10-Year Plan 2020–2030

Te Ratonga Ahi me
nga Ohotata i Aotearoa:
Mahere Mahi 2020 – 2030

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Foreword
He tīmatanga kōrero

I am pleased to present Fire and Emergency New Zealand's first 10-year plan.

Since our establishment in 2017, we have undergone significant changes as we have amalgamated and unified the former fire organisations.

We continue to build an organisation that works closely with communities to identify risk and help them prepare for and recover from fires. The Fire and Emergency New Zealand we are continuing to develop will have a variety of skills and experience, foster collective leadership and continue to respond and adapt to the changes happening in the environment.

We are committed to being strategy-led and in 2019, we launched our National Strategy 2019 – 2045 (Our Strategy) which sets out our strategic direction and priorities for the next 25 years. Our Strategy and this 10-year plan will guide us on how to improve our work with communities and our partners as we continue to develop a broader and more flexible range of skills, expertise and capability.

This plan will help steer us through the next decade as we deliver Our Strategy and help us meet the challenges that we and our communities face. As our strategy indicates, over the next decade the changes in our environment and communities that we are seeing now will continue to accelerate.

Factors such as climate change and an increasing number of severe weather events, new technologies, and a diversifying and aging population are identified in Our Strategy as drivers for a changing environment. These events, and the COVID-19 pandemic, will be the impetus for us to adapt our ways of working to ensure we continue to keep our communities safe. While the effects of COVID-19 are still to be fully understood, we will continue to work closely with our partners and other agencies as our country responds to and recovers from this pandemic.

We will regularly review and revise this plan to reflect ongoing changes in our operating environment, and reflect progress we are making towards our strategic priorities. Regular reviews will also ensure our investments reflect responsible financial management and continue to deliver benefits to our communities.

Thanks to everyone who helped us develop our first 10-year plan. We look forward to working with you as we bring it to life.

Rhys Jones
Chief Executive

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

For more than 150 years, fire service organisations have been at the heart of New Zealand communities, protecting and perserving life and property. The services that we, Fire and Emergency New Zealand (Fire and Emergency), provide are still just as vital to our communities but our role and the types of emergencies we respond to have changed. Our firefighters do much more than fight fires. They work closely with communities to help them prepare for, respond to, and recover from emergencies.

We are a national organisation and, as of 30 June 2020, we have 653 fire stations and depots, almost 15,000 personnel (including support staff), an asset base of $1.34 billion and an annual revenue of almost $626 million. These foundations help us to deliver our purpose under the Fire and Emergency New Zealand Act 2017 (the Act): to protect and preserve lives, property and the environment.

Our statutory remit

We have two main areas of responsibility under the Act:

· A range of emergency management functions.

· A role as a regulator.

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

Our emergency management functions

Main functions

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

Additional functions
Assist with:

· medical emergencies
· maritime incidents
· weather events

· natural hazard events and disasters incidents

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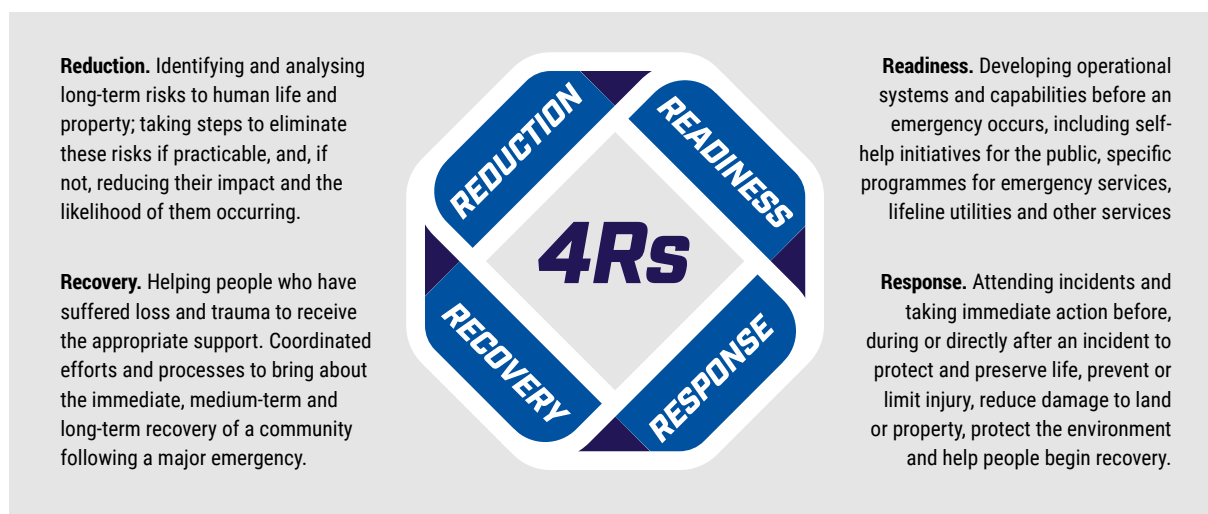We also have a role as a regulator, which is focused on fire safety and fire-related offences. This includes:

· 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.

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

· being consulted on changes to relevant fire bylaws and certain matters of compliance with the Building Act 2004

· providing essential technical expertise on the firefighting capability required for outdoor pyrotechnic displays

· being consulted, as needed, by other authorities when they consider exemptions under their legislation

· being consulted, as needed, by local or regional authorities in the development of local district or regional council plans

· approving certain events or changes, such as the location of fire hydrants.

The 4Rs model

We have adopted the widely-recognised approach to emergency management known as the 4Rs model: risk reduction, readiness, response and recovery. We use this model to help focus our work, and to help communities prepare for, respond to and recover well from emergencies. The 4Rs model is illustrated below.

Reduction. Identifying and analysing long-term risks to human life and property; taking steps to eliminate these risks if practicable, and, if not, reducing their impact and the likelihood of them occurring.

Recovery. Helping people who have suffered loss and trauma to receive the appropriate support. Coordinated efforts and processes to bring about the immediate, medium-term and long-term recovery of a community following a major emergency.

Readiness. Developing operational systems and capabilities before an emergency occurs, including self-help initiatives for the public, specific programmes for emergency services, lifeline utilities and other services

Response. Attending incidents and taking immediate action before, during or directly after an incident to protect and preserve life, prevent or limit injury, reduce damage to land or property, protect the environment and help people begin recovery.

The work we do in our communities spans the 4Rs. Although we have traditionally focused on community risk reduction and response activities, we are also committed to improving readiness, community readiness and with our partners playing a role in recovery activities. Our people are often the first on the scene of an incident and have significant interaction with those who have been affected. By focusing on recovery at this early stage of an incident, we can play a vital role in minimising its impacts.

We are committed to better understanding our roles across the 4Rs over the next decade, and focusing on how we can work with our partners and stakeholders to better serve our communities.

Context for change
Te horopaki

Since our establishment in 2017 we have undergone significant changes as we have amalgamated and unified the former fire organisations. We have become a stronger organisation that continues to adapt to what is happening around us. Climate change, new technologies, changes in our sector and in our population, severe weather events, and more recently, the COVID-19 pandemic, will affect our organisation and our operating environment and bring new challenges to our communities over the next decade.

Our country is becoming more ethnically and culturally diverse[2], more of us are living in cities[3] and our population is increasing[4]. New Zealanders are working longer, living longer[5] and our demographics are changing. For example, an ageing population will need greater community support, which may impact the way we work with communities.

Climate change will bring new challenges to our communities, including extreme weather events, drought, increased days of severe fire weather and ongoing sea-level rise[6]. We expect the number of incidents we respond to will increase over the next ten years.

To address our changing operating environment, we will continue to build our capability and specialised expertise. We will continue to invest in our property, fleet and information and communications technologies to ensure our people are equipped to respond. It will become more important than ever to build stronger connections with local communities. Local Advisory Committees (LACs) and Local Planning are two examples of how we are working to do this.

The social and economic effects of the COVID-19 pandemic will be felt for many years to come. Although these effects are still to be fully understood, we will continue to work closely with our partners and other agencies as New Zealand recovers from this pandemic. We also do not yet know what the full impact will be on our levy, and we will need to adjust our planning as we know more.

Our sector is changing as well. For example, in 2019, the National Emergency Management Agency (NEMA) was formed from the former Ministry of Civil Defence and Emergency Management. We will continue to work closely with NEMA and our other sector partners.

We are prioritising our resources and capabilities so that we can continue to respond in potentially challenging times ahead. We will adopt new technologies to improve our situational awareness, such as the use of drones at wildfires, to help respond to incidents. As we do this, we will be transparent in our decisions, use public money in a responsible and careful manner, and ensure our investments represent good value that delivers for our communities.

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2 Statistics NZ (2018). National ethnic population projections, characteristics, 2013(base)-2038 update
3 Statistics NZ (2017). Urban area population projections, by age and sex, 2013(base)−2043 update
4 Statistics NZ (2016). National population projections: 2016(base)−2068
5 Statistics NZ (2017). Labour force will grow and age
6 Ministry for the Environment (2020). https://www.mfe.govt.nz/publications/climate-change/national-climate-change-risk-assessment-new-zealand-main-report

Why we are writing this plan
Te pūtake mai o tēnei mahere

This is our first 10-year plan and will help us deliver Our Strategy.

We are committed to being a strategy-led organisation. In 2019, we launched Our Strategy which sets out our strategic priorities and strategic direction for the next 25 years. Our Strategic Landscape, at Appendix 1, sets out the relationship between Our Strategy and this 10-year plan.

This plan will guide us through the next decade and will:

- help deliver Our Strategy and our outcomes
- provide clarity on the decisions we need to make, and actions we need to take, to inform our investment over the medium-term.

Over the next 10 years, we will build a unified organisation that will work closely with communities to identify risk and help them prepare for, and recover from, fires and other emergencies. Our unified organisation will have a greater variety of skills, foster collective leadership and continue to adapt and respond to changes in New Zealand's unique environment, now and in the future.

