESLB). The ESLB is made up of the Chief Executives (or appropriate representatives) of Fire and Emergency, the National Emergency Management Agency (NEMA), New Zealand Police, 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.



Funding

Te arotakenga pūtea

Fire and Emergency is mostly funded (over 95%) via a levy on insurance with insurers collecting levy payments of varying amounts from their customers (individuals and businesses) on behalf of Fire and Emergency. The Government also contributes \$10 million a year public good for services provided by Fire and Emergency through Vote Internal Affairs. We also receive revenue through interest income as well as cost recovery of fires that Fire and Emergency respond to that start on Department of Conservation land.

The Fire and Emergency levy is payable by anyone who insures property against the risk of fire, for example, when people insure their house or contents, a portion of that insurance bill goes to pay for Fire and Emergency. The levy is payable on the sum insured or indemnity value of insurance contracts against the risk of fire when assets in New Zealand are covered.

As at 30 June 2022, total equity (or the value of the organisation) is \$1.46 billion.

Funding review

Part 3 of the Fire and Emergency New Zealand 2017 Act proposed a new funding regime to broaden the base of levy payers and make the insurance-based system more equitable. This would enable levy costs to be distributed more evenly across residential, commercial and motor vehicle policy holders with levy being payable on insurance for material damage to reflect the broader remit of Fire and Emergency.

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. The transitional regime is largely a carry-over of the previous insurance levy which funded the Urban Fire Service. It is primarily levied on contracts of insurance covering against the risk of fire. The rate of levy for non-residential and residential property was increased from 7.6 to 10.6 cents per \$100 of the amount insured against fire. This increase was to cover the increased costs and extended mandate of the newly amalgamated Fire and Emergency.

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 (Part 3) in the Fire and Emergency Act with a fairer way of funding Fire and Emergency.

To accommodate this review, the transitional funding arrangements were extended until 1 July 2024, unless repealed earlier. The funding review was put on hold due to the COVID-19 pandemic and the election. In April 2021, the Department of Internal Affairs announced that following extensive consultation it had concluded that the insurance-based levy funding model was fit for purpose.

One alternative, a property-based funding model involving property owners paying a levy based on their property's value, size or use was concluded to be costly, time-consuming to collect and too difficult to implement, so was not progressed.

The Department of Internal Affairs is now focused on working with stakeholders, including Fire and Emergency and the insurance industry, to improve the existing insurance-based model based on feedback it received during the review. In December 2021 changes to Part 3 of the Fire and Emergency Act were announced and these were that levy would be payable on insurance for fire damage and levy would be calculated on sum insured value.

An Amendment Bill has been drafted based on these changes and has been through the [Select Committee process](#). Fire and Emergency is identifying the future revenue required from the levy and modelling the proposed levy rates in preparation for a public consultation.

The Amendment Bill also extends the transitional levy provisions until July 2026.

Crown Contribution

The Crown currently contributes \$10 million per annum to reflect the ‘public good component’ of services provided by Fire and Emergency New Zealand, with costs that are not related to property or motor vehicles. The level of contribution was agreed by Cabinet in 2016 and made up about 1.6% of Fire and Emergency’s funding in 2021/22. The Crown contribution comes directly from general taxation through the Internal Affairs appropriation for Non-departmental Output Expenses.

On 21 November 2022, Cabinet noted that the \$10 million per annum Crown contribution to provide for the public good component of services provided by Fire and Emergency New Zealand has not been reviewed since establishment in July 2017. Cabinet also invited the Minister of Internal Affairs to report back to the Cabinet Government Administration and Expenditure Review Committee on the appropriate level of the Crown contribution [CAB-22-MIN-0520 refers].

One of the principles in Part 3 of the Fire and Emergency New Zealand Act is ‘universal’, so that Fire and Emergency’s costs are generally shared among all who benefit from the potential to use Fire and Emergency services. This is accompanied by the principle of ‘equitable’ - policy holders should generally pay a levy at a level commensurate with their potential to use Fire and Emergency services.

The range of services Fire and Emergency provides, compared to the narrow pool of policy holder groups contributing to the levy (residential, non-residential and motor vehicle insurance holders), suggests that the ‘equitable’ criterion is not met with the current level of Crown contribution, as it does not cover the direct costs of services that are unrelated to property or motor vehicle insurance. Levy payers, who pay through their property and motor vehicle insurance, are also paying for response types that may be or in some case are unrelated to their insurance contracts and incidents on property not covered by insurance.

We have identified the following types of incident response where the location/property type may not be attributable to a policy holder group:

- Medical response
- Non-transport related rescues
- Some Urban Search and Rescue (USAR) activities
- Natural Disaster
- Fires that were not on residential or other private property
- Some hazardous substances incidents
- Monitoring & enforcement costs
- other responses that do not fit in to our main response types.

There are also activities that Fire and Emergency undertake that are not related to incident response but are undertaken to meet the statutory responsibilities of a Crown entity such as Official Information and Privacy Act requests, ministerial servicing, and developing key accountability documents.

We are working closely with the Department of Internal Affairs to support them in their advice to you on an appropriate Crown contribution amount. From a Fire and Emergency perspective, this work is a priority for the Board.

