



Tauākī Takune 2023—2027 Statement of Intent

Ngā ihirangi

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Horopaki Overview

Fire and Emergency was established in 2017 to unify all fire services in Aotearoa New Zealand into one centralised agency. We acknowledge that we are an organisation built on the foundation of many past variations with a common purpose: protecting lives, property and the environment.

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.

When planning our intentions over the next four years, we are increasingly aware of the challenges faced by Aotearoa New Zealand: disruption and damage caused by severe weather events, technological change, economic uncertainty and the changing needs of our communities and societies.

Delivering for Aotearoa

Across the country, our people are working to reduce the risk of fire, be ready for fires and emergencies and respond to fires and emergencies. We are firmly committed to strengthening our engagement and communication with all communities and our emergency service partners. Working closely with our diverse communities remains a key priority of our engagement, helping us to improve outcomes for all of Aotearoa New Zealand.

We help people reduce the risk of fire, prepare for emergencies and respond during these events. We help the people of Aotearoa New Zealand understand the risks and dangers that fires and emergencies can have for life, property and the environment.

Developing our people

Our organisation relies on diversity to be successful. We are working to improve our workplace culture and investing in our people to develop a better workplace while maintaining our ability to respond to emergencies. This helps us to ensure we are doing the best by our people so that they are best prepared to care for Aotearoa New Zealand.

Building our business

Our enduring commitment as first responders relies on ensuring we can continue to operate and respond to events across the motu. To do this, we must have sustainable and predictable sources of funding and this is a priority over the next four years.



Rebecca Keoghan
(Chair)



Hon Ruth Dyson, QSO
(Deputy Chair)

30 June 2023

Ko wai mātou me ngā mahi ā tari Who we are and what we do

We are a Crown entity governed by a Board of Directors under the Fire and Emergency New Zealand Act 2017 (the Act). The Act describes our role to protect and preserve lives, property and the environment.

To do this, we work to:

- **Reduce the risk of fire**
 - by determining risks to life and property from fires, stopping fires from happening, if possible, through 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 and learning so we can improve our work.
- **Respond to fires and emergencies**
 - for example medical emergencies structure fires, wildfires and other emergencies like floods, earthquakes and landslips.

How we help communities across Aotearoa New Zealand

We are Aotearoa New Zealand's trusted national fire authority and an emergency first responder. We maintain a continuous state of readiness, so we can be there when communities need us. Nationally, we have 645 fire stations and depots and 14,500 personnel (including support personnel), giving us a presence in most communities.

Every day our people provide fire and emergency services and work with others across the sector and across Aotearoa New Zealand's diverse communities.

- Our people are members of our communities. This helps us ensure we can protect and preserve lives, property and the environment across the motu.
- We undertake fire risk reduction for all communities (with particular focus on those most at risk), including land management advice, home fire safety visits, advice on building standards and investigations into the causes of fires.
- We are the response agency when fires happen. We can draw on resources nationally and internationally to respond to major events, including specialist capabilities such as responding to incidents involving hazardous substances, urban search and rescue (USAR) and wildfire response.
- We assist with responding to medical emergencies, such as cardiac arrests. Our support significantly improves patient outcomes. We also assist in rescues and with traffic accidents.
- We aim to manage our nationwide network of assets sustainably and are working towards ensuring they are safe, fit for purpose and ready to respond to fire and emergencies in communities across the country.
- We are improving our cultural capability across our organisation to design risk reduction programmes and services that help to improve outcomes for Māori communities.
- We have great relationships with Aotearoa New Zealand's emergency management sector, and internationally. We regularly provide support for emergency events to our Australian and Pacific neighbours and have deployed more widely when requested.

This Statement of Intent outlines our plan for the next four years. Our plan is focused in three key areas:

- Delivering for Aotearoa**
- Developing our people**
- Building our business**

To help us succeed over the coming years, we have two internally focused priorities – to build the business and develop our people. To successfully deliver for Aotearoa, we need to focus on investing in the right capabilities and assets, prioritise safety, health and wellbeing and build a positive workplace culture. These priorities help us focus on the areas important to us now, so that we can deliver for Aotearoa into the future.

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.

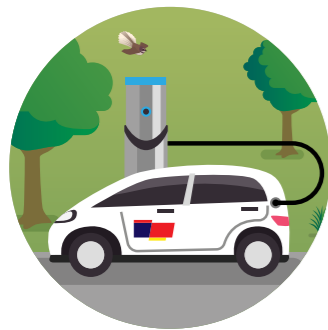


Te ao mahi e noho nei tātou

Our operating environment

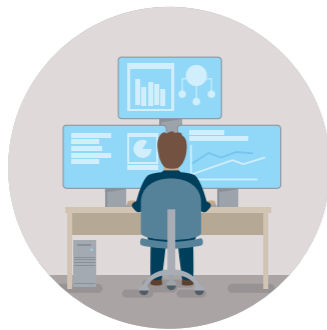
To continue to deliver for communities as our climate and society change, we need to focus on what we need most and consider the external and internal factors that are driving the changes. As we developed our plan, we considered external and internal influences. We identified the following key influences:

External influences



Climate change, adaptation and mitigation

Worldwide efforts to reduce carbon emissions and transition from fossil fuels have gained significant traction. Alternatives like electric vehicles (EVs) and lithium batteries come with different risks that will require us to update our equipment, knowledge and training. These will impact us over the coming years as we continue to see more EVs on our roads and make the shift to reduce our carbon footprint where we are able to. Living with climate change means we need to make shifts in strategy and capability so we can respond safely to fire and extreme climate-related events. As these events become more frequent and severe, we will work with communities and other agencies so that it is clear where our role intersect and what we need to build capability for.