We will regularly review and revise this plan to reflect ongoing changes in our operating environment and the progress we are making towards our strategic priorities. Regular reviews will ensure our plan remains realistic and keeps pace with change.

Our National Strategy and Strategic Framework
Te rautaki matua ā-tari me te tarāwaho ā-rautaki

Our Strategy sets out our strategic direction and intentions over the next 25 years. This includes how we will work better with communities and our partners, lift our capability and build the Fire and Emergency of the future.

Our Strategic Framework sets out the key elements of our direction. It outlines our purpose, vision, outcomes, strategic priorities, values and operating principles to guide us to become a fully unified organisation.

This 10-year plan is structured around our five strategic priorities, which are the areas that we must focus on now, to meet communities' needs and prepare for the future.

Building resilient communities

Te hanga hapori aumangea

Collaborations, 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 hurihuritanga

Our purpose

Protecting and preserving lives, property and the environment

Our vision

Stronger communities protecting what matters

Our outcomes

Communities prepare for, respond to and recover well from emergencies

Our services are valued and trusted

Social, economic and environmental impacts from emergencies are minimised

Our strategic priorities

Building resilient communities

Collaboration, partnerships and influence

Growing our people

Intelligence-led, evidence-based decisions

Keeping pace with change

Our values

We do the right thing
Kia tika

We serve and support
Manaakitanga

We are better together
Whanaungatanga

We strive to improve
Auahatanga

Our operating principles

Put safety, health and wellbeing first

Value people

Champion inclusion

Strengthen communities

Work together

Drive change

Be accountable

Our Performance Measurement Framework
Tā mātou pou tarāwaho ine angitū

We have developed a Performance Measurement Framework (PMF) to help tell our performance story and demonstrate the value we deliver.

We are committed to improving the way we operate, lifting our capability as we build a unified organisation and working more closely with our communities to identify and meet their changing needs.

Our key contribution to improving New Zealanders' wellbeing is the risk reduction, readiness, response and recovery (4Rs) work we do every day in our communities. As a unified organisation, we will be better positioned to:

- reduce risk before an incident happens
- respond as one team when an incident happens
- be effective and efficient so we minimise the effects of emergencies.

Our PMF will help us show how our services contribute to our outcomes and to our purpose, to protect and preserve lives, property and the environment.

The PMF has four layers:

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

Our five strategic priorities are woven throughout the PMF.

We have aligned the benefits we have identified from each initiative in this 10-year plan to the outcome and enabler layers of our PMF. Under each initiative, the PMF outcomes and enablers are highlighted or greyed to show how they align.

Our Outcomes	Ngā Putanga	Our Key Enablers	Ngā Āheinga
Prepared Communities	People
Minimised Impacts	Culture
Valued and Trusted	Resources

Our purpose | Kaupapa

Protecting and preserving lives, property and the environment

Our vision | Matakitenga

Stronger communities protecting what matters

Our outcomes | Ngā putanga

Communities prepare for, respond to and recover well from emergencies

Social, economic and environmental impacts from emergencies are minimised

Our services are valued and trusted

Our impacts | Ngā whakaaweawe

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

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

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

Our services | Ngā ratonga

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

Our strategic priorities | Ngā whakaarotau rautaki

Building resilient communities

Collaboration, partnerships and influence

Growing our people

Intelligence-led, evidence-based decisions

Keeping pace with change

Our key enablers | Ngā āheinga

Organisational health and capability

People + Culture + Resources

Our values | Ngā uara

We do the right thing
Kia tika

We serve and support
Manaakitanga

We are better together
Whanaungatanga

We strive to improve
Auahatanga

Strategic choices
Ngā kōwhiringa rautaki

In delivering this plan we have made key strategic choices to ensure we are best positioned to achieve our goals. These choices are based on our current circumstances and their potential impacts, and what is happening in New Zealand more broadly.

In delivering this plan we will:

- ensure we are meeting our obligations set out in the Act. These include the new functions that were introduced as part of our establishment, such as LACs and better support for our volunteers. Some programmes are currently under development, so we acknowledge timelines may shift as our work programmes mature

- further develop our data and information, asset management, programme, and portfolio capabilities so that we can use these capabilities to make intelligence-led, evidence-based decisions

- continue to build a positive culture so that our people feel safe, welcome and included

- continue to recognise and implement our commitment to working with Māori as tangata whenua.

As we deliver the work in this plan, we will consider the following key financial principles:

- maintain spending levels that are within our operating forecast (as set out in our Statement of Performance Expectations 2020/21)

- operate in a financially responsible, transparent and accountable way, noting the COVID-19 pandemic

- consolidate our work and focus on completing key strategic projects that are already underway[7]

- ensure we have sufficient resources (finances, capacity and capability) before launching major new initiatives or discretionary programmes

- ensure our investments reflect careful financial management and good value for our communities

- maintain a sustainable level of cash reserves

- continue to work with the Department of Internal Affairs on initiatives such as the funding review[8], to give further clarity for the future.

Careful financial management is particularly important, as this is our first 10-year plan. We will review it regularly to ensure it is fit-for-purpose and adapts to our changing operating environment.

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7 Also known as 'legacy work' this refers to projects that are in progress at time of writing, and that were started before development of this plan. Many of these are products of our integration phase (2017-2020) that extend beyond that period.

8 The Government initiated a review of the way that Fire and Emergency is funded. We are mainly funded by a levy on contracts of insurance, where property is insured against the risk of fire. This review sought to find whether there are better ways to fund Fire and Emergency and whether non-insurance funding options would be viable. This review was placed on hold as the government shifted its work focus to responding to the COVID-19 pandemic.

Completing our foundational programmes

Each year as we review our operating environment, we identify new programmes of work and initiatives we need to focus on to help us meet our responsibilities under the Act.

We have implemented new programmes and initiatives since our establishment in July 2017, some of which are completed and some of which are still underway. As well as delivering on our main and additional functions we will work to deliver the key strategic programmes that are already underway.

Completing our foundational programmes already in progress is our focus for the coming years, before undertaking significant new programmes and initiatives. To help us plan in a responsible manner we will focus on the key work we need to complete and deliver in the short term and its impact on the business.

Our key foundational work programmes are set out below:

Building resilient communities	Collaborations, partnerships and influence	Growing our people	Intelligence-led evidence-based decisions	Keeping pace with change
· Risk Reduction Programme · Compliance and enforcement · Local planning · Local Advisory Committees · Code of Practice for Firefighting water supplies	· Māori Outcomes Programme	· Positive Workplace Programme · Volunteer Engagement Model · Psychological wellbeing workshops · Working safely in and around water · Improved Gas Detection equipment	· Availability Messaging System (AMS Phase 3) · Carcinogen Control work programme	· Organisational design · Unified Uniform Programme

As we plan to complete this work, we will take a careful approach to their scale and scope to ensure we can deliver them. Many of these work programmes are also described in detail in the following section because their work extends into the life of this plan.

Key initiatives to 2030
Ngā kaupapa nui ki te tau 2030

This section includes work that will be completed in both the short and long term. Funding decisions are based on a variety of factors and subject to change on an annual basis, or more frequently, depending on what happens in our operating environment. Although we have indicated under each priority what we will deliver over the next 10 years, we are mindful that priorities and timelines can shift as we respond and adapt to changes in:

- the Government's expectations
- our sector
- our communities
- our operating environment.

Roadmaps to show this work and how it will progress over the next 10 years are set out in Appendix 3.

Building resilient communities
Te hanga hapori aumangea

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

Preventing incidents occurring, reducing their frequency and mitigating their impacts will shape our work in this strategic priority over the next 10 years.

We recognise that communities are not all the same and have different dynamics. Over the next decade, we will work closely with partners and communities to better understand their strengths, risks and long-term needs and help them become better prepared and able to respond and recover from emergency events quickly.

We acknowledge that we can't do this work alone. Working with others is critical for success in our communities. That's where this priority connects with our priority about collaboration, partnerships and influence.

Risk Reduction Strategy

We developed our Risk Reduction Strategy 2019–2029 around three key priorities.

- Leading the development of risk management best practice – risk reduction.
- Fostering a risk reduction culture and capability – risk reduction.
- Safer people, communities and environment – readiness and recovery.

Each of these priorities incorporates key programmes that are primarily carried out by our operational (Service Delivery) branch. These programmes are outlined in the following section.

Leading the development of risk management best practice

Our Outcomes	Ngā Putanga	Our Key Enablers	Ngā Āheinga
Prepared Communities	People
Minimised Impacts	Culture
Valued and Trusted	Resources

Our objective

To work closely with our partners to enhance awareness and ownership of the fire risks and other emergencies our communities face. We will also work with our partners to develop, improve and review fire control measures that enable fire to be safely and effectively used as a land management tool.

What we will deliver

- Structured engagement plans to help us work collaboratively on joint initiatives, to maintain relationships with our partners.

- Knowledge and tools to help our people build strong local connections to help them deliver risk reduction activities.

- Outcome-focused and fit-for-purpose contracts and agreements, with clear accountabilities and partnership principles.

- A consistent set of predictive tools and information. These will be available to our people to support planning and decision making, and to our partners to strengthen how we work together to manage risk.

- Increased capability in knowledge and technical expertise across our teams, partners and within the community.

- Clear outcomes and measurements for our interventions and initiatives, so we can evaluate their success.

Expected results/benefits

- Our partners and communities recognise, seek and act on our advice, and have confidence in our technical knowledge, skills and experience.

- Our initiatives and activities are evidence-based.

- Our advice influences government policy and is used to ensure standards are fit-for-purpose.

- Our programmes and initiatives are tailored to communities and focus on reducing risk and building awareness. They are well designed and well run, and regularly reviewed to promote continuous improvement.

Fostering a risk reduction culture and capability – risk reduction

Our Outcomes	Ngā Putanga	Our Key Enablers	Ngā Āheinga
Prepared Communities	People
Minimised Impacts	Culture
Valued and Trusted	Resources

Our objective

To prevent incidents occurring, reduce their frequency, and mitigate their impacts. Our initial focus is to build a consistent and high-quality approach to our core risk reduction interventions so we can respond to our changing environment. This will be a culture shift for us, and we will need to work closely with our people, our partners and our communities, to succeed.