Efficiency dividend

There has been political interest in the integration of the different agencies that combined to create Fire and Emergency, in particular focused on the potential for efficiency savings. Both the relevant Cabinet paper and minute of the 6 July Cabinet Economic Growth and Infrastructure Committee refer to the potential for efficiencies from better matching services with community risk and needs and a flexible service model. The Cabinet paper also identifies a third potential source of efficiencies - improved use of capital. It is important to note that when Fire and Emergency was established it was not tasked with creating savings and it was acknowledged that there were limitations in the data on the cost of running the services. The 2016 Cabinet documents show that Ministers anticipated efficiencies might not be achievable, as the analysis at the time was based on incomplete information. It was noted that Cabinet did not have “good line of sight” of either rural fire sector costs or the baseline costs of the New Zealand Fire Service Commission.

In actual fact, the amalgamation of rural fire forces has required additional support function expenditure and greater investment in property, fleet and equipment than was originally anticipated. This has been required to ensure our staff and volunteers can undertake their roles safely and can provide sufficient support to their communities. Subsequent operational reviews undertaken by PricewaterhouseCoopers also outlined insufficiencies in Fire and Emergency back-office systems that required investment to ensure that our frontline personnel were adequately supported to undertake their role and to support amalgamation.

Our focus since establishment has been on building a modern, fit-for-purpose, unified fire service organisation in accordance with the intent of the Fire and Emergency Act. The Safety, Health and Wellbeing of our people and support for volunteerism are key focuses. The Fire and Emergency Board are confident that the organisation is being managed in a prudent manner and that savings are also being made where appropriate.

Our Assets

Te haumitanga matua

Fire and Emergency is a capital-intensive organisation. The value of the assets currently under management is about \$1.7 billion, of which \$1.34 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 2021/2022, we invested \$89.56 million in fire stations, fire appliances, motor vehicles and other assets. This was slightly below budget due to COVID-19 impacting planned projects through global supply chain issues and availability of contractors.

Notwithstanding this substantial annual investment, current and planned levels of capital expenditure may be insufficient to ensure the asset base is appropriately maintained and sustained to meet the needs of New Zealand communities. These concerns relate primarily, but not exclusively, to property and fleet. Factors contributing to this include:

- historic levels of investment that have not kept pace with current and future requirements
- replacing/rebuilding multiple stations in Christchurch following the 2011 earthquakes; and
- the fitness for purpose of a number of assets inherited from former rural fire authorities.

Twenty seven percent of our appliances are beyond their target asset life (of 20 to 25 years) and 27 percent of our stations are more than 50 years old. The age of buildings does not necessarily determine their fitness for purpose, but the functionality of about 36 percent of our stations has been assessed as poor or very poor.

Capital expenditure over the next 20 years are expected to total circa \$2.9 billion. Further information is provided in the “Current Matters” section below on work underway on options for funding future investment in Capital.



Current Matters

Te kaupapa o te wā

Below are short descriptions of topical matters that may be of interest to you (in no particular order). Further information about these or any other matters, including advice from Fire and Emergency to support discussions on new Government initiatives, can be provided at your request.

Financial implications of recent settlement with NZPFU / Transitional Levy

In May 2021 we began bargaining the Collective Employment Agreement with the New Zealand Professional Firefighters Union (NZPFU). After 12 months of negotiations Fire and Emergency reached the limit of what it could offer based on affordability and the NZPFU commenced industrial action. Following MBIE mediation and Minister assisted facilitated mediation by retired judge Graham Colgan, Cabinet agreed to assist settlement of the Collective Employment Agreement in November 2022. This assistance is a repayable Capital loan of \$75.4 million and an acknowledgement that the transitional levy rates need to increase by 12.8% on 1 July 2024 to meet the financial shortfall created by the terms of settlement with the NZPFU. Cabinet also asked the Minister of Internal Affairs to report back on the appropriate level of Crown contribution (which is currently \$10m per annum) which the Department of Internal Affairs are working through. Cabinet also agreed to Fire and Emergency posting deficits in 2022/2023 and 2023/2024 [CAB-22-MIN-0520 refers].

While Fire and Emergency has been in a strong financial position as a result of increases to total equity and net operating surpluses in previous years, the implications of the settlement with the NZPFU and associated costs will have a negative impact on the organisation's financial performance in out-years.

We are working closely with the Department of Internal Affairs on changes required to the transitional levy rate to meet the financial shortfall arising from the settlement and repay the Capital loan. [REDACTED]

[REDACTED] a decision on the transitional levy rate will need to be made prior to the 2023 general election moratorium commences to allow industry sufficient time to adjust premiums of policy holders by 1 July 2024.

The terms of settlement with the NZPFU were signed by both parties on 21 December 2022. The total cost of the offer is \$145m over three years. The settlement also has ongoing costs beyond 2024 and will require other salary increases for staff to ensure equity of roles.

While Fire and Emergency has been in a strong financial position as a result of increases to total equity and net operating surpluses in previous years, the implications of the settlement with the NZPFU and associated costs will have an impact on the organisation's financial performance in out-years.

Improving organisational culture and complaint handling practices

In 2018 we commissioned an Independent Review of Fire and Emergency New Zealand's workplace policies, procedures and practices to address bullying and harassment ([Coral Shaw review](#)). The resulting report was published in January 2019. The review was confronting and highlighted a clear need for change to remove unwanted behaviour from our organisation. It made 33 specific recommendations.

As part of our response to the review we established a self-contained, permanent Behaviour and Conduct Office (BCO) that is accountable for managing, investigating and resolving all complaints of unwanted interpersonal behaviour.