Technology and innovation

New tools and capabilities promise to save time, reduce risk, enhance community engagement and help keep our people and communities safe. More reliance on technology comes with data privacy and security responsibilities and the need to ensure we have effective data management systems and processes. We have a number of projects over the next few years that will build our ability to collect quality information, improve our networks internally and with other organisations, respond to cybersecurity threats, and meet our future digital needs.



Impacts of change on communities

Economic factors and social and wealth inequality can mean that the impact of emergencies is greatest on vulnerable communities. We know that when emergencies happen, stronger communities are more resilient and adaptive. Over the next four years we will focus on building relationships with communities, particularly those most at risk of fire and emergencies and their impacts.

Internal influences



Future funding certainty

Our funding has not kept pace with the services we are required to deliver currently and into the future. Over the next four years we will work to understand and plan for our future funding needs. We will work with Te Tari Taiwhenua | Department of Internal Affairs (DIA) as they progress changes to Part 3 of our Act, to implement a stable and predictable future funding model. We will also work with the insurance industry and other partners.



Safety, health and wellbeing

Many of our people work in physically and psychologically challenging environments. It's important we have safe and effective processes for addressing the impact of this. We will address this by implementing improved safety, health and wellbeing capability. We will address the identified organisational culture risk by implementing the recommendations from the 2022 Te Kawa Mataaho | Public Service Commission review of our workplace culture and monitoring our progress. We will also build on our diversity, inclusion and equity initiatives, including the development of kaupapa Māori capability across the organisation and the redesign of our people services function.



Partners and stakeholders

As we respond to an increasing number of and more severe events, it is important that we have mutual trust and confidence with our partners and stakeholders. Over the next four years we will work to strengthen our internal relationships and with our partners and stakeholders so that we can continue to work together and deliver for communities. We are committed to working with Māori as tangata whenua, the wider community and our partners to understand how we can best support each other in times of change.

Kei te haere tātou ki hea

Our strategic intentions

Our strategic framework outlines our purpose, vision, values, outcomes, objectives, strategic priorities, outputs and Te waharoa, why we have chosen these and how they link together.

Our purpose is why we exist – protecting and preserving lives, property and the environment as Aotearoa New Zealand’s trusted fire authority and emergency responder.

Our vision is what we aspire to – stronger communities protecting what matters, he taonga te ahi, he taonga te tangata, he taonga te taiao.

The ‘He taonga’ series of messages help describe at a high level 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 importance we place on our people and the importance we place on 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 reflect an important concept in Te Ao Māori, where people and the environment are intrinsically linked.

Our values reflect the inclusive and respectful culture we are building:

-  **Kia tika | We do the right thing**
-  **Manaakitanga | We serve and support**
-  **Whanaungatanga | We are better together**
-  **Auahatanga | We strive to improve**

We will achieve our vision by delivering on our two outcomes. Our outcomes set out the contribution we make to communities as part of the emergency sector:

- fewer unwanted fires
- reduced harm to people, property and the environment from fires and emergencies.

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 these three key areas:

- Delivering for Aotearoa**
- Developing our people**
- Building our business**

Te waharoa represents the gateway to our organisation. The five components of the waharoa represent us and how we operate within the Fire and Emergency ‘marae’. Our ‘marae’/ Te waharoa is illustrated in our ecosystem. Together the components provide a cohesive and strong structure that allows us to achieve our strategic priorities.

Our outputs are the primary services we deliver for Aotearoa New Zealand. They are:

- Fire prevention, including promoting fire safety, compliance and enforcement
- Fire response and suppression
- Render safe hazardous substances and provide for safety at incidents
- Rescue as a result of transport accidents and Urban Search and Rescue (USAR)
- Respond to other emergencies, including medical, maritime, other resources, natural hazard events.

This statement shows how our efforts for the coming years will help us improve in these areas.

Ā mātou aronga

rautaki mō te tau 2023–27

Our strategic focus for 2023–2027

He ao hou kei mua i a tātou, nō reira me rite. To respond to our changing environment, we need to work differently to achieve our outcomes of:

- fewer unwanted fires
- reduced harm to people, property and the environment from fire and emergencies.

We have set out our plan for the next four years so we continue to be there for our communities. Our plan is focused on **Delivering for Aotearoa, Developing our people** and **Building our business**.

In 2023/2024 we will work to ensure we have the right measures in place to effectively monitor and report on our progress.

	Delivering for Aotearoa	Developing our people	Building our business
What do we need to do?	We will work closely with others to reduce the risk of fire and prepare for emergencies. When they happen, we will be ready to respond in communities.	We will build a safe, positive and inclusive workplace for our people. We will support our people and enable them to succeed, so they are there for our communities.	We will understand our needs and work towards having the resources and processes to support Aotearoa into the future.
How will we do it?	<ul style="list-style-type: none"> • We will respond to fire and emergencies. • We will strengthen our relationships with our own people, iwi, our communities, and our emergency sector partners. • We will strengthen regulatory compliance and invest in targeted risk reduction activities. • We will build understanding of the needs of our partners and our diverse communities. 	<ul style="list-style-type: none"> • We will build a positive and inclusive workplace culture. • We will encourage continued training and development, ensuring our people and leaders have the skills to succeed. • We will manage our critical health and safety risks, and lift our people’s safety, health and wellbeing knowledge and confidence. • We will ensure we have the tools, training and equipment to keep our people safe. 	<ul style="list-style-type: none"> • We will understand our future requirements and where to build our capability. • We will seek sustainable funding arrangements to meet current and future resourcing needs. • We will rebuild a modern and reliable asset base, and improve systems for managing our assets.
What will progress look like for Aotearoa?	<ul style="list-style-type: none"> • Measurably increase understanding of and compliance with fire safety rules. • Measurably increase understanding of how to prevent fire, prepare for and respond to emergencies. • Measurably increase awareness of and utilisation of fire prevention tools. • There is reduced incidence and consequence of unwanted fires. 	<ul style="list-style-type: none"> • We improve our people’s workplace experience. • Measurably improve leadership capability to support culture change. • Measurably increase diversity, inclusivity and cultural capability in our organisation. • Measurably increase understanding and impact of tools to minimise safety, health and wellbeing risks, including critical risks. 	<ul style="list-style-type: none"> • Measurably improve use of evidence to inform decision-making. • We meet our legislative requirements. • We understand and plan for future needs and have sustainable mechanisms for funding them.