What we will deliver

- Fit-for-purpose policies, tools and guidance to support our districts to deliver consistent readiness and reduction activities.

- Increased capacity to provide best practice advice and expertise to internal and external stakeholders about how we protect, prevent and manage the impact of wildfires.

- Sound research, up-to-date data and intelligence, and communication with local communities to ensure we have accurate information about the nature of hazards and the risk profiles in each location.

Expected results/benefits

- Our approach to risk reduction activities is structured and consistent.

- Our people have appropriate tools and resources to deliver our approach locally.

- Reduced risk means it is safer for our people to work in our communities, and those communities will be safer.

Safer people, communities and environments – readiness and recovery

Our Outcomes | Ngā Putanga	Our Key Enablers | Ngā Āheinga
Prepared Communities	People
Minimised Impacts	Culture
Valued and Trusted	**Resources**

Our objective

To help communities become better prepared for fire and emergency events. We will do this through growing awareness of fire safe practices so that communities and individuals are better prepared to reduce the risk of fires and other emergencies and to recover more quickly if they do occur.

What we will deliver

- A national framework for risk reduction programmes that is based on research and evidence, and specifically aimed at where positive behaviour changes in our communities are needed most.

- A community engagement framework that helps to connect us with our communities and to align local risks and needs with the work that we do.

- Closer relationships with partners, community groups and stakeholders, so we are working towards the same resilience and risk reduction objectives.

- Improved capability to minimise the long-term impact on the wellbeing of those individuals and communities affected by incidents we respond to, and assist them to quickly return to normality.

Expected results/benefits

- Communities are better prepared for emergencies, have greater understanding and ownership of their risks, and are better equipped to deal with them.
- Our programmes and initiatives address community risks, and we engage well with the community to mitigate these risks.
- We are known as a trusted and reliable partner to community leaders and other agencies we work with for the good of the community.

Compliance and Enforcement Strategy

Our Outcomes | Ngā Putanga	Our Key Enablers | Ngā Āheinga
Prepared Communities	People
Minimised Impacts	Culture
Valued and Trusted	Resources

Our objective

To develop over the coming years a national, consistent way of enabling compliance, enforcing fire safety standards and promoting risk reduction. We will also provide professional fire engineering and technical safety advice to government, industry and councils.

What we will deliver

- A structured, comprehensive, and proactive compliance and enforcement system to shape and help us carry out our role as a regulator.

- Easier methods for individuals, organisations and communities to understand and comply with statutory requirements and rules.

- The tools and systems our people need to be confident in delivering this change.

- A compliance and enforcement approach that is risk-based and enhances community safety.

Expected results/benefits

- By helping communities comply with these requirements, there is less damage and loss for communities from fires and other emergencies.
- With improved compliance, buildings are safer, and communities and individuals have better knowledge of statutory requirements and rules.

Incident response capability

Our Outcomes | Ngā Putanga

- Prepared Communities
- Minimised Impacts
- Valued and Trusted

Our Key Enablers | Ngā Āheinga

- People
- Culture
- Resources

Our objective

To improve our incident response capability, so we can reduce the impact of incidents on the community and to reduce our impact on the environment. We will understand how well we respond to incidents, and improving our processes, technology and equipment where needed. Our capability practices and approach will be aligned with international best practice – such as with our Australasian Fire and Emergency Service Authorities Council (AFAC) partners.

What we will deliver

- A unified approach to incident management
- Working with our sector partners, we will build on our response and surge capacity and capability for large-scale incidents with a strong focus on wildfires.
- Strengthened aviation management and standards.
- Improved management of our Urban Search and Rescue (USAR) first response capability and we will maintain our USAR Heavy Team International Search and Rescue Advisory Group (INSARAG)[9] classification
- Improved management of firefighting chemical storage and responses to hazardous substances (including alternative energy storage incidents).
- The working safely around water programme.
- Improved resilience of our Communications Centres.
- Alongside our sector partners, we will develop our capability to deploy internationally to support our international partners as required.

Expected results/benefits

- We have a unified approach to incident management.
- We have stronger relationships with sector partners.
- We have a risk-based approach to service delivery.
- There is stronger community resilience.
- Our responses are improved and our people are safer at incidents.
- We have better data and information to support good decision-making.
- We have an improved response capability for large scale incidents.
- We have increased capacity for specialist response types.

Local Advisory Committees

Our Outcomes | Ngā Putanga

- Prepared Communities
- Minimised Impacts
- Valued and Trusted

Our Key Enablers | Ngā Āheinga

- People
- Culture
- Resources

Our objective

To establish and operate Local Advisory Committees (LACs) across New Zealand. LACs will strengthen connections between Fire and Emergency and local communities by engaging with a wide range of communities and stakeholders to provide strong local perspectives on what matters to our community. LAC members will use their extensive local knowledge and networks to advise Fire and Emergency on local needs, priorities, and risks to inform our national and local planning.

What we will deliver

- LACs in all local areas in New Zealand.
  - We have established seven and when these are running well we will establish LACs in all local areas.
- We will ensure our LACs are well resourced and provide them with the support they need to succeed.

Expected results/benefits

LACS are an enhanced local voice that helps our planning, so we can effectively prepare for, respond to and assist communities to recover quickly from fires and other emergencies.

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9 INSARAG is a global network of more than 90 countries and organisations under the United Nations umbrella. INSARAG deals with USAR-related issues, aiming to establish minimum international standards for USAR teams and methodology for international coordination in disaster response.

Local planning

Our Outcomes | Ngā Putanga	Our Key Enablers | Ngā Āheinga
Prepared Communities	**People**
Minimised Impacts	Culture
Valued and Trusted	Resources

Our objective

Local planning is a management process that uses in-depth analysis to better understand local risks and needs, and how Fire and Emergency's services interact with these needs.

It operates at a district level guided by LAC boundaries and includes seeking advice from a range of stakeholders, including LACs. Local planning requires LACs to share information in a consistent way and, equally, LACs provide advice as to how well our local planning is going. Our local planning will inform our regional and national plans and strategies.

Local planning is a new process and will require a range of skills, capabilities and resources. It will take time for us to establish local planning as we develop, test, and refine our processes.

Expected results/benefits

- We have descriptions of local needs and resources, constraints, capabilities and recommendations on what needs to change to balance these.
- We have a better understanding of how our resources meet local and needs and where gaps exist.
- Communities improve their knowledge and increase their ownership of risks, capabilities and needs.
- We increase interoperability with our partners.
- There is increased recognition of our skills and expertise.

What we will deliver

We will achieve the legislative and strategic intent of local planning through:

- Engagement and relationship building.
- Understanding local needs in a fact-based way.
- Understanding how these local needs match with Fire and Emergency's mandate.
- Understanding and communicating what these needs mean for our planning.

Collaboration, partnerships, and influence
Te mahi tahi, ngā rangapū, me te aweawe

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

This priority is about working more collaboratively with our partners towards shared goals and results. As we build a unified organisation, we have an opportunity to establish a strong role in the emergency management sector.

We will be more effective if we work well with all our partners – locally, nationally and internationally. We will also have more opportunity to influence legislation, policy and best practice to help support our work. Focusing on this priority helps us increase collaboration and interoperability with our partners and increase recognition of our skills and expertise – two of the key impacts set out in our PMF.

Partnership approaches for service delivery

Our Outcomes	Ngā Putanga	Our Key Enablers	Ngā Āheinga
Prepared Communities	People
Minimised Impacts	Culture
Valued and Trusted	Resources

Our objectives

To develop, implement and maintain strong relationships with partners and other agencies to provide more joined-up services, and where appropriate, to help them to deliver services on our behalf. This includes partnerships such as with the emergency sector, forestry, Department of Conservation (DoC) and the New Zealand Defence Force (NZDF).

What we will deliver

Stronger relationships with our emergency sector partners.

Expected results/benefits

- All agencies have a connected approach and work together to ensure we deliver value in our community.
- Services are delivered effectively and without unnecessary duplication, providing value for money.

Communications Strategy

Our Outcomes	Ngā Putanga	Our Key Enablers	Ngā Āheinga
Prepared Communities	People
Minimised Impacts	Culture
Valued and Trusted	Resources

Our objective

To better connect with our people and our communities we will implement our Communications Strategy 2019–2021.

In the coming years, we will develop a longer term communications and engagement strategy to guide the next phase of development. Our Communications Strategy will help us extend our communications to encompass wider sector stakeholder and partner engagement, to enable a coordinated and integrated approach across our organisation.

What we will deliver

- Relevant, accurate, consistent and timely communication with our people, partners and communities.
- Education programmes for communities, in ways that meet their needs better, taking their feedback and preferences into account.
- High-quality information for the public during fires and emergencies.
- Clear communication with our partner agencies to make sure our people and partners are informed and engaged.
- Improved digital information and digital channels.
- A coordinated approach to working with our partners and key stakeholders.

Expected results/benefits

- We have an effective and integrated approach to communications and stakeholder engagement which means better informed people, communities, and partners.
- We make more informed decisions and promote positive behaviour change in our communities.

Māori Outcomes Programme

Our Outcomes	Ngā Putanga	Our Key Enablers	Ngā Āheinga
Prepared Communities	People
Minimised Impacts	Culture
Valued and Trusted	Resources

Our objective

To strengthen our relationships with Māori to address the current disproportionate high incidence of fires and other emergencies, and their impact, on Māori communities.

At the heart of the Act is a recognition of the critical relationships that exist between Fire and Emergency and the communities we serve. We recognise iwi and tangata whenua are key stakeholders, community leaders, and land and forest owners.