In April 2022 the Board commissioned Te Kawa Mataaho (Public Service Commission) to complete an independent review of Fire and Emergency's workplace culture and complaint handling practices. The [final report](#) was released on 8 December 2022.

The review, undertaken by Belinda Clark, found that while our intentions were good, we fell short in terms of implementation following the Coral Shaw review. We're not where we need to be yet and there's a lot more work to do to address poor attitudes and behaviours that still exist within the organisation.

The Board have committed to take all measures to ensure our people are protected. The focus is now on strengthening

implementation, enhancing collective accountability and embedding the behavioural changes needed right across the organisation. This work is known as Eke Taumata (Eke taumata is an abbreviated version of - “Kia eke ki ngā taumata” meaning to aspire to greater level). Belinda Clark has also subsequently been appointed to the Fire and Emergency Board.

Furthermore, the bargaining process with the NZPFU over the past 18 months has also had an impact on the relationship with both our NZPFU and non-NZPFU members. A key focus is on rebuilding this relationship with our people.

Kia Toipoto

The Public Service Commission’s Kia Toipoto Pay Gaps Action Plan 2021-2024 (Kia Toipoto) has been developed to assist agencies/entities to close gender, māori, pacific, and ethnic pay gaps. Kia Toipoto has three goals:

- make substantial progress towards closing gender, Māori, Pacific, and ethnic pay gaps
- accelerate progress for wāhine Māori, Pacific women, and women from ethnic communities
- create fairer workplaces for all, including disabled people and members of rainbow communities.

In 2018 Fire and Emergency developed a Diversity and Inclusion Strategy, which committed to equity, fairness, reducing gender pay gaps and building cultural competence across our workforce. Fire and Emergency’s Statement of Intent 2020-2024 committed to building on the successes so far, work towards closing gender pay gaps and increasing diversity across the organisation’s workforce.

As part of Kia Toipoto Crown Entities were required to publish their pay gap data by 31 December 2022. This information was published on our [website](#) in late 2022.

Crown Entities are also expected to develop and publish their first annual Kia Toipoto action plan by 30 April 2023. We are on track to meet this deadline. The action plan is a priority in our Statement of Performance Expectations for 2022/2023. It builds on Fire and Emergency’s extensive work programme to ‘Grow our people, creating an equitable and inclusive workplace and working environment for all people’.

Fire and Emergency is committed to doing the right thing for its people and organisation and building a workforce that reflects, and is inclusive of, the diverse communities of Aotearoa.

Climate change response

In December 2020, the Government declared a climate emergency and committed to take urgent action to reduce emissions and established the Carbon Neutral Government Programme (CNGP). The CNGP’s purpose is to accelerate emissions reduction within the public sector, and support agencies to be carbon neutral by 2025. This means State Agents must:

- measure and submit the organisation’s verified annual greenhouse gas emissions, which it will submit to the CNGP Programme Lead (MfE) by December 2023, and every year thereafter
- establish and maintain gross emissions reduction targets and an emissions reduction plan (detailing projects or focus areas for emissions reduction). These will be submitted to the MfE by December 2023, and every year thereafter
- publicly disclose our organisational greenhouse gas emissions and reduction targets, and provide a commentary of progress against those targets in our Annual Reports from 2022/23 onwards
- offset remaining gross emissions from 2025 to achieve carbon neutrality.

As directed by the Board, Fire and Emergency has developed a [Climate Change Response Strategy 2022-2030](#) (the Strategy) to guide our response to climate change.

The Strategy summarises our carbon footprint, describes focus areas to reduce our carbon emissions, and describes key areas to build organisational and community resilience to adapt to the impacts of climate change. A range of projects and initiatives that sit within the emissions reduction focus areas were compiled during development of the Strategy and form the basis of Fire and Emergency’s Emissions Reduction Plan. Many initiatives are ongoing and will contribute to reducing our carbon footprint over time.

Fire and Emergency have developed a strong understanding of our emissions profile, and the sources that contribute to our carbon footprint. We have compiled and externally verified gross emissions data across a four-year period - from 2018/19 to 2021/22. The national restrictions associated with the COVID-19 pandemic have driven reductions in some of our emissions categories. However, we have also seen progress from improvements made to the way we work. 2021/22 is our lowest emissions year since we have started recording emissions. Fire and Emergency is a Toitū Carbon reduce certified organisation in line with ISO 14064-1. This means we are measuring and reducing our carbon footprint in line with international best practice.

Long-term capital requirements

As outlined in the “Our Assets” section, funding of the capital programme to replace fire appliances and renew and refurbish fire stations will continue to be a significant challenge for the organisation. Capital expenditure over the next 20 years are expected to total circa \$2.9 billion. Fire and Emergency can fund \$2.0 billion of forecast capital expenditure from retained earnings, depreciation and asset disposal proceeds; however, that leaves a gap of \$900 million. We are working closely with the Department of Internal Affairs on options for funding future investment in capital.

Local Advisory Committees (LACs)

The Fire and Emergency New Zealand Act requires the establishment of [Local Advisory Committees](#) (LACs), to provide independent local advice to the Board on what communities’ value, their needs and the risks they face, and to keep the organisation connected with those communities. The timeline to date is as follows:

- 2017 - pilots were run in Auckland and Canterbury to test processes, tools and systems
- 2018 - a trial was run in Hawke’s Bay testing the design and the public were consulted on proposed boundary lines
- 2019 - the Board approved the LAC boundaries and establishment of the first seven of 16 committees and set the Terms of Reference and Operating Principles
- 2020 - seven LACs were established in Northland, Tairāwhiti, Hawke’s Bay, Marlborough, West Coast, Chatham Islands and Otago
- 2021 - we completed an evaluation of the LACs’ first year of operation to inform the establishment of remaining LACs.