Our Ecosystem

Our Purpose

Protecting and preserving lives, property and the environment.

Our long-term priorities

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

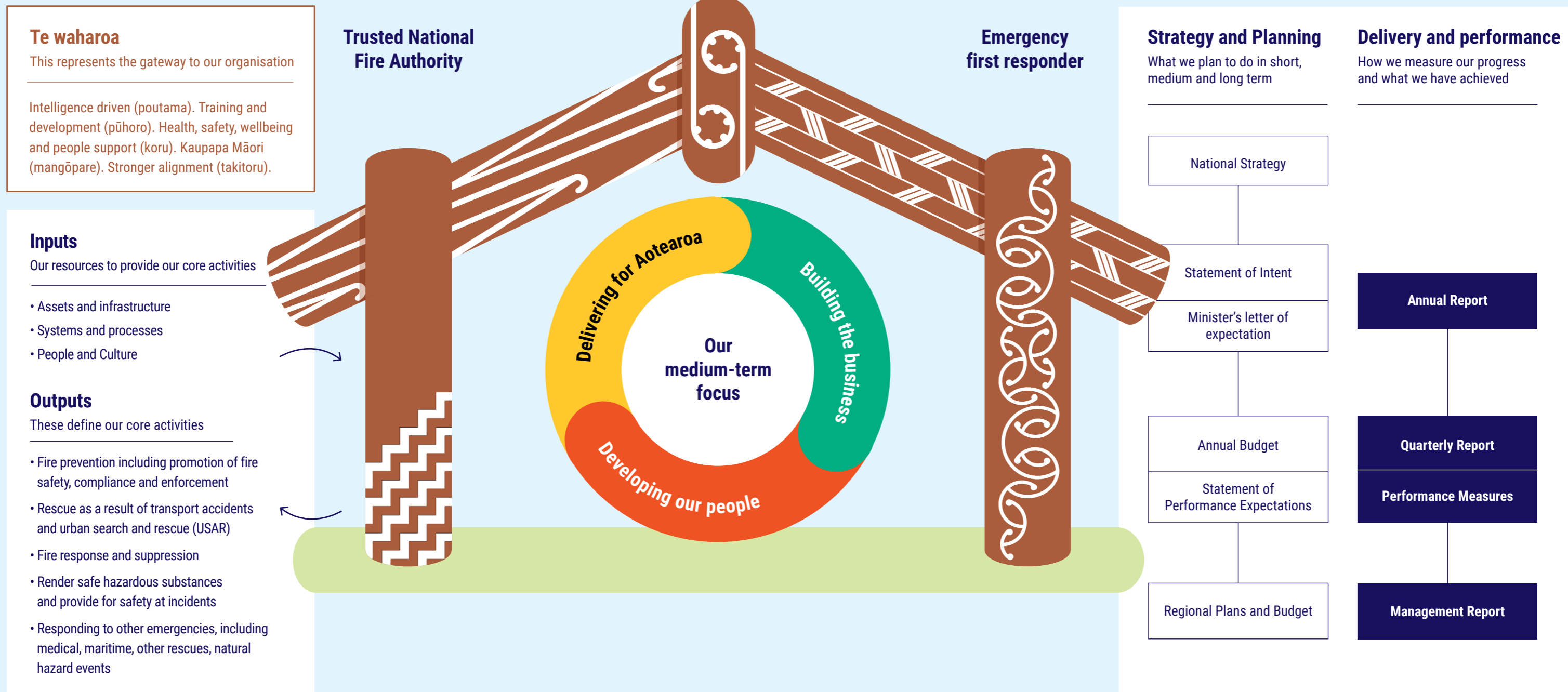
Our Values

Kia tika
We do the right thing

Manaakitanga
We serve and support

Whanaungatanga
We are better together

Auhatanga
We strive to improve



Te waharoa

This represents the gateway to our organisation

Intelligence driven (poutama). Training and development (pūhoro). Health, safety, wellbeing and people support (koru). Kaupapa Māori (mangōpare). Stronger alignment (takitoru).

Inputs

Our resources to provide our core activities

- Assets and infrastructure
- Systems and processes
- People and Culture

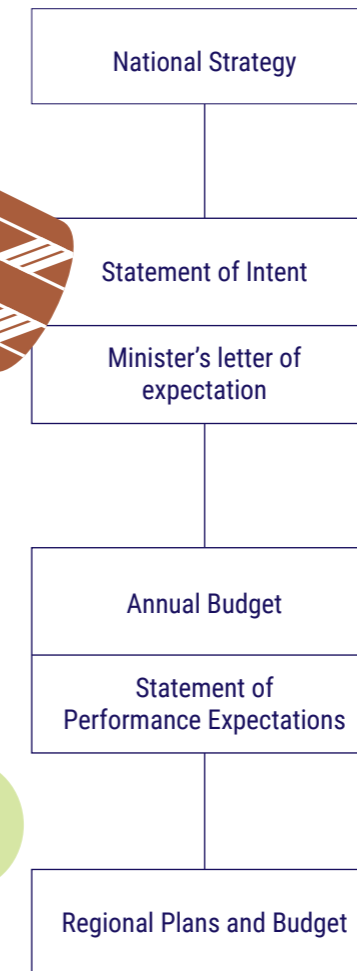
Outputs

These define our core activities

- Fire prevention including promotion of fire safety, compliance and enforcement
- Rescue as a result of transport accidents and urban search and rescue (USAR)
- Fire response and suppression
- Render safe hazardous substances and provide for safety at incidents
- Responding to other emergencies, including medical, maritime, other rescues, natural hazard events