What we will deliver

- Strong and productive relationships with iwi and Māori which recognise the importance of iwi being involved in managing the affairs of Māori.
- Māori views are included when communities identify their risks and needs.
- Māori stakeholders will be able to take an active role in designing and implementing Fire and Emergency initiatives.
- Increased recruitment, retention and promotion of Māori staff at all levels of the organisation.

Expected results/benefits

- Māori communities improve their fire safety to reduce incidence of fires and fire-related fatalities and injuries.
- Better fire management of lands and forests through effective partnership and working with iwi and landowners.
- The ability to apply a Māori lens to our organisational systems, processes and policies for leadership, safety, health and wellbeing, recruitment and retention of staff.

- Increased capability and confidence across the organisation so that when services and support functions are designed and delivered, they are evidence-based and culturally appropriate. This includes dedicated research, data and analysis of Māori issues to inform strategies, service design and performance, and to learn.
- A programme of research and analysis of initiatives across the emergency sector and other government agencies to deliver improved services for Māori.

Growing our people
Te whakapakari i ō tātou tāngata

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

This priority recognises the importance of investing in our biggest asset, our people. To deliver the best possible fire and emergency services to support New Zealand, our people need to be at their best; engaged, high performing, feeling safe and valued, and looking for ways to do things better.

We want to create a great place to work – a place where all our people feel that they belong and have the capability, tools and resources needed to meet our challenges now and in the future.

This is a long-term commitment to transform our culture and create a working environment that encourages diversity, creates a shared sense of identity, grows transferable skill sets, helps to professionalise our work and empowers decision-making.

By 2030, we aim to have:

- increased attraction, engagement and retention of our people, to build the best possible fire and emergency services

- a more respectful and inclusive workforce where we live our values

- stronger relationships with our unions and associations built on partnership

- improved safety, health and wellbeing of our people

- increased workforce capability to meet current and future needs

- increased leadership capability and accountability

- increased strategic thinking capability, people intelligence and innovation.

Our People Strategy provides the overarching framework for our work programmes to shape our culture, and support and develop our people.

Our People Strategy

Our Outcomes	Ngā Putanga	Our Key Enablers	Ngā Āheinga
Prepared Communities	**People**
Minimised Impacts	**Culture**
Valued and Trusted	**Resources**

Our objective

To build a diverse workforce for the future that adapts to our changing environment, has strong leadership at all levels and a respectful and inclusive culture that people want to be part of.

The People Strategy centres on three areas:

- safe and connected
- skilled and engaged
- empowered and innovative.

What we will deliver

Our people will be

- Safe and connected:
  - People-related strategies and work programmes that are all implemented in a joined-up, cohesive manner, so they complement each other. This includes our Volunteerism Strategy, Safety Health and Wellbeing Strategy, and our Positive Workplace Culture Programme.
  - Improved cultural capability within our organisation to help us improve outcomes for Māori, Pasifika and other ethnic groups in our communities. We will build a strong respectful and inclusive culture in which our people promote and experience our organisational values.

- Skilled and engaged:
  - An embedded leadership framework that develops our leaders and promotes ongoing learning and achievement, and promotes leadership as everyone's responsibility
  - Improved capability development and talent management
  - Increased change management capability and improved ways of working to support our people to engage in and lead ongoing change and improvement.

- Empowered and innovative:
  - Strong analytics functions so that our data and insights particularly our "people data" can inform and influence decision making.

Expected results/benefits

- Improved capability and engagement of our workforce.
- Fewer workplace accidents and injuries.
- Improved psychological wellbeing for our people.
- Improved recruitment and retention.

Volunteerism Strategy 2019–2029

Our Outcomes | Ngā Putanga	Our Key Enablers | Ngā Āheinga
Prepared Communities	**People**
Minimised Impacts	**Culture**
Valued and Trusted	**Resources**

Our objective

To build a strong and resilient volunteer workforce that is essential for the sustainable delivery of fire and emergency services in our communities. We want to build a thriving volunteer workforce where our people feel valued, safe and supported. We also want to help brigades adapt to changing community needs and organisational expectations.

Our Volunteerism Strategy 2019–2029 (Volunteerism Strategy) contributes to our strategic priorities, and will increasingly do so as the work programme matures.

What we will deliver

- A sustainable volunteering model and volunteer attraction capability.
- We will embed volunteerism principles in our ways of working.
- We will embed volunteer perspectives in organisational decision making.
- Improved support for volunteers, their families and employers.

Expected results/benefits

- Resilient, engaged, and unified volunteer workforce delivering services in communities across New Zealand.
- Thriving volunteerism and a respectful and inclusive culture that makes it easier to volunteer with us.
- Volunteer brigades operate in ways tailored to the needs of communities and Fire and Emergency.
- Volunteers help to ensure our organisation is deeply connected to New Zealand's communities.

Volunteer Engagement Model

Our Outcomes | Ngā Putanga	Our Key Enablers | Ngā Āheinga
Prepared Communities	**People**
Minimised Impacts	**Culture**
Valued and Trusted	**Resources**

Our objective

To establish a model for the way we engage with our volunteers. This will give effect to the new model of relationship between volunteers, brigades and Fire and Emergency through a multi-year programme of change.

What we will deliver

We will embed an agreed model of engagement (replacing the Charter and Model Rules). These are foundational components to support the delivery of our Volunteerism Strategy and future ways of working.

Expected results/benefits

- Our volunteer relationship aligns with the Act.
- We integrate new ways of working with our volunteer brigades into our organisation.

Safety, Health and Wellbeing Strategy

Our Outcomes	Ngā Putanga	Our Key Enablers	Ngā Āheinga
Prepared Communities	**People**
Minimised Impacts	**Culture**
Valued and Trusted	**Resources**

Our objective

To keep our people safe and well, and support them in their work by improving their psychological wellbeing, physical safety and work-related health. Our people work in very challenging environments, often facing critical risks in their day-to-day roles. We want to make sure we support all our people at work, so they go home safe and well every day. We want our people to feel valued, safe, and engaged in the workplace.

What we will deliver

Programmes being completed include:

- Carcinogen control project.
- Psychological wellbeing workshops.
- Health standards project.
- Gas detection project.
- Critical risk management programme.

Expected results/benefits

- Fewer injuries experienced by our people.
- Improved health and wellbeing of our people.
- Fewer medical retirements.
- Our people go home safe and well, every time.

Positive Workplace Programme

Our Outcomes	Ngā Putanga	Our Key Enablers	Ngā Āheinga
Prepared Communities	**People**
Minimised Impacts	**Culture**
Valued and Trusted	**Resources**

Our objective

To implement a work programme addressing the recommendations of the Positive Workplace Culture Review Report[10], and build a workplace where everyone feels supported, safe, respected and included, regardless of gender, ethnicity, age, sexual orientation and religious beliefs.

What we will deliver

- A Behaviour and Conduct Office, a new complaints management system and an improved complaints process.
- Policies and procedures to set standards and ensure consistent management of conduct and behaviour, including:
  - a shared code of behaviour and standards of conduct
  - a policy to address bullying, harassment and victimisation
  - how to manage misconduct
- Improved training and education such as inclusive leadership training, respect training and training to build capability to manage unwanted behaviour.
- A culture champion network.
- Improved alignment with the Public Service Commission's Positive and Safe Workplaces Model Standards[11].

Expected results/benefits

We will know our workplace is one where everyone feels safe, welcome and included when we have:

- an improved workplace culture
- a shared identity that reinforces inclusive leadership behaviours and a consistent application of standards, policies, procedures, guidelines and tools to prevent and address unwanted behaviour
- a sense of collective responsibility to stop unwanted behaviour and raise concerns early, and effective coordination to back this up
- a timely and transparent way to handle complaints, that affords natural justice to all parties
- improved support, education, tools and resources to build our capability to prevent and eliminate unwanted behaviour
- quality data and information that supports continuous improvement.

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10 Judge Coral Shaw (2019). Independent review of Fire and Emergency's workplace policies, procedures and practices to address bullying and harassment
11 Public Service Commission (2019). Positive and Safe Workplaces Model Standards.

Leadership Development Framework

Our Outcomes | Ngā Putanga	Our Key Enablers | Ngā Āheinga
Prepared Communities	**People**
Minimised Impacts	**Culture**
Valued and Trusted	**Resources**

Our objective

To develop:

- a view that leadership is everyone's responsibility and is not necessarily tied to a title, rank or a specific role

- effective leadership development as an ongoing process rather than an event

- leaders who develop other leaders.

The Leadership Development Framework (the Framework) provides a common leadership language and leadership concepts for our people. The Framework views leadership as a resource and capability for the organisation, rather than a title or rank. It is about what our people do to add value for the people they lead and work alongside, and the communities they serve.

What we will deliver

- Increased self-awareness among our people about the leadership skills we need to be effective.

- New clear 'leadership transition pathways' that show potential role progression and career planning for our leaders to develop other leaders.

- Improved development and succession planning so that we identify potential successors and develop them for greater people leadership responsibilities.

Expected results/benefits

- Everyone who wishes to pursue leadership opportunities knows how to do so because of the more cohesive and connected approach to leadership development across the organisation.

- Our leadership culture is consistent, clear about our expectations and aligns with our values.

Lifting our workplace change capability

Our Outcomes | Ngā Putanga	Our Key Enablers | Ngā Āheinga
Prepared Communities	**People**
Minimised Impacts	**Culture**
Valued and Trusted	**Resources**

Our objective

To be more adaptable to a changing environment.

What we will deliver

- We will embed our operating principles in our change initiatives.

- Improved change management acceptance, capability and capacity.

- Change management strategies and resources that help us to better manage change.

Expected results/benefits:

- We are a more adaptable organisation that embraces and promotes change as a constant.

- We have a more engaged workforce because our organisational practices are aligned with our values.

Intelligence-led, evidence-based decisions
He whakatau whakamātautau ā-taunakitanga, ārahi ā-atamai

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

This priority is about building good systems and a strong information culture so we have access to accurate and timely data, information and communications technology (ICT), knowledge and insights to help us make evidence-based decisions. This will help us to manage our readiness, risk reduction, response and recovery (4Rs) activities.