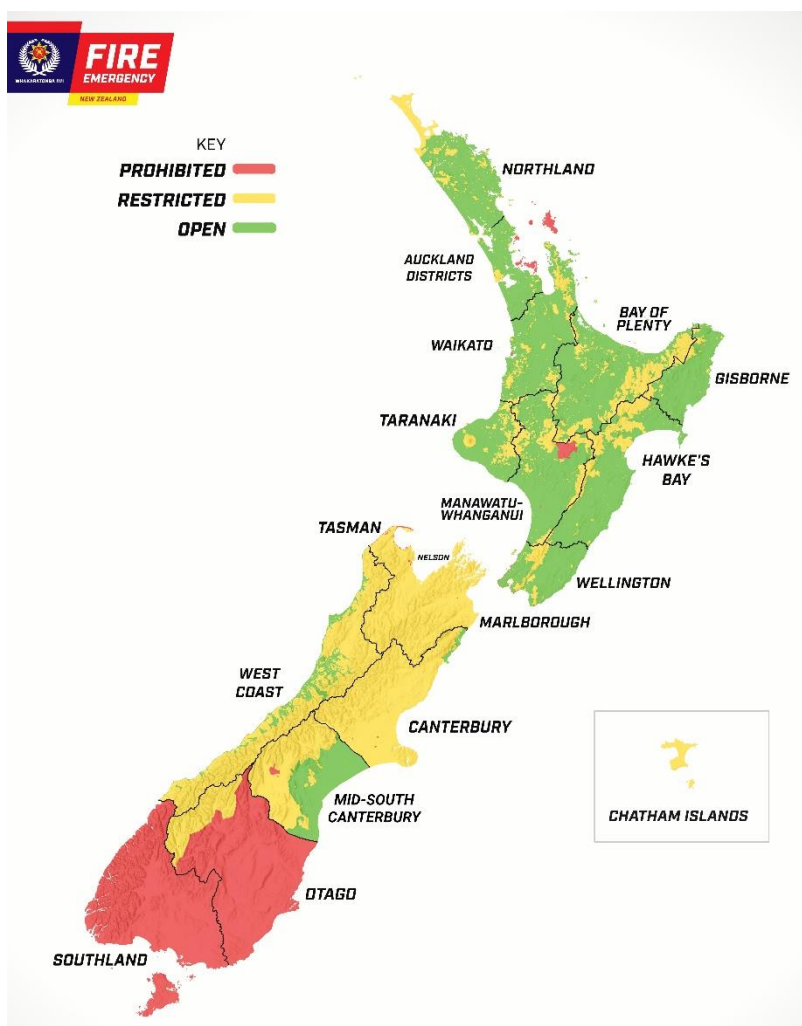
A plan is being developed to establish the remaining LACs and will be presented to the Board for consideration in March 2023. This work had previously been put on hold to allow time for a new region and district structure to be established and embedded. It is important to the Board that the LACs are meaningful and are set up to be successful.

2022/2023 Fire Season

New Zealand is experiencing another La Nina summer which means we anticipate conditions similar to the past two wildfire seasons in the South Island. Currently almost all of the North Island has lower than normal fire danger due to multiple recent rain events. The one exception being in the Manawatu which is close to normal or slightly above normal fire danger.

In the South Island, Southland, Otago and large parts of Canterbury including the Buller Region are experiencing high fire danger days due to the dry conditions that they are experiencing. Although there is some rain forecasted in the short-term it will not be enough to relieve the situation. The medium term forecast is for drying periods to continue, these regions have adjusted their fire season status accordingly and are monitoring the situation daily

Below is a map of the fire season status for the country as at 2 February 2023:



To ensure we were well prepared for the wildfire season, we have been working closely with the Department of Conservation (DOC) to develop a nationally consistent process for requesting DOC resource to assist in responding to wildfires. We also have agreements which enable support from our Australian, Canadian, and American partners (as per the international deployments section above).

Based on the Australian fire season outlook, at this stage Australian jurisdictions are not expecting a severe wildfire season that could result in requests for large numbers of New Zealanders deployed across the Tasman.

Bargaining

Fire and Emergency is currently in bargaining for a collective employment agreement (CEA) with the Public Services Association. The current CEA expired on 31 August 2022.

Bargaining for a CEA with the Fire and Emergency Commanders Association will also commence in the first half of 2023 (likely to be March 2023).

As above, bargaining with the NZPFU has been completed. The current CEA expires in June 2024.

Appendix five provides further information on our Unions and Associations and who they represent within our organisation.

Public Safety Network

The Public Safety Network (PSN), a joint project involving Fire and Emergency, Police, St John and Wellington Free Ambulance, is undertaking procurement of a modern, nationwide, mission-critical communications capability for emergency services that will enable the sector to implement innovative ways of delivering their services. Currently, emergency services rely heavily on radio and mobile communications to coordinate, manage, protect and direct geographically dispersed staff and resources. These are voice-centric analogue radio networks, which need replacing as they are aging and not capable of meeting future operational needs.

The PSN implementation business case, was approved by Cabinet in August 2022. The contracts with the successful vendors were signed in November 2022.