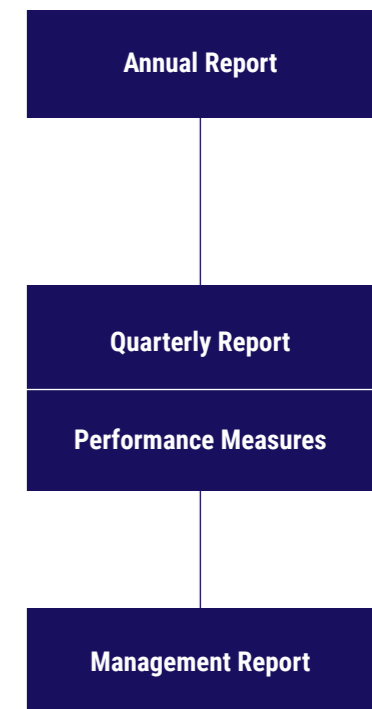
Strategy and Planning

What we plan to do in short, medium and long term



Delivery and performance

How we measure our progress and what we have achieved



Kia whai hua a Aotearoa

Delivering for Aotearoa

We're committed to working with others to prevent fires and be ready and respond across Aotearoa.

We will work closely with others to reduce the risk of fire and prepare for emergencies. When these happen, we will be ready to respond and serve our communities.

➔ Over the next four years our intention is to:

- strengthen regulatory compliance and invest in targeted risk reduction activities
- build understanding of the needs of our partners and our diverse communities
- strengthen our interactions with our own people, iwi, our communities, and our emergency sector partners.

➔ We will know we are making progress when we:

- measurably increase understanding of and compliance with fire safety rules
- measurably increase community understanding of how to prevent fires, and to prepare for and respond to emergencies
- measurably increase awareness of and utilisation of fire prevention tools
- measure reduced incidence and consequence of unwanted fires.

The following outlines our plan to achieve these intentions.

Promoting fire risk reduction

Reducing fire risk prevents harm and is one of our main functions. Our Risk Reduction Strategy 2019–2029 outlines our long-term thinking to reduce fire risk in our communities.

Helping people do the right thing to stay safe from fire

We provide advice and education so that people understand what causes unwanted fires and how to act safely when they happen. We also oversee fire safety standards to help keep people, organisations and communities safe.

➔ Over the next four years we will:

- build our peoples' regulatory compliance capability with ongoing education and training
- deliver communication and education to help people understand their obligations, encouraging increased voluntary and self-managed compliance
- use our enforcement programme to change the behaviour of individuals or organisations that do not comply with our legislation, after education has been provided
- engage with sector partners to improve how we work together to achieve safer communities.

Reducing the risk of wildfires

Wildfires are starting earlier in the fire season and lasting longer. We are seeing more complex fires and more fires occurring at the same time. We need to proactively work with communities to lower the risk and impact of wildfires.

➔ Over the next four years we will:

- provide fire engineering and wildfire prevention advice
- promote safe use of land management fires, for example, clearing unwanted vegetation
- help communities understand and manage fire risks (for example, by providing information on our Check it's Alright website).



Continuing to build strong relationships with iwi and Māori

Māori are important partners in preventing fires and building community resilience to improve outcomes for both Māori and the wider community.

Māori communities suffer more than other groups from fire and other emergencies. Māori have higher rates of fire-related deaths and injuries compared to non-Māori. Our Kaupapa Māori and Cultural Communities branch will partner with Māori and other cultural groups to help us improve these outcomes. For example, by working with Māori communities, iwi and landowners to improve fire management of lands and forests.

➔ Over the next four years we will:

- develop a Māori strategy to build mātauranga Māori (Māori knowledge) into our systems – for leadership, safety, health and wellbeing, recruitment and staff retention
- reduce the number of fires and their impacts on Māori and other disproportionately affected communities by building our kaupapa Māori capability
- strengthen our partnerships with Māori and iwi to deliver fire risk reduction programmes in Māori communities and households
- provide fire safety education through Māori media
- increase our knowledge and cultural ability to shape good practice and decision-making in our relationships and partnerships with iwi and Māori communities.

Working with communities to reduce unwanted fires

As our environment changes, we will continue to work with communities to understand their views and to change how we work with them.

We need to better understand different attitudes towards fire safety so we can design campaigns and tools that suit individual needs and capture interest.

➔ Over the next four years we will:

- improve our fire safety training to ensure our people can confidently deliver these programmes to communities and schools
- actively promote risk reduction as a viable career pathway for our people
- develop and deliver easy-to-understand fire safety education tools, published in English, Māori and other target languages
- continue to promote, check and install smoke alarms in homes to help our communities minimise fire risk
- work collaboratively with our communities to improve awareness of fire safety and risk reduction
- work with our partners and communities to understand current and emerging fire risks to produce targeted risk reduction activities.

Partnering to reduce risk, prepare for and respond to emergencies

We work with our partners in the emergency sector to prepare for and respond to emergencies. To support communities, we need strong relationships within our organisation, across the emergency sector and beyond.

Strengthening our relationships with our people

Our people have a vested interest in how we do our work, in our culture and in the connections we build. We respect our people's right to advocacy and recognise the joint interest we have with unions and associations in building a positive, inclusive and safe workplace

We need to strengthen relationships across the organisation through conversations that support cultural change, particularly between our leaders and the people they lead.