We will develop better tools, systems and processes to turn data into information, knowledge and intelligence. This will help us to deliver more effective and efficient services, improve the ways we work with our partners and stakeholders and help us become a learning organisation.

Our aim in the next decade is to improve our ICT infrastructure so we have:

- improved data, information, knowledge and intelligence that we create, use and share
- a credible evidence base to support decision making at all levels in our organisation
- better information and knowledge management practices and tools
- increased skill sets to use and manage data, information, knowledge and intelligence well
- better tools to help us analyse and understand what's driving our service demands and organisational performance
- shared learnings, information and knowledge with our emergency sector partners to achieve shared outcomes.

Digital Strategy

Our Outcomes	Ngā Putanga	Our Key Enablers	Ngā Āheinga
Prepared Communities	People
Minimised Impacts	Culture
Valued and Trusted	**Resources**

Our objective

To help our people work more efficiently in an increasingly digital environment.

Our Digital Strategy will help us to adopt digital technologies, so our people can do their jobs efficiently and effectively with greater accessibility and ease. Our Digital Strategy will help ensure our ICT systems and processes make it easy for our people to do their day to day work.

Expected results/benefits

- Improved tools and systems that are easy to use and help our people to work better and smarter.

- The right information is available at the right time for those who need it, across all our platforms.

- Integrated data and information systems that talk to our other assets and equipment.

- Our information is centralised, easy-to-access, accurate and protected, to help us make better informed decisions.

- We capture critical response information in the field, increasing the safety of our people and our communities by providing situational awareness.

- We reduce the administration burden for both our people and the public.

- We are more agile and proactive in our planning, to help our people make and evidence-based decisions.

What we will deliver

Over time we will make key changes to the way we work now. We have developed our ICT strategic priorities to guide us:

- Business driven ICT that ensures our ICT infrastructure will meet the needs of our people

- Capturing and recording information and data will allow us to track, monitor and evaluate all our operations, assets and resources, so we can make evidence-based decisions

- Using paperless processes. This will help us store, retrieve, report and share data more effectively

- Enabling our people – giving our people the right tools and information to do their job anywhere

- Being transparent with our people – we are committed to making any ICT change in the right way. This means listening to, partnering and communicating with our people to ensure any new ICT system meets their needs.

Enterprise Information Management Strategy

Our Outcomes	Ngā Putanga	Our Key Enablers	Ngā Āheinga
Prepared Communities	**People**
Minimised Impacts	Culture
Valued and Trusted	Resources

Our objective

To help our people develop and use the best information available to make decisions (together with the Digital Strategy).

What we will deliver

Access to the right data, information and knowledge for our people when they need it by:

- building strong foundations for our data, information, knowledge and intelligence management capabilities
- setting a clear direction for business intelligence and operational intelligence functions
- measuring our data, information and knowledge management practices so they are fit-for-purpose.

Expected results/benefits

- Our people respond quickly, efficiently and effectively because they have access to timely, quality information that they trust.
- A culture change, where we value our information as a strategic asset because it helps us make good decisions.
- Our confidence in our data increases and our data management and data sharing practices improve.

National Risk Resourcing Model

Our Outcomes	Ngā Putanga	Our Key Enablers	Ngā Āheinga
Prepared Communities	People
Minimised Impacts	Culture
Valued and Trusted	**Resources**

Our objective

To improve the National Risk Resourcing Model (NRRM) through information gathered from local planning and LACs; specifically, a deeper understanding of communities' views of their risks, capabilities, and needs. The NRRM is a modelling tool which helps us identify community risks and how we can best allocate resources to mitigate these risks. The NRRM uses datasets of New Zealand community profiles such as demographics, climate, industrialisation and geography to assess current and future risk. We will use the NRRM with other information, such as insights from communities and information from subject matter experts including our own specialists.

What we will deliver

The NRRM will contribute to an intelligence-led and evidence-based starting point for conversations with communities and within our organisation about resources, including capital assets.

Expected results/benefits

The NRRM strengthens our understanding of how we can best use our resources to meet communities' changing needs.

Lifting portfolio, programme and project management maturity

Our Outcomes	Ngā Putanga	Our Key Enablers	Ngā Āheinga
Prepared Communities	**People**
Minimised Impacts	**Culture**
Valued and Trusted	**Resources**

Our objective

To ensure we have an affordable and achievable portfolio and predictable programme and project completion that helps us achieve our goals and deliver expected benefits.

Expected results/benefits

- Improved project programme and portfolio management maturity to improve benefits realisation.
- The majority of projects delivering their benefits as outlined in the project plans.
- There is increased public satisfaction with our service delivery as we meet targets and achieve goals.

What we will deliver

A roadmap showing how we will achieve our our planned improvements. This will:

- integrate portfolio, programme and project management maturity (P3M3) and performance delivery with strategic and business planning to clearly show what achieving our goals looks like and what we need to do to get there

- create a centre of excellence capability framework that supports project management and governance best practices to better enable our people in project roles to be successful. We will provide training in how to use the framework, as well as expertise from our project professionals

- create a monitoring and reporting capability that enables us to make evidence-based decisions about portfolio selection and direction.

Keeping pace with change
Te haere tahi ki ngā hurihuritanga
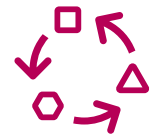
We will be responsive and courageous in a changing environment.

Our operating environment is changing rapidly and we must respond and adapt. We are committed to meeting our communities' needs and helping to reduce the social, economic and environmental impacts of fires and other emergencies.

This section outlines our work to meet the challenges presented by the changes in our communities' demographics, climate, technology and our operating environment. This links closely with our other strategic priorities. Many of our key strategic programmes focus on ensuring that we continue to deliver value in our communities as they change.

Unified Service Delivery

Our Outcomes | Ngā Putanga	Our Key Enablers | Ngā Āheinga
Prepared Communities	**People**
Minimised Impacts	**Culture**
Valued and Trusted	**Resources**

Our objective

To create a unified service delivery that helps to achieve the cultural and behavioural changes that our organisation needs.

What we will deliver

- A unified role and rank structure.
- Common visual identifiers across the organisation.
- A unified competency framework.
- New district boundaries.

Expected results/benefits

All of our brigades provide a reliable level of service that reflects a nationally consistent approach to role, rank and visual identity and takes account of local capabilities to reflect their communities' needs.

Environmental Sustainability Programme

Our Outcomes | Ngā Putanga	Our Key Enablers | Ngā Āheinga
Prepared Communities	People
Minimised Impacts	Culture
Valued and Trusted	**Resources**

Our objective

To operate in a way that minimises our impact on the environment.

What we will deliver

- An Environmental Sustainability Programme to understand and reduce our carbon emissions and waste, which will include a set of principles to help us to carry out this work.
- Collaboration with other New Zealand agencies to develop New Zealand's first national climate change adaptation plan.
- Collaboration with our AFAC partners to pool our knowledge and expertise.

Expected results/benefits

- Reduced impact on the environment and a reduced carbon footprint. Increased awareness of the impact our work has on the environment
- Improved knowledge of how climate change will affect New Zealand, and our ways of working.

Continuous Improvement Programme

Our Outcomes | Ngā Putanga	Our Key Enablers | Ngā Āheinga
Prepared Communities	**People**
Minimised Impacts	**Culture**
Valued and Trusted	**Resources**

Our objective

To continually improve our work practices. This programme will be developed further during the coming years. It is closely linked with our incident response capability, set out in our Building Resilient Communities priority.

What we will deliver

A 'rolling work programme' designed to address, capture and use recommended practice changes and learnings from incident reviews and similar programmes including:

- significant incident reviews, such as the Tasman fires, Fire Brigade Intervention Model, and decontamination and hazmat capability
- positive workplace reviews
- service delivery guidelines updates.

Expected results/benefits

By learning and growing from knowledge of past events, we will be able to:

- respond better and more efficiently to future events
- reduce rework
- apply new ways of working
- support evidence-based decision making.

Research and Foresight Programme

Our Outcomes | Ngā Putanga	Our Key Enablers | Ngā Āheinga
Prepared Communities	**People**
Minimised Impacts	**Culture**
Valued and Trusted	**Resources**

Our objective

To support long-term planning through a new targeted research, analysis and insight programme. Insights will help keep our services relevant as communities and their needs change. This initiative will be scoped over the life of the 10-year plan.

What we will deliver

Deliverables will be developed when we scope this programme over the coming years.

Expected results/benefits

- Our organisation is more aware of future trends that are relevant to our organisation's success.
- Our strategic plans and investment decisions are future-proofed.
- Our risk management improves through early notice of threats and opportunities.

Integrated asset management
Te whakakōtahi rawa

Our physical assets include property (such as fire stations), fleet (such as fire trucks), ICT and operational equipment, provide the platforms and tools we need to deliver services and for our communities. Our assets need to be adaptable to the changes in our environment and in our communities', environmental and technological needs change. We must apply principles of good practice asset management and ensure the way we manage our assets is in line with best practice.

Goals for asset management

Our asset management goals are designed to ensure our assets are fit-for-purpose, adaptable and well maintained to support our current and future service capabilities and delivery. We have five asset management goals which align to our organisational strategic priorities.

1. Asset management strategy, planning and activity is integrated and efficient across teams.

2. We understand and manage the impacts our assets have on the environment.

3. We have a solid understanding of our assets and their costs.

4. Asset planning is integrated with organisational thinking.

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

Achieving these goals and the associated impacts supports the organisation to perform well against its strategic priorities and deliver value for money for New Zealanders.

Strategic Asset Management Plan

To help us manage our assets in an integrated manner, we developed our Strategic Asset Management Plan (SAMP) 2019–2028. This provides guidance for our asset management teams as they develop and maintain detailed asset management plans, investment roadmaps, business plans, business cases and operational plans for our assets.

Our SAMP will help to ensure that investment in our assets continue to reflect good value for our communities. It promotes efficient project delivery, evidence-based investment, and better management of risks and outcomes. Working closely with the NRRM, our asset planning and management practices are optimised to support our organisational priorities and outcomes and to deliver value for money.