Fire and Emergency, and other participating agencies, are now focused on doing the work required to transition on to the new services.

Carcinogen Control

International research shows that firefighters, fire investigators and training officers are at a higher risk of developing certain types of cancer compared to the general population. As an organisation, alongside our unions and associations, we are looking at ways to further reduce exposure to carcinogens. The steps taken include establishing a Carcinogen Control Project which is seeking to achieve the following main benefits:

- reducing carcinogen exposure for all firefighters who could be exposed to carcinogens during and after firefighting operations
- improving Fire and Emergency's compliance with Health and Safety Regulations 2015, including asbestos
- improving firefighters' mental health by alleviating their concerns about the likelihood they will develop cancer.

Across the organisation, measures taken to reduce risk include:

- investing in building facilities such as exhaust extraction mechanisms, dirty to clean zones at stations, increased laundry capability and extra showers
- introducing enhanced personal protective equipment (PPE)
- developing and updating policies, guidelines, and procedures for asbestos control and post-fire management of products of combustion particulates
- educating our people about how to increase awareness and reduce the risk of exposure; and
- Furthering our understanding of carcinogenic exposures in fires in the natural environment and developing better ways to manage these exposures.

COVID Response and Recovery Fund (CRFF)

In August 2020, the Government announced that 26 of our stations were set to receive a funding boost of over \$50 million for rebuilds and upgrades. This additional funding for property projects came after our successful bid in response to the Government's call for 'shovel ready' infrastructure projects to support the economy during the COVID-19 rebuild (known as the COVID Response and Recovery Fund).

We saw this as an opportunity to accelerate crucial work under our national Capital Works Programme, which is focused on making sure that our facilities are safe, sanitary, fit for purpose and sustainable. This work ranges from the total replacement of several stations that have reached the end of their life or have significant seismic issues, through to partial refurbishments and improvements to obsolete facilities. The projects are geographically spread to help stimulate the building industry across the country.

This funding is allowing us to deliver new and improved facilities for our people earlier than we had anticipated and reinforce our commitment to ensuring we have the right resources across New Zealand to continue to keep communities safe.

25 of the 26 stations have now been completed. It is anticipated that the final station (Kaikoura) will be completed in March 2023. Should you be interested and available, we will work with your office to arrange for your attendance at an opening ceremony.

Due to a number of factors we have not yet had an opportunity to host a celebratory event to officially open the Christchurch Central Station which was rebuilt utilising funding from the CRFF. We understand from the former Minister of Internal Affairs office that due to the significant of the spend (~\$11m) and the build project, the Minister of Finance may be interested in attending an opening event. We will work with your office to arrange for an opening ceremony at a time suitable to yourself and the Minister of Finance.

Below is an example of the Peel Forest Fire Station rebuild which was built as a result of the CRFF. The original station on the left was simply a shed with no facilities (e.g. kitchen, toilet, training etc.) and was not large enough to store the fire appliance without modifications to the ceiling beams and floor. This was a property that Fire and Emergency inherited from a former rural fire authority when it was formed in 2017. The new station on the right is purpose built with the appropriate facilities, has carcinogen controls measures installed and sufficient space for storing appliances and equipment and for brigade training.



Career Firefighter Recruitment

Due to increased attrition of career firefighters in 2021/2022 we will be running two additional recruit courses in 2022/2023, bringing the total to four recruit courses. The increase in attrition rates is a result of a restructure at region/district level which saw career firefighters move to leadership and risk reduction/community readiness roles in the districts, mandatory vaccinations, and market conditions.

Like many industries, we are experiencing some challenges with recruitment. Work is underway to determine ways to improve our recruitment campaigns and long-term analysis to understand these workforce trends and associated recruitment and training needs. We will be running additional marketing campaigns in attempt to attract more applicants to ensure we can run the recruit courses at full capacity.

We have also made changes to how we run our National Attraction Campaign to improve gender diversity. Our media campaigns have been specifically designed to increase the numbers of female applicants, and we are advertising on different platforms and in different locations to target potential female applicants. We will gather data over multiple recruitment rounds to determine the effectiveness of this approach.

Following a structural change in our national recruitment team we also have a significantly higher proportion of female assessors than we previously had. 44% of our assessors are now female, whereas previously it was as low as 10%.

We also have a number of other initiatives underway including:

- continuing collaboration opportunities with NZ Police who have made significant progress on increasing diversity within their workforce
- learning from our Australian partners on methods to increase diversity
- exploring ways to grow diversity in roles and career pathways ways as part of our attraction strategy
- re-instating a pilot in Te Hiku which prepares potential applicants for testing and a career within Fire and Emergency. A previous pilot of this nature was predominantly completed by women. In a recruitment round of 48 recruits we saw 27% female (13), bootcamp was the main contributor to this success
- strengthening cultural awareness and bias recognition for those involved in the recruitment process.

Our next career recruit's graduation will be on 30 March. Should you be interested and available, we would welcome your attendance at this event at our National Training Centre in Rotorua



Appendix One: Our Board

Tō Mātou Poari

The Fire and Emergency New Zealand Act 2017 sets out the authority, responsibilities and operation of the Board. Under Section 28(1)(a) of the Crown Entities Act 2004 and Section 9 of the Fire and Emergency New Zealand Act 2017, the Minister of Internal Affairs appoints a Board of not fewer than five, and not more than six members. Board members are appointed for terms not exceeding three years but may be eligible for reappointment. The current Board members and their terms are as follows:



Rebecca Keoghan, MNZM (Chair)
June 2019 - present

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 & 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 2017 Queens Birthday Honours. Rebecca is in her second term on the Board, which expires on 25 June 2024.