➔ Over the next four years we will:

- work with our people and people leaders to build trust
- improve how we work with unions and associations
- form working groups that will:
 - make recommendations on decisions relating to fleet, equipment and staffing
 - give our people opportunities to be involved in decision-making processes that impact them.

Working closely across the emergency sector

We need to work with our partners to deliver better outcomes for New Zealanders. We have built a relationship framework, Memoranda of Understanding (MOUs) and Service Level Agreements (SLAs) to help us do this.

Our key partners are:

- Department of Conservation (DOC)
- National Emergency Management Agency (NEMA)
- New Zealand Defence Force
- New Zealand Police
- Kāinga Ora – Homes and Communities
- ambulance services.

➔ Over the next four years we will:

- improve how we work with our partners to deliver better outcomes for all New Zealanders
- work with large landowners to reduce fire risk, be ready and respond (for example, forestry and farm owners)
- create guidelines for developing forestry sector industry brigades
- share knowledge, work on common issues and support responses to large events with our partners.

Using what we learn to keep improving

We are committed to learning and continuously improving to reduce risk to our people and communities. To do this, we use national and international research, our own observations and formal recommendations made during After Action or Operational Reviews.

➔ Over the next four years we will:

- learn from the Cyclone Gabrielle operational reviews, coronial enquiries and Muriwai investigation and implement improvements as a result of these findings.



Te whakawhanake i ā mātou tāngata Developing our people

Building a safe workplace that we are all proud
to be part of.

We will build a safe, positive and inclusive workplace for our people. We will support our people and enable them to succeed, so they are there for our communities.

➔ **Over the next four years our intention is to:**

- lift our people's safety, health and wellbeing knowledge and confidence
- invest in tools, training and equipment to keep our people safe
- build a positive and inclusive workplace culture
- encourage continued training and development, to ensure our people and leaders have the skills to succeed.

➔ **We will know we are making progress when we:**

- improve our people's workplace experience
- measurably improve leadership capability to support culture change
- measurably increase diversity, inclusivity and cultural capability in our organisation
- measurably increase understanding and impact of tools to minimise safety, health and wellbeing risks, including critical risks.

The following outlines our plan to achieve these intentions.

We have made changes to the way we support the 14,500 people across our organisation. This will help us build a respectful and inclusive culture, strengthen safety, health and wellbeing and develop and train our people

Safety, health and wellbeing

Our people, particularly our frontline personnel, often work in very dangerous environments and face critical risks. We will continue to take steps to improve the safety, health and wellbeing of all our people, those who work alongside us, and the members of communities we serve.

Safety, health and wellbeing roadmap

We have started work on a roadmap to grow a culture that supports and values our people's safety, health and wellbeing.

➔ **In the long term, this will create a workplace that:**

- lifts our people's safety, health and wellbeing capability and confidence
- uses mātauranga Māori (Māori knowledge) in our safety, health and wellbeing frameworks.

Managing risks to safety, health, and wellbeing

We must manage risks to safety, health and wellbeing, such as physical, psychological and work-related risks, to protect our people and the communities we serve.

➔ **Over the next four years we will:**

- design our approach to health assurance checks
- complete a framework to understand critical safety, health and wellbeing risks
- develop controls to make sure we are managing these risks well
- continue to control and limit exposure to occupational health risks.

Keeping our frontline people safe

We have identified ways to improve how we keep our people safe in their day-to-day work in communities around Aotearoa New Zealand. Examples include reducing exposure to carcinogens, understanding how safe our firefighting environments are, and delivering training to ensure our people operate safely in high-risk environments.

Hazardous substances response capability development

Hazardous substances incidents make up eight percent of our responses each year. These vary from a small spill to a toxic gas leak, to dangerous goods on fire. There can be hazardous substances at medical emergencies, during rescues in small spaces, vehicle crashes and fires.

Our Hazardous Materials (Hazmat) Response Capability Development programme and Hazmat Capability Strategy drive the way we respond to these emergencies.

➔ Over the next four years we will:

- improve how we respond to hazardous substance emergencies
- improve safety when our people respond to hazardous substances incidents.

➔ We will know when we've been successful when this leads to:

- less harm to people, property and the environment
- increased confidence in our ability to respond safely and professionally to incidents where there are hazardous substances.

Decontamination

If our people come into contact with hazardous substances, including chemicals, sewage-contaminated floodwaters, by-products of combustion or body fluids, we need to have good practices to keep them safe. Following effective cleaning and decontamination processes after an incident significantly reduces injuries and longer-term illnesses as a result of exposure.

We are developing flexible, fit-for-purpose tools to reduce the effects of exposure to hazardous substances on our people and communities during emergencies.

➔ Over the next four years we will:

- design services for decontaminating people, communities and the environment during and after incidents
- introduce techniques that make decontamination faster, more efficient and more comfortable for people being decontaminated.

Carcinogen control

We want to reduce our firefighters' exposure to carcinogens. Over time, we want to see a significant reduction in the personal, social and economic impacts that exposure to carcinogens has on our firefighters, their whānau and communities.

➔ Over the next four years we will:

- improve our protective measures, such as hazard warnings and protective gear, and build our specialist knowledge.

Working safely in and around water

As extreme weather events become more frequent, we are increasingly called to respond during floods. Working in and around water is high risk for our people, and we need to have good processes and practices in place to respond effectively.

We will review our flood and water response capability and make sure our processes align with our emergency response partners, so we can work better together.

➔ Over the next four years we will:

- develop a framework for multi-agency response to these events with organisations like Police and ambulance services
- determine what skills, tools and knowledge we need to increase our capability when working in and around water.