Equipment

We will improve how we manage our range of operational equipment throughout its life cycle by adopting a nationally-controlled and regionally-executed integrated Equipment and Logistics Strategy. Over the first three years of this strategy, we will make our equipment and logistics system compliant and resilient. Over time, we will improve capacity and capability of our equipment and logistics system.

We will manage and maintain our equipment to relevant and appropriate standards, invest in new technologies and build strategic relationships with suppliers. This will help us to maintain our critical equipment based on risk, and develop and deploy based on information and evidence.

In managing our equipment well, we want to know:

- what we have got
- where it is
- what it does or is supposed to do
- who uses it and how they use it
- what condition it is in
- when we have a problem with it
- what it costs to operate
- who is responsible for its life cycle management
- how we deliver and support it
- when it needs replacement and with what.

Fleet

Our fleet provides our people with the operational capability to deliver services in communities. Our vehicles need to be right for the task at hand, safe and reliable, legally compliant and cost effective. To achieve this, we regularly service and manage our fleet, replace vehicles at the end of their economic life and retrofit or upgrade our vehicles as required.

Over the next 10 years, we will undertake major asset life cycle replacements, including our aerial appliance fleet as well as ongoing life cycle replacements of other appliance types. We will introduce new appliances as needed and trial prototype appliances to assess whether they are suitable for our needs. We will significantly transform our light vehicle fleet through a roll out of electric vehicles and trial hybrid or full electric fire appliances to determine whether they are operationally and commercially feasible.

We are committed to improving the way our people help us to manage our fleet. Over time, we will transition to online forms and tools, and improve asset management and fault management systems. This will make it easier for our people to record daily checks, log faults, and track their progress. Electronic improvements will help us remotely monitor the status of our fleet. This will allow:

- early notification of faults
- a more tailored approach to diagnosis, repair and servicing
- vehicle location technology
- accidents to be detected and reported automatically.

Electronic forms and tools will give our people access to better data about our fleet, and contribute to improved safety and value for money.

Information and Communications Technology

Information and Communications Technology (ICT) touches every single part of our organisation – at our stations, in our vehicles, and our offices. It's much more than new services and technologies; it's about doing things differently; using different mindsets, skills and data, and new and better ways of working to keep our communities safe.

Over the coming years, our ICT function will develop a clear pathway for how we will use technology better in our work. It's important our people are supported to do their jobs efficiently, effectively and with greater ease and productivity.

The key principles for managing our ICT are:

- Ensuring our systems and applications are safe and secure

- Using cloud-based or 'software as a service'[12] (SaaS) approaches to help us move away from owning and operating physical assets. Cloud-based applications are evolving quickly which helps us to:

  - keep pace with changes in technology faster than we could with our own infrastructure
  - instantly increase performance when we need it through on-demand capacity.

- Improving the way we manage our assets through their life cycle, from procurement to replacement, so they meet our operational requirements

- Planning and modelling our future ICT needs to ensure they are good value for money.

A clear plan has been created our ICT environment. This includes estimated costs of management, replacement or retirement of assets over their usable life.

Property

Over the next 10 years our property management goal is to ensure a unified, fit-for-purpose and well maintained network of facilities to support the work we do in our communities. We will continually manage, our property needs, types and locations over this time. We will be regularly assessing and reviewing the type and number of facilities we need. This will help us to best meet the needs of communities and our operational requirements.

Through good property management, we aim to ensure:

- property decisions are transparent and fully integrated with our operational requirements

- property decisions are matched to risk profiles and operational needs, through consistently applying the NRRM

- where practical, property assets are more flexible, adaptable and in some cases, relocatable, to meet the changing needs of our communities

- there is greater integration with fleet, equipment, and ICT and with our emergency sector partners

- property decisions are responsible and costs are forecasted over the longer term, where possible

- our asset base is managed efficiently, effectively and proactively, resulting in fewer demands on future capital requirements

- our reporting and monitoring of asset performance against standards for asset condition and fitness for purpose is improved

- we are seen as an example of best practice property asset management across the public sector in New Zealand.

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12 Cloud-based and 'software as a service' means that users have access to data and information via the internet, as opposed to data and information being hosted on a device or server physically held within the organisation.

Appendix 1 – Our Strategic Landscape
Te rautaki whānui

The diagram below shows how our 10-year plan connects with the other aspects of our strategic landscape.

Fire and Emergency Board

Provides governance

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 Strategy

Building resilient communities

Collaboration, partnerships and influence

Growing our people

Intelligence-led, evidence based decisions

Keeping pace with change

National Strategy

Sets out long-term strategic direction

Supported by medium term functional and enabling strategies

10-year plan

Sets out our long-term investment priorities

INFORMS

OUR ACCOUNTABILITY DOCUMENTS

Statement of Intent

Sets out our medium-term intentions

Statement of Performance Expectations

Sets annual expectations for our outputs

Annual Report

Summarises our performance and financial outcomes

Our Values

We do the right thing
Kia tika

We serve and support
Manaakitanga

We are better together
Whanaungatanga

We strive to improve
Auahatanga

Executive Leadership Team

Provides leadership

Shorter-term strategic directions

Strategic asset management plan

Strategic initiatives, key change programmes, capital programmes, business plans

INFORMS

Regional Plans

Inform regional activities

The services and activities we deliver help to inform our direction so we can make changes as needed

Local Planning

Local planning in each region informs local activities

Local Advisory Committees

Local engagement and advice to Fire and Emergency

Our Operating Principles

Put safety, health and wellbeing first
Te whakaōhonu i te oranga

Value people
Te matapopore tangata

Champion inclusion
Te whakatairanga whaiwātanga

Strengthen communities
Te whakapakari hapori

Work together
Kotahitanga

Drive change
Anga whakamua

Be accountable
Te whakahāngai taunakitanga

Appendix 2 – How we will fund this 10-year plan
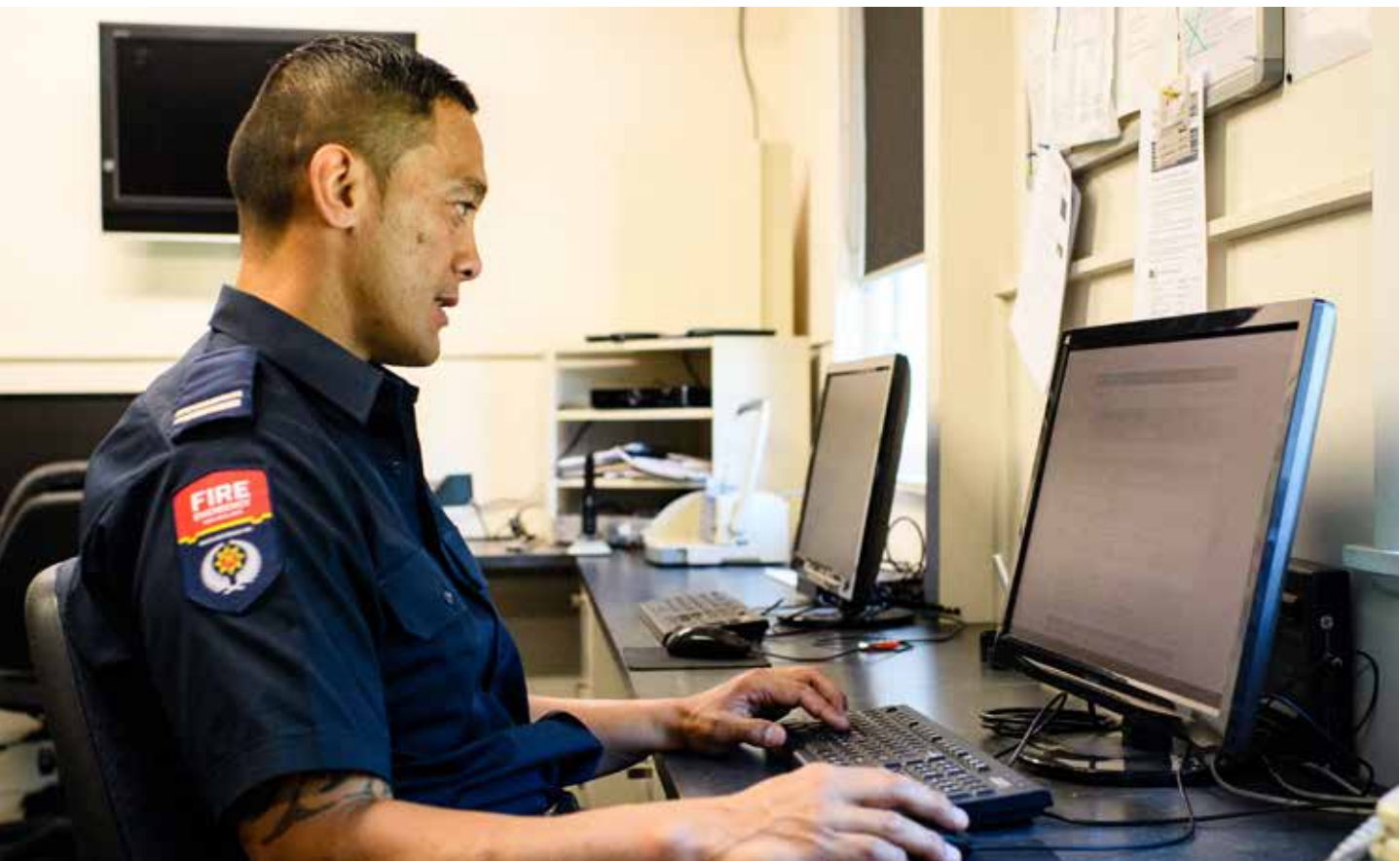## Tā mātou aronga ki te pūtea

We are a large complex organisation with significant capital programmes and fixed costs for the maintenance, management and improvement of our property, fleet, ICT and equipment portfolios. As of 30 June 2020, we have a $1.34 billion asset base. The management of these assets is critical as they directly enable the work we do in our communities. We have significant improvements to make to some of our assets, with a challenging and ongoing work programme to ensure they continue to be well managed and maintained.