Declaration of interests

- Director - Keoghan Farm Ltd
- Director - Gravity Dance Studio
- Director - Timaru District Holdings Ltd
- Trustee - Glen Elgin Trust
- Director - Alpine Energy
- Trustee - Glenfiddich Trust



Hon Ruth Dyson, QSO (Deputy Chair)
December 2022 - present

Ruth was appointed to Deputy Chair of the Board in December 2022 for a one-year term. Ruth 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 Queens Services Order in 2021 for services as a Member of Parliament and to disabled people. Ruth holds appointments on a number of Boards, including Asia-Pacific Leadership Network, and Toka Tū Ake Earthquake Commission. Ruth is in her first term on the Board, which expires on 11 December 2023.

Declaration of interests

- TBC



Mary-Anne Macleod
August 2021 - present

Mary-Anne was appointed to the Board in August 2021. Mary-Anne 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. Mary-Anne is in her first term on the Board, which expires on 16 August 2024.

Declaration of interests

- Director - National Institute of Water and Atmospheric Research
- Director - Environmental Protection Authority
- Board Member - AgResearch
- Director - Dairy NZ Ltd
- Director - MacMacleod Limited
- Consultancy Services - Ministry for the Environment
- Consultancy Services - Waka Kotahi (NZTA)
- University Council Member - University of Waikato



Danny Tuato'o
August 2021 - present

Danny was appointed to the Board in August 2021. Danny 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. Danny is in his first term on the Board, which expires on 16 August 2024.

Declaration of interests

- Partner - MWIS Lawyers
- Board Member - Maritime New Zealand
- Non-executive Director - Isthmus Group Limited
- Board member - Coastguard New Zealand
- Panelist -Independent Review of New Zealand's Air Navigation System



Amit Prasad
September 2022 - present

Amit was 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. Amit is in his first term on the Board, which expires on 8 September 2025.

Declaration of interests

- Board Member - St John New Zealand
- Deputy Chair - MOTAT
- Board Member - EventFinda Stadium
- Director - Event Centre Enterprises Limited
- Board Member - Bruce Pulman Park
- Board Member - Pinnacle Incorporated
- Board Member - Ngā Taonga Sound and Vision
- Audit and Risk Committee Member - Ministry for the Environment



Belinda Clark, QSO
December 2022 - present

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 LLM in International Law from New York University as well as a LLB (Hons) and BA from the University of Auckland. Belinda led the 2022 independent review on behalf of the Public Services Commission on assessing Fire and Emergency New Zealand's workplace culture and its handling of complaints of bullying and harassment. Belinda was awarded a Queens Services Order in 2014 for services to the State. Belinda is in her first term on the Board, which expires on 11 December 2023.

Declaration of interests

- Chief Crown Negotiator - Ngapuhi Treaty claim
- Chair - Risk and Assurance Committee, Public Service Commission
- Chair - Risk and Assurance Committee, Ministry of Defence
- Director - Board of ANZSOG
- Member - Defence Capability Governance Board
- Member - Risk and Assurance Committee, Te Puni Kōkiri

Appendix two: Our Executive Leadership Team

Te Kāhui Rangatira o Te Ratonga Ahi Me Ngā Ohotata i Aotearoa

Kerry Gregory Chief Executive

Kerry was appointed by the Board to Chief Executive of Fire and Emergency in July 2022 for a three-year term. He was previously the Deputy Chief Executive Service Delivery and National Commander.

Kerry's career in the emergency sector began in 1990 when he joined the former NZ Fire Service as a firefighter. Kerry progressed through all operational ranks of that organisation before becoming the Deputy National Commander in 2017 leading into Fire and Emergency and the National Commander in 2019. Kerry sits on the Next Generation Critical Communications Executive Governance Board, the Emergency Services Leadership Board, and is the New Zealand representative on the Australasian Fire Authorities Counsel.

Kerry is affiliated with Ngāti Maru.



Carmel Ali Deputy Chief Executive Office of the Chief Executive (DCE OCE)

Carmel started in the role as DCE OCE in August 2022. Carmel is on secondment for 12 months from her role as General Manager, Agency Partnerships and Capability, and Government Chief Privacy Officer, at the Department of Internal Affairs.

Carmel has extensive experience across high-profile public service projects. This includes leading a number of multifaceted teams to deliver on key Government initiatives. Most recently this included the establishment of the new regulatory function Preventing and Countering Violent Extremism Online.



DCE OCE is responsible for:

- supporting you as Minister (and your office), the Chief Executive, Board, and Department of Internal Affairs
- legal services (including information requests)
- local advisory committees
- communications and engagement
- assurance and risk
- women's development
- Behaviour and Conduct office
- Eke Taumata

Russell Wood

Deputy Chief Executive Service Delivery Operations (DCE SD Operations) / National Commander

Russell started in the role as DCE SD Operations/National Commander on 22 August 2022. Since 2019 Russell had been the DCE Organisational Strategy and Capability Development at Fire and Emergency. As National Commander, Russell is the operational leader of the organisation.