Gas detection

During emergency responses, our people may be exposed to threats from different gases, including flammable refrigerants, vapours from illegal narcotics production and other fumigants. These can present an immediate danger and can cause long-term health issues.

Many gases are colourless and odourless, making them impossible to detect without specialist equipment. It is important that our firefighters can actively test an area for toxic gas, and continue to monitor the air throughout a job, so they can take appropriate actions to keep themselves and communities safe.

➔ Over the next four years we will:

- provide tailored training for gas detection
- supply more personal gas monitors to frontline firefighters
- supply new gas detection equipment to improve safety and our ability to respond
- develop processes for identifying unknown gases and vapourised substances.

Volunteerism

We have about 11,700 volunteers at over 600 stations nationwide. Volunteers are vital members of our organisation and the communities we serve. We are committed to making sure the volunteer experience is safe, positive and rewarding. Our Volunteerism Strategy 2019–2029 will continue to guide this mahi.

➔ Over the next four years we will:

- improve our engagement with and recognition of our volunteers
- review the volunteer support model to make sure it is fit for purpose
- make sure volunteers and their employers are not disadvantaged as we respond to an increasing number of complex and long events
- work with volunteer brigades and the United Fire Brigades' Association to address differences in the structure of volunteer brigades
- refresh the Volunteerism Strategy 2019–2029.



Building a respectful, inclusive workplace

In 2022, Te Kawa Mataaho | Public Service Commission published the independent review of our workplace culture and complaint handling practices. The report included recommendations to improve our organisation's inclusiveness and culture.

We are committed to creating a positive, inclusive and safe workplace experience for our people, and have established Eke Taumata, a new programme to achieve our long-term workplace changes.

Eke Taumata

Eke Taumata is the abbreviated version of 'Kia eke ki ngā taumata' (to aspire to greater level). We are developing an action plan which will set out the pathway to build a positive workplace experience for our people.

➔ Over the next four years we will:

- work to implement the recommendations from the 2022 Te Kawa Mataaho review, building a workforce defined by respect and inclusion
- raise awareness of professional and peer psychological support
- improve how we collect information so we can learn from our people's experiences
- improve our complaints management framework
- update policies and practices to support a positive workplace experience
- provide training and education to support a positive workplace experience.

➔ We will know we've been successful when:

- our leaders are accountable and leading workplace culture change
- our policies and standards address bullying, harassment and unwanted workplace behavior consistently
- we resolve issues promptly and transparently, with natural justice for all.

Hiwa-i-te-rangi

Hiwa-i-te-rangi weaves Kaupapa Māori throughout our organisation and brings life to our commitment to work with Māori as tangata whenua.

➔ Hiwa-i-te-rangi will:

- increase our te reo and tikanga Māori capability to improve how we interact with iwi and Māori communities
- improve our decision-making in our partnerships with Māori communities
- help us reduce harm from emergencies in Māori communities.

➔ Over the next four years we will:

- build our people's understanding of the importance of te reo and tikanga Māori
- increase our people's cultural capability so we can work effectively with Māori
- recognise and value Māori voices and skills across our organisation
- support diverse ways of thinking to build a respectful workplace.

Kia Toipoto – improving pay equity

Kia Toipoto is a set of actions to close pay gaps in the public sector for women, Māori, Pacific and other ethnic groups. We developed our Kia Toipoto Action Plan to help us do this, alongside an Advisory Rōpū with representatives from unions, associations, internal staff networks and diversity and inclusion champions across the organisation.

Our Kia Toipoto Action Plan help us to address some of the recommendations from the review of our workplace culture and complaints processes. It will speed progress to a fairer, more respectful and inclusive workplace for our people, including wāhine Māori, Pacific women, women from other ethnic communities, disabled people and members of rainbow communities.

➔ Over the next four years we will:

- put in place policies and procedures to reduce pay gaps and improve diversity so we can better reflect the communities we serve
- monitor our progress so we can make changes as we learn from our experience.

Training and development

Strengthening our cultural capability

Māori will always have a special relationship as kaitiaki (guardians) of the environment and Papatūānuku (Earth). Working with Māori before, during and after an emergency can lead to better results for Māori and the wider community.

➔ Over the next four years we will:

- build on our Hiwa-i-te-rangi programme to strengthen individual capabilities and help our people work with iwi and Māori.

Strengthening our leadership capability

Leadership and being a role model are part of everyone's work at Fire and Emergency, regardless of rank or job title. That means we must work together, look out for each other and recognise each other's strengths to be most effective.

Strong leadership capability is a part of putting the recommendations of the 2022 Te Kawa Mataaho independent review in place and achieving the results driven by Hiwa-i-te-rangi, Paearu Mahi, Kia Toipoto and other initiatives.

Our Leadership Development Framework reflects this intent and our values. It provides a common leadership language and is clear on the behaviours that will help us bring leadership into everyone's roles so we can respond to risks and the needs of our communities.

➔ Over the next four years we will:

- promote our values and build increased self-awareness through our personal leadership programme, Lead Self
- continue to deliver our Lead Teams programme, supporting first-line leaders to develop the capabilities they need to build high-performing teams
- design and pilot a Lead Leaders programme
- improve leadership capability through succession planning and delivering basic people leader skills as part of performance and development.

➔ We will know when we've been successful when this leads to:

- our leaders understanding their effect on others and workplace culture, and consistently role modelling our values
- our people feeling valued, safe and supported by leaders who understand their motivations, aspirations and challenges
- our leaders having a sense of common purpose and shared vision and identity, due to our whole-of-workforce leadership development approach
- our people seeing leadership development as a continuous practice and feeling supported to move into leadership roles.