Our investment in improvement projects (outside of our capital assets) is a much smaller proportion of our overall costs. As such, we need to make considered investment choices to ensure we are allocating resources in projects that will make the most difference within the organisation and to our outcomes. Our investments help lift our capability so we can provide a high standard of service to our communities and partners.

We continue to look across the organisation for efficiencies, so we can redirect effort to key strategic programmes. However, in the short-term, savings are being sought to ensure the impacts of COVID-19 on our levy funding are managed well. For example, levy funding levels for June, July, and August 2020 have been adversely affected.

As a part of our COVID-19 response (and wider risk management practices), have have stood up an additional facility to draw down funds in the event of a shock revenue loss or funding shortfall.
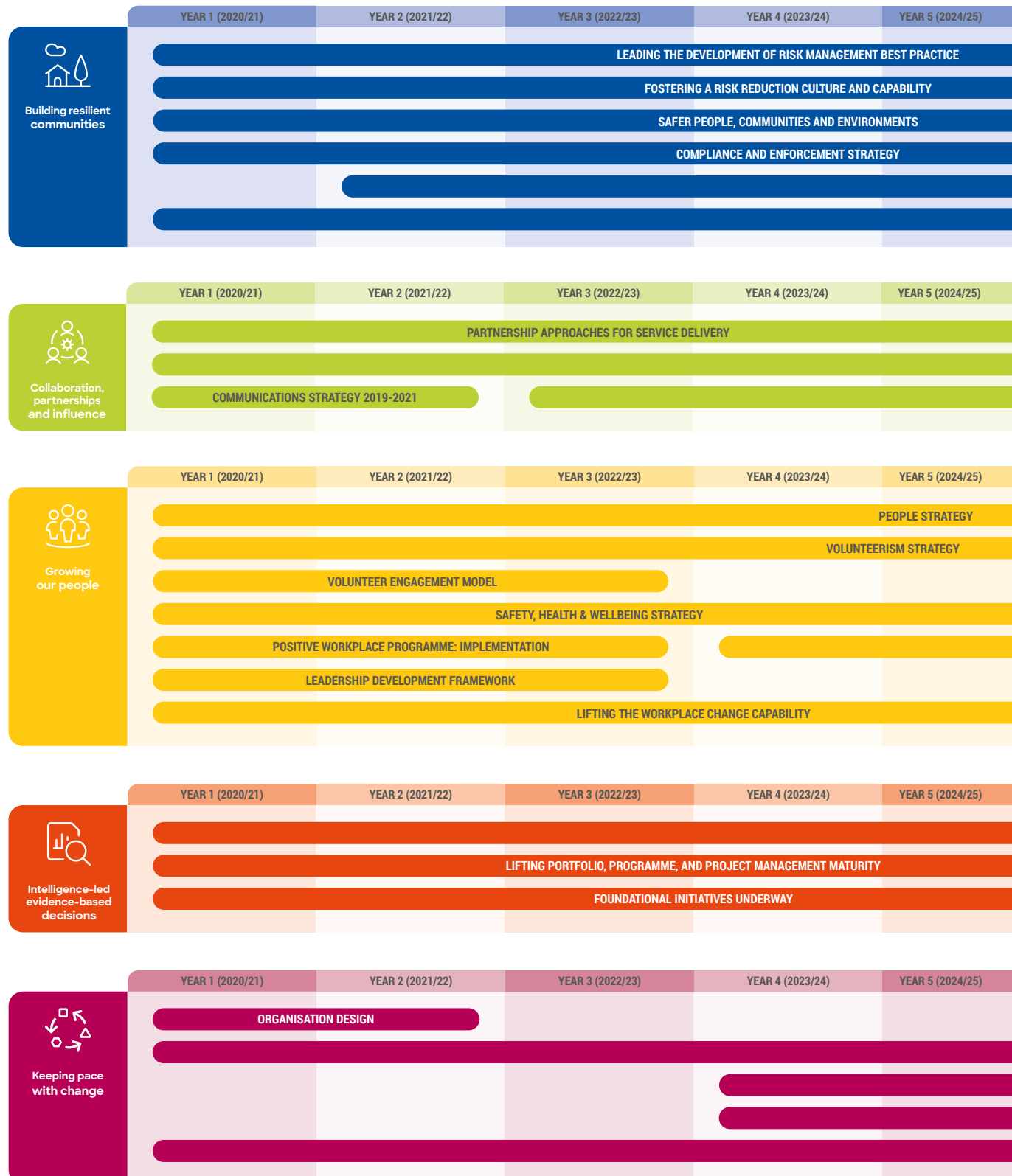
The following table shows our fiscal considerations and what they mean for our work.
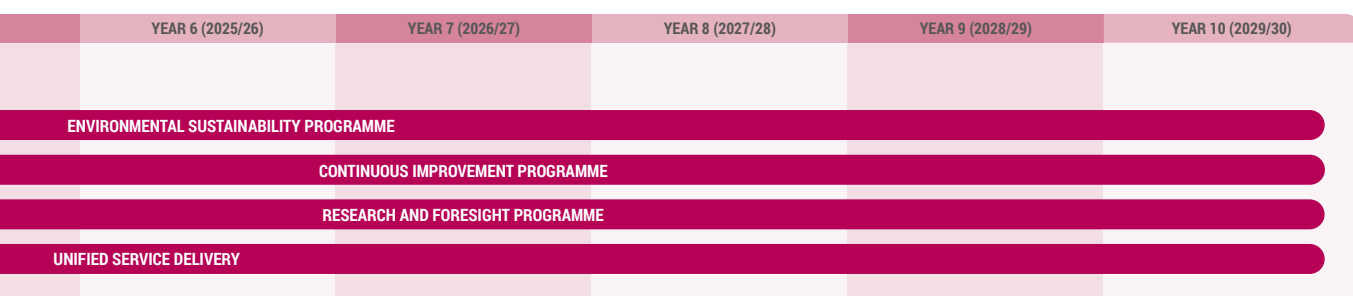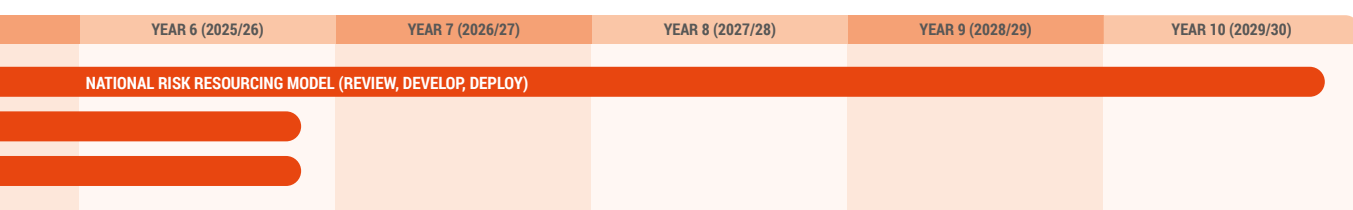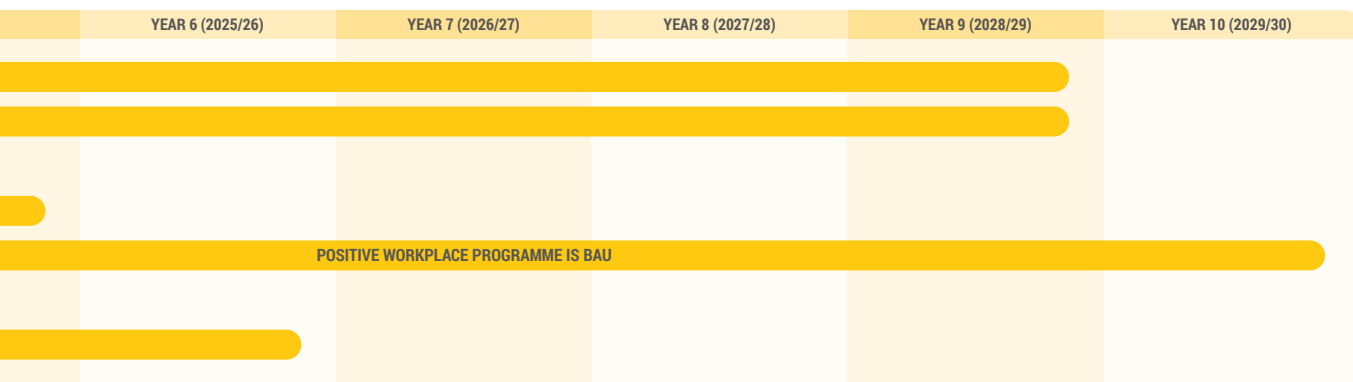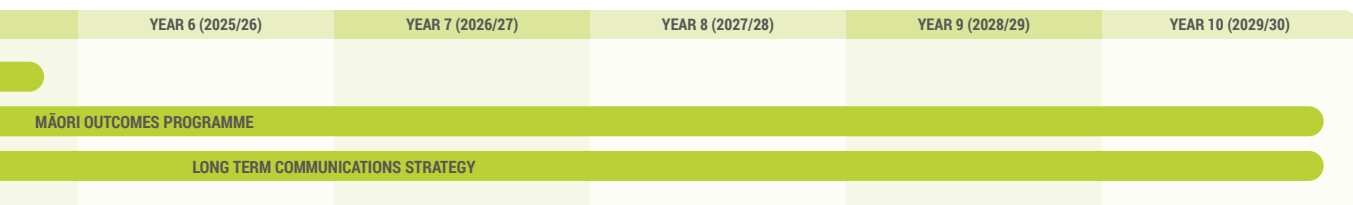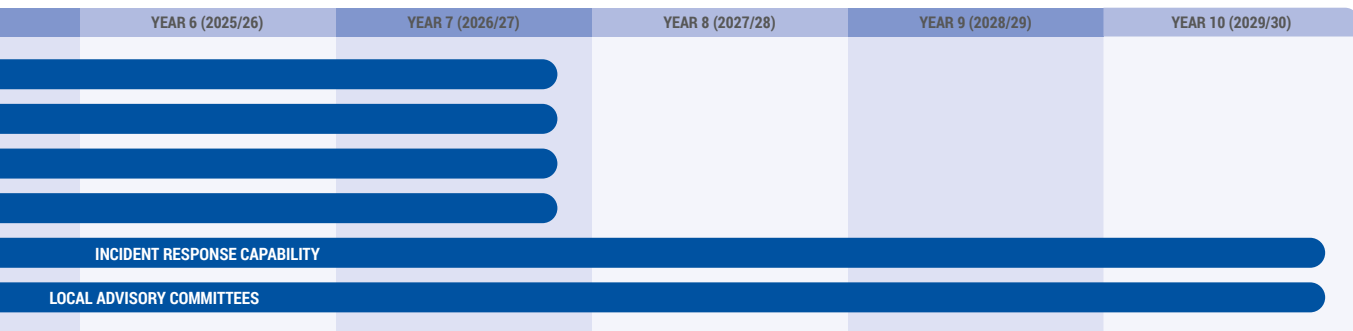
Our fiscal considerations