Russell has over 15 years' experience at senior executive level across four complex Crown entities within the New Zealand public sector, as well as a secondment at the New Zealand Treasury. His roles prior to joining Fire and Emergency in 2019 were at New Zealand Qualifications Authority (NZQA) as the Deputy Chief Executive Strategic and Corporate Services and prior to that, at Maritime New Zealand as General Manager Corporate Services. Russell has also previously worked within the New Zealand Fire Service, as part of the senior management team and in the broader emergency management domain.

DCE SD Operations / National Commander is responsible for:

- managing the frontline operational arm of Fire and Emergency in collaboration with the DCE SD Design
- leading and managing core operational delivery of services across the four R's of emergency management in ways that align to the communities that Fire and Emergency serves
- managing five regions and the three communication centres.

Dr. Steph Rotarangi

Deputy Chief Executive Service Delivery Design (DCE SD Design) / Deputy National Commander

Steph started in the role as DCE SD Design on 5 September 2022 and holds the rank of Deputy National Commander. Steph came to Fire and Emergency from her role as Chief Executive of Napier City Council. She has had an extensive and accomplished career in the fire and emergency management sector.

Steph has a background in forestry and joined the Otago Rural Fire Authority as its founding Chief Executive and Principal Rural Fire Officer in 2014. She has since held key fire service leadership positions in Victoria including Chief Fire Officer for public lands, Deputy Chief Officer for the County Fire Authority and has acted as both Commissioner and Deputy Commissioner Emergency Management Victoria.

Steph has a deep understanding of fire and emergencies in the rural, provincial and metropolitan environments, strong focus on partnership to achieve shared outcomes and breadth of operational experience across the four Rs of emergency management.

DCE SD Design is responsible for:

- the purpose of SD Design is safer people, safer places and improved operations
- managing the frontline operational arm of Fire and Emergency in collaboration with the DCE SD Operations
- leading and managing the design, development, effectiveness and continuous improvement of core operational services across the Four Rs of emergency management in ways that align to the communities that Fire and Emergency serves



- developing national frameworks, tools, strategies, programmes and continuous improvement across the four Rs of emergency management in both the built and natural environments.

Darryl Purdy

Deputy Chief Executive Finance and Business Operations (DCE FABO)

Darryl was appointed as DCE Finance and Business Operations in early 2019. Darryl has close to 20 years' experience as a Chief Financial Officer, during which time he has developed an in-depth knowledge of financial and corporate functions, including finance, information systems and technology, corporate administration, facilities management, people and capability, risk and legal.

During his career, Darryl has worked extensively across the public and NGO sectors, including as Deputy Chief Executive and Chief Financial Officer at the Universal College of Learning (UCOL), and Manager Analytics and Financial Advisory at the MidCentral DHB.



DCE FABO is responsible for:

- ensuring Fire and Emergency has sound fiscal management and effective corporate services
- data and analytics
- procurement
- business services.

Piki Thomas

Deputy Chief Executive Kaupapa Māori and Cultural Communities

Piki has served over 30 years in the New Zealand Fire Service/Fire and Emergency. During that time Piki has been an operational firefighter, a fire safety officer, a 111 communications centre operator, first Pou Takawaenga Māori / Māori Liaison Officer and up until recently was the Pou Herenga Māori/ National Manager Kaupapa Māori.

The Kaupapa Māori and Cultural Communities branch was officially created on 22 August 2022 and is in the process of forming. Piki is the inaugural DCE of this branch.

Piki is affiliated to Ngāti Pikiao and Ngāti Whakaue central North island iwi. Piki is an active member and leader within his iwi and holds leadership roles in different iwi structures.



DCE Kaupapa Māori and Cultural Communities is responsible for:

- building Fire and Emergency's cultural capability to strengthen our ability to partner and work effectively with Māori, and other cultural communities to reduce the incidence and consequence of fire
- supporting our five regions/17 districts in their engagement with Māori through our four Pou Takawaenga Māori (Māori liaison) positions around the country
- delivering the organisation's Hiwa-i-te-Rangi programme, a three-year programme to improve the way we serve/connect with Māori.

Janine Hearn

Deputy Chief Executive (DCE) People

Janine started in the role as DCE People on 28 November 2022. Janine has significant senior level HR, organisation development, people strategy and cultural change experience working across a number of sectors. She has held senior HR roles at Ministry of Justice, NZ Fire Service, WorkSafe New Zealand, MidCentral District Health Board and Civil Aviation Authority.

DCE People is responsible for:

- delivering on a broad range of strategies and workstreams to develop, implement and continuously improve the environment we provide for Fire and Emergency's most important resource: its people
- delivers the strategies and programmes that build Fire and Emergency's organisational and workforce capability
- providing better support for Fire and Emergency's ~12,000 volunteers
- ensuring organisational change is supported with strategically aligned culture and engagement, diversity and inclusion and wellbeing initiatives
- workplace relations and Human Resources, including payroll and bargaining
- develop, implement and continually evaluate excellence in Fire and Emergency's management of safety, health and wellbeing
- training.



Sarah Sinclair

Deputy Chief Executive Organisational Strategy and Capability Development (DCE OSCD)

Sarah commences in the role as DCE OSCD on 27 February 2022. Sarah is a Civil Engineer by training, and has spent the past decade in local government, both at Auckland City Council where she held a variety of roles including Chief Engineer, Acting Director Emergency Management, and General Manager Regulatory Engineering. She is currently the Chief Infrastructure Officer at Palmerston North City Council.