Paearu Mahi

Paearu Mahi is a learning and assessment programme for our frontline leaders. It maintains their competence so that those responding to our most serious emergencies have the right skills and knowledge and keep these up to date.

➔ Over the next four years we will:

- make sure our frontline leaders maintain the capability they need for large and/or complex incidents.

Continuing learning and development

Our people continuing to learn and develop is key to us improving our workplace culture and delivering for our communities.

➔ Over the next four years we will:

- put a Learning and Development Strategy in place that meets our changing needs.
- ➔ We will know we've been successful when we have:
 - career pathways for our people that encourage continued development
 - learning opportunities that are timely and suitable, based on the needs of our organisation and the communities we serve
 - improved use of technology so that our people have opportunities to use effective development and training tools.

Te hanga i te pakihi Building our business

Understanding how best to adapt to our changing environment so we can deliver for communities.

We need to ensure our organisation has sufficient resources and processes to meet the needs of communities, now and into the future.

➔ **Over the next four years our intention is to:**

- start to rebuild a modern and reliable asset base and improve systems for managing our assets
- understand our future requirements and where to build our capability
- seek sustainable funding arrangements to meet current and future resourcing needs.

➔ **We will know we are making progress when we:**

- measure and improve our use of evidence to inform decision-making
- meet our legislative requirements, including emissions reduction targets
- understand and plan for future needs and have sustainable mechanisms for funding them.

The following outlines our plan to achieve these intentions.

Improving our use of data and technology

Effective technology is fundamental to how we achieve our outcomes. Digital technology is in our fire trucks, stations, offices and homes. Our digital environment is constantly changing so we need to make sure we update our technology and skills regularly to continue to deliver our services well.

Digital Strategy

Our Digital Strategy 2021–2027 shows how we will build our ability to collect quality information, improve our networks with other organisations, respond to cybersecurity threats, and work with our people to make sure we build a workplace that meets our future digital needs.

➔ **Over the next four years we will:**

- improve our digital workflow capabilities to reduce administration in our regulatory compliance activities, evacuation schemes, fire investigation and maintenance of readiness to respond.

Data and analytics

We will improve the way we use data and analytics to get insights that support decision-making.

➔ **Over the next four years we will:**

- improve the quantity and quality of analytical intelligence, making it easy to get and use
- improve our information and communications technology systems, capability and functions so our people can develop and use good information to make timely decisions.

➔ **We will know we have been successful when we see:**

- improved analysis from more reliable and more up-to-date data for decision-making and reporting
- smarter and faster connections to information across our organisation and with our partner agencies and external service providers.

Payroll and Human Resources Information System (HRIS) Replacement programme

The Payroll and HRIS Replacement programme replaces our current system, which is coming to the end of its life. The new system will have improved functionality that will help us to better manage and report on our work and pay our people.

➔ Over the next four years we will:

- improve the use of people-related information and reports to enhance our decision-making.

Using our risk management framework

Risk management processes should be part of everything we do. This means we are able to identify, analyse, act on, monitor and report on risks that could impact our ability to carry out our work.

➔ Over the next four years we will:

- further develop our existing risk management framework and processes
- use data and analytics to understand key risk trends and inform how we prioritise our work
- assess our risk management maturity to show progress from our 2022 risk maturity assessment.



Maintaining fit-for-purpose assets to support our work

We have a capital asset base of approximately \$1.8 billion, with 645 fire stations and depots across the country, plus Regional offices, training facilities and National Head Quarters. These are essential for us to deliver effective services to our communities.

We are working to rebuild capacity and improve condition of our asset base to reflect current needs. Our Strategic Asset Management Plan 2019–2045 sets out how we integrate and manage our assets using a consistent approach.

➔ Over the next four years we will:

- seek to understand more the long terms needs of our assets, and the whole life costs of our assets
- understand and define the costs of our legal obligations
- carry out multi-year investment planning based on user needs, evidence based resourcing, statutory frameworks and cost modelling
- integrate our asset management strategy, planning and activity across teams.

It will be critical that we balance strategic needs, investment resource, risk and benefit and our ability to adopt new ways of working. This approach will help us choose projects that focus on delivering our strategic intent or addressing significant operational needs and risks, including health and safety and legislative requirements.

In 2022, an external review of our project, programme and portfolio management maturity showed we had work to do to reach our desired best practice approach. The review noted that the approach to deliver an asset management system was sound, and with some adjustment should deliver our desired outcomes.

➔ Over the next four years, we will:

- build project, programme and portfolio management and prioritisation capability
- design sustainable and repeatable processes that help us to define, manage and deliver benefits
- improve our processes for working with interested parties to support this
- establish an information system to manage and report on our achievements and overall journey to maturity.

Managing our vehicles

We maintain one of the largest fleets of commercial vehicles in the country with more than 1,280 fire trucks and specialist vehicles for responding to emergencies. We use a range of fire trucks for different emergencies across the motu. We manage this fleet through regular servicing, replacing vehicles at the end of their lives and upgrading vehicles as needed.

➔ Over the next four years we will:

- replace our five oldest aerial appliances, after a formal procurement and testing process
- replace some of our Type 3 fleet¹, after a formal procurement and testing process
- produce a Red Fleet Strategy, with input from the Fleet Working Party.

Improving property

We have a property portfolio with over 660 sites across New Zealand, from large modern stations through to small 'garages' in rural locations, leased office premises and specialist sites such as the National Training Centre in Rotorua. Most fire station sites are located in non-metropolitan areas and staffed by volunteers.

Property portfolio building assessments have identified deferred maintenance, refurbishment and redevelopment as problems. We need ongoing investment to make sure these properties are fit for purpose. This is challenging given ongoing funding issues and the continuing changes to risk and service delivery needs.