DCE OSCD is responsible for:

- leading organisational strategy development
- development of our national planning and performance measurement frameworks and processes
- overseeing the investments in our key initiatives and strategic asset classes (fleet, property, equipment and logistics, and ICT)
- policy
- local planning (section 21 of the Fire and Emergency Act 2017)
- delivering accountability documents and the Statement of Intent
- Climate Change Adaptation Mitigation plan.



Appendix three: Key accountability documents

Ngā tuhinga rautaki

Fire and Emergency is committed to be a strategy-led organisation. Our strategy is contained in a number of key accountability documents. Among these are:

Our National Strategy 2019 - 2045

Our [National Strategy](#) is centred around five strategic priorities, which are the areas where we need to make the most change now in order to effectively meet the demands for the future:

- Building resilient communities, Te hanga hapori aumangea
- Collaboration, partnerships and influence, Te mahi tahi, ngā rangapū, me te aweawe
- Growing our people, Te whakatipu i ā mātou tāngata
- Intelligence-led, evidence-based decisions, He whakatau whakamātautau ā-taunakitanga, ārahi ā-atamai
- Keeping pace with change, Te haere tahi ki te hurihurutanga.

Our National Strategy describes why each of these is an immediate priority, what we need to do, the shifts we'll make in our work, and what success will look like for Fire and Emergency and our communities. We will track and review our progress towards these strategic priorities over time, to make sure we're still meeting our communities' needs.

Annual Report 2021/2022

Our 2021/2022 [Annual Report](#) outlines our key achievements over the past year and details progress against long term outcomes and objectives. Our Annual Report was tabled in the House of Representatives in December 2022.

10-Year Plan

Our [10-Year Plan](#) sets out the most important things we need to do to over the next decade, and the benefits this work will deliver for our communities and our organisation.

It helps us deliver the intentions set out in Our National Strategy, help us be clearer on the decisions we need to make and actions we need to take, inform our investment over the medium-term, and help our people understand what our priorities are for the medium term, and why.

Statement of Intent 2020 - 2024

Our [Statement of Intent 2020-2024](#) sets out the Board's intent for the next four years. It outlines how we'll continue building a unified fire and emergency management organisation that works with communities - to help them reduce risk and prepare for, respond to and recover well from emergencies.

This Statement takes its lead from our National Strategy.

Statement of Performance Expectations 2022/23

Our [Statement of Performance Expectations](#) outlines how we will deliver our core services and the key initiatives we plan to achieve in the coming year.

Appendix four: Strategic Framework

Te rautaki matua ā-tari 2019-2045



**We are
Fire and Emergency New Zealand**

Our Purpose

Protecting and preserving lives, property and the environment

Our Vision

Stronger communities protecting what matters

Our Outcomes

Communities prepare for, respond to and recover well from emergencies
Our services are valued and trusted
Social, economic and environmental impacts from emergencies are minimised

Our Strategic Priorities

Building resilient communities
Collaboration, partnerships and influence
Growing our people
Intelligence-led, evidence-based decisions
Keeping pace with change

Our Values



We do the right thing
Kia tika



We serve and support
Manaakitanga



We are better together
Whanaungatanga



We strive to improve
Auahatanga

Our Operating Principles

Put safety, health and wellbeing first
Value people
Champion inclusion
Strengthen communities
Work together
Drive change
Be accountable

Appendix five: Unions and Associations

Hoa Ūmanga

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

	Membership eligibility	Membership size
New Zealand Firefighters Welfare Society	Anyone with a close association with Fire and Emergency (and is approved as a member by the board). Open to volunteer and Career Firefighters, management, clerical and support staff.	3,000 paying members covering an approximately 9,000 people (eg partners and children)
New Zealand Professional Fire Fighters Union	Operational career firefighters, Communications centre staff, Trainers, Volunteer Support Officers, and Risk Reduction and Community Readiness and Recovery staff. There is some cross-over in coverage with the Public Service Association (as below).	Approximately 1950
New Zealand Public Service Association Te Pukenga Here Tikanga Mahi Inc	Anyone in New Zealand or overseas working for the public service (e.g. Public Service, State Sector, DHB, Community Public Services, Local Government). Membership from Fire and Emergency is open to anyone, but typically includes office-based staff, some local risk reduction and community readiness advisors, and volunteer support officers in the regions/districts.	Approximately 180 Fire and Emergency staff
The New Zealand Fire Emergency Commanders Association Inc	Operational personnel holding rank above Senior Station Officer and below Assistant National Commander i.e. our senior leaders within regions and districts up to the Region Manager level and some senior personnel within our head office. Includes those Acting in leadership roles so some crossover with NZPFU is possible.	Almost all senior managers are members, roughly 125 members
The United Fire Brigades Association of New Zealand Inc	The United Fire Brigades Association of New Zealand primarily serves to support volunteer firefighters, operational support personnel, and those that support them.	Approximately 11,500 volunteer members from 580 brigades. Roughly 610 eligible brigades

Appendix six: Key Contacts

Whakapā matua

Name	Role	Contact details
Rebecca Keoghan	Board Chair	Rebecca.keoghan@fireandemergency.nz 027 440 2664
Kerry Gregory	Chief Executive	Kerry.gregory@fireandemergency.nz 027 450 0826
Carmel Ali	DCE Office of the Chief Executive	Carmel.ali@fireandemergency.nz 027 886 0587
Becks Kearns	National Manager Board and Ministerial Services	Becks.kearns@fireandemergency.nz 027 254 0839



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