Our capital works programme will balance complex requirements, including seismic resilience, safety, health and wellbeing, rural integration and design standardisation and sustainability, to improve our infrastructure.

➔ Over the next four years we will:

- ensure properties keep operating during severe natural events and after disasters
- bring properties in high-risk areas up to an appropriate seismic resilience standard
- implement a property asset management system and integrated asset management information system
- advance and complete natural and built amalgamation projects

¹ A common type of fire truck

- review building projects with input from firefighters so we can continue to improve
- refresh portfolio building condition assessments and complete building surveys and investigations
- develop tools to improve how we prioritise investment in sites and identify needs.

Equipment and logistics

As part of our Equipment and Logistics Strategy 2020–2025 we are putting in place an equipment management, maintenance and logistics system. This is based on a 'from factory to fire station and fire ground' approach.

➔ Over the next four years we will:

- implement a new fire hose management and logistics system so we can service brigades and stations more effectively
- implement our fit-for-purpose equipment management, maintenance and logistics system.

Building our critical communications capability

Being well connected in our Reduction, Readiness, Response and Recovery activities is critical. Alongside our partners Police, Hato Hone St John, and Wellington Free Ambulance, we are joining the new Public Safety Network (PSN). The PSN is a new digital communications network for emergency service workers that will go live in 2023. The PSN delivers a single secure digital radio network, greatly improved mobile broadband access and continued access to personal alerting. This network will contribute to better outcomes for the public. Offering increased resilience and access to communications, the PSN will help keep emergency responders safe.

Using the PSN we will receive better information, faster and in more places improving our productivity and effectiveness. With this communications network we have greater situational awareness of incidents, better enabling us to proactively manage and mobilise our people and resources.

➔ Over the next four years we will:

- operationalise the PSN network across the organisation
- enhance our mobile communications capability
- continue to leverage new services delivered by the PSN.



Image credit: NZ Herald

Evidence-based resourcing

Evidence-based resourcing is an integral part of our planning. It informs our future capital and resourcing requirements and how we model our levy needs. It's about having evidence-based processes that inform our investment decisions to meet the changing needs of our organisation and Aotearoa New Zealand.

Evidence-based resourcing aims to:

- use data to improve planning and resourcing decisions across the organisation
- improve how we use data to measure our performance better
- develop a wider level of response capabilities across stations, from base level upwards
- make sure we have the right skills, training and equipment to meet a community's needs.

➔ Over the next four years we will:

- work with staff, their representatives, unions and associations to make sure we have the right skills and equipment in place across our specialist response capabilities, including (but not limited to):
 - working safely in and around water
 - hazardous substances responses
 - Urban Search and Rescue (USAR)
 - prepare a capital business case
 - monitor levy
 - undertake a performance measurement project.

Financial sustainability

All our work is dependent on sustainable and predictable sources of funding. We have immediate cost pressures and have accepted a \$75.4 million Crown loan and committed to working with DIA to lift the transitional levy rate from 1 July 2024. We are also working with DIA to support the implementation of Part 3 of the Act, to provide us with stable, predictable and equitable² future funding over the longer term.

➔ Over the next four years we will:

- draw down on the \$75.4 million loan over the next three years, factoring in repayments from 2025/26
- work with DIA to increase our revenue from 1 July 2024, to meet our immediate cost pressures
- continue to work with DIA to make long-term adjustments to the levy regime that reflects the broad range of work we do under the Fire and Emergency New Zealand (Levy) Amendment Bill, which will come into effect on 1 July 2026
- support DIA as they provide advice to the Minister about the Crown's contribution to our revenue
- work with DIA to provide a picture of our outyear capital needs, to deliver for communities.

Building knowledge through research, planning and Local Advisory Committees

We need to draw on a wide range of knowledge, data and information to make good decisions and investments and adapt to our changing environment.

Our National Research and Evaluation Strategy 2022–2032 prioritises research and evaluation that helps us to achieve our strategic priorities.

Planning helps us to prepare for the future, achieve our strategic priorities and meet our performance targets. It is also one of the ways we include local voices in our strategic planning.

Local Advisory Committees (LAC) capture community insights for planning and improving our local services. Their members have strong connections with a broad range of people and interests in their communities.

We need to complete (LAC) coverage across the country, adding to the seven which have been established since June 2020.

➔ Over the next four years we will:

- establish the remaining LACs
- incorporate LAC insights and advice in our planning and strategy processes.
- continue to deliver research and evaluation to inform our decision-making
- continue to support planning at all levels of our organisation and lift our planning maturity.

Improving how we measure our performance

Our Service Delivery Guidelines define our purpose, 'what good looks like' for how we deliver our services across Aotearoa New Zealand. We need to redevelop them to better reflect the breadth of services we provide under the Act, including our role in enforcing fire safety laws and responding to hazardous substance emergencies. We will improve our performance measures over the coming years and improve our service delivery guidelines.

➔ Over the next four years we will:

- work with others to improve our guidelines and develop new ways of measuring the effectiveness of the services we deliver in our communities.

Our climate response

Our Climate Response Strategy 2022–2030 outlines our commitment and approach for decreasing our carbon emissions.

We have worked to reduce our emissions to meet the target we set – a 19.5 percent decrease since 2018/19 means that we are on track to meet our reduction target for 2025 of 21 percent.

Our strategy and targets align with the Carbon Neutral Government Programme and mean we are well placed to meet its requirements.

Our challenge will be to continue reducing our carbon emissions as there are no viable alternatives for some of our biggest emissions areas (such as fire trucks) yet. We are committed to balancing emission reduction with what we can sustainably fund, without compromising the safety of our people.

² Principles in Part 3 of the Act

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 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 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 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.

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Te Kāwanatanga o Aotearoa
New Zealand Government