Fiscal consideration	How we will manage this
Short-term financial parameters	Until a funding review for Fire and Emergency is completed, we will continue to be funded through the fire levy. This levy has traditionally been relatively stable with predictable growth in the levy base factored in each year. The COVID-19 pandemic has created less certainty and will have ongoing effects on the New Zealand economy. In the short term, we need to be prudent and responsible with our financial commitments until we have a clearer indication on how levy will be impacted.
Strategic choice to operate within budget levels	We will maintain our spend at the $617M level, as set out in our 2020/2021 SPE and $618M for the 21/22 financial year. Prudent management of capital expenditure allows us to maintain minimum cash levels required to fulfil our duties. Strategic choices need to be made within these budget levels to ensure our investments reflect good value and we can implement the organisational changes needed.
Boundary of CPI adjustment	Our 10-year plan forecast includes a Consumers Price Index (CPI) component. Given the impact that COVID-19 is expected to have on the economy, there may be an opportunity to incorporate budgeted increases into our responsible fiscal management.
Cash reserves position	Cash reserves are currently positive, but do fluctuate throughout the year. We will need to ensure we are able to fund any large-scale response to major fires or other significant emergencies. If COVID-19 continues to affect our levy revenue, expenditure will be reduced accordingly. We are currently working to ensure we manage this well.
Trade-offs	Our key principles are: · We want to have a minimal impact on our capability to respond to emergencies · We want to protect people's jobs · We are looking for savings that can be varied to suit different needs and can also be reversed if the levy increases. We will prioritise funding for programmes to complete mandatory legislative and health and safety programmes to fit within our budget limits.
Building a flexible model going forward	As our funding is levy-based we need to ensure that we work closely with the Ministry of Internal Affairs to ensure any adjustments in our model increases flexibility in our financial management.

Appendix 3 – Our delivery roadmap
Te huarahi whakatutukinga mahi

This reflects timelines for delivering these strategic initiatives based on the best information at time of writing. As plans develop timelines for some items may shift.

Building resilient communities

YEAR 1 (2020/21)	YEAR 2 (2021/22)	YEAR 3 (2022/23)	YEAR 4 (2023/24)	YEAR 5 (2024/25)

LEADING THE DEVELOPMENT OF RISK MANAGEMENT BEST PRACTICE

FOSTERING A RISK REDUCTION CULTURE AND CAPABILITY

SAFER PEOPLE, COMMUNITIES AND ENVIRONMENTS

COMPLIANCE AND ENFORCEMENT STRATEGY

Collaboration, partnerships and influence

YEAR 1 (2020/21)	YEAR 2 (2021/22)	YEAR 3 (2022/23)	YEAR 4 (2023/24)	YEAR 5 (2024/25)

PARTNERSHIP APPROACHES FOR SERVICE DELIVERY

COMMUNICATIONS STRATEGY 2019-2021

Growing our people

YEAR 1 (2020/21)	YEAR 2 (2021/22)	YEAR 3 (2022/23)	YEAR 4 (2023/24)	YEAR 5 (2024/25)

PEOPLE STRATEGY

VOLUNTEERISM STRATEGY

VOLUNTEER ENGAGEMENT MODEL

SAFETY, HEALTH & WELLBEING STRATEGY

POSITIVE WORKPLACE PROGRAMME: IMPLEMENTATION

LEADERSHIP DEVELOPMENT FRAMEWORK

LIFTING THE WORKPLACE CHANGE CAPABILITY

Intelligence-led evidence-based decisions

YEAR 1 (2020/21)	YEAR 2 (2021/22)	YEAR 3 (2022/23)	YEAR 4 (2023/24)	YEAR 5 (2024/25)

LIFTING PORTFOLIO, PROGRAMME, AND PROJECT MANAGEMENT MATURITY

FOUNDATIONAL INITIATIVES UNDERWAY

Keeping pace with change

YEAR 1 (2020/21)	YEAR 2 (2021/22)	YEAR 3 (2022/23)	YEAR 4 (2023/24)	YEAR 5 (2024/25)

ORGANISATION DESIGN

YEAR 6 (2025/26)	YEAR 7 (2026/27)	YEAR 8 (2027/28)	YEAR 9 (2028/29)	YEAR 10 (2029/30)

INCIDENT RESPONSE CAPABILITY

LOCAL ADVISORY COMMITTEES

YEAR 6 (2025/26)	YEAR 7 (2026/27)	YEAR 8 (2027/28)	YEAR 9 (2028/29)	YEAR 10 (2029/30)

MĀORI OUTCOMES PROGRAMME

LONG TERM COMMUNICATIONS STRATEGY

YEAR 6 (2025/26)	YEAR 7 (2026/27)	YEAR 8 (2027/28)	YEAR 9 (2028/29)	YEAR 10 (2029/30)

POSITIVE WORKPLACE PROGRAMME IS BAU

YEAR 6 (2025/26)	YEAR 7 (2026/27)	YEAR 8 (2027/28)	YEAR 9 (2028/29)	YEAR 10 (2029/30)

NATIONAL RISK RESOURCING MODEL (REVIEW, DEVELOP, DEPLOY)

YEAR 6 (2025/26)	YEAR 7 (2026/27)	YEAR 8 (2027/28)	YEAR 9 (2028/29)	YEAR 10 (2029/30)

ENVIRONMENTAL SUSTAINABILITY PROGRAMME

CONTINUOUS IMPROVEMENT PROGRAMME

RESEARCH AND FORESIGHT PROGRAMME

UNIFIED SERVICE DELIVERY

10-year plan – Asset Class Roadmap

Note: The expected benefits for each work programme is identified in their respective work plans.

Asset class	Strategic Work Programmes	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24
LARGE INVESTMENTS					
Property	Seismic programme	Bring earthquake prone facilities in high risk seismic areas up to seismic resilience standard of minimum of 67% NBS IL4			
	Christchurch rebuild	• Completion of rebuilds of Ilam, Spencerville and Christchurch City stations • Commence and complete construction of Sumner and Kaiapoi station new builds • Complete Christchurch re-build work that started in 2012/13			
	Strategic build delivery programme	Complete at least two new builds annually			
	Deliver on the crown capital funded projects	Deliver construction of 26 projects for completion by June 2023			
Equipment	Replacement of Breathing Apparatus sets	Improve equipment asset life cycle management			
	Replacement of gas detection equipment	• Acquiring multi-functional gas detection systems • Building strategic relationships with suppliers for through life support • Gas detection equipment is well managed and maintained and assets are fit for purpose			
ICT	Replace Station Management System with modern, mobile applications	Determine, design and prioritise replacements for Station Management System			
	Major applications lifecycle refresh or replacement	• Source base Customer Response Management (CRM) platform for Evacuation Schemes • Scope Business Intelligence and determine technology strategy • Implement Evacuation Schemes on CRM platform • Research, scope, and and implement Fire Engineering and Behaviour and Conduct Office (BCO) base platform			• Finalise scope of Business Intelligence, create project team and commence change activities
	Incident Ground Communication (IGC) radio replacements	Replace batteries			
	Paging	• Confirm strategy for paging replacement • Link the delivery of Public Safety Network (PSC) to paging strategy and determine next steps			
	Digital strategy	Strategy developed, approved and implemented			
Fleet	Replace fleet to ensure it remains reliable, safe and operational-ready	Plan heavy aerial replacement		Heavy aerial replacement	
		New Type 3 project Request for proposal (RFP) complete	New type 3 appliances piloted and evaluated		Type 3 appliance replacements

Year 5 2024/25	Year 6 2025/26	Year 7 2026/27	Year 8 2027/28	Year 9 2028/29	Year 10 2029/30

Bring earthquake prone facilities in medium risk areas to seismic standard

- Replacing traditional metal cylinders with light-weight composite materials.
- Managing and maintaining respiratory protection equipment assets to required standards

Procure, replace and progressive roll out of radio equipment

Type 4 aerial replacements

Asset class	Strategic Work Programmes	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24
SUPPORT AND MAINTENANCE					
Property	Ensure our property continues to be safe, sanitary, fit-for-purpose	Planned and programmed property maintenance, replacement work including re-roof, re-paints, door replacement, cladding replacement etc.			
Equipment	Improve equipment management processes	• Remediate equipment asset master data • Building strategic relationships with suppliers for through life support			
		• Develop and deploy equipment assets using National Equipment Management Policies. Procure equipment against robust user requirements and use cases			
		• Plan for equipment replacement before design, operational and economic life expiry • Execute regionally, national maintenance, test, compliance and assurance standards • Deploy national cascade policies for in-service equipment			
ICT	BAU enhancements to existing applications	• Data Hub/API, Weather Stations, FWSYS, SMART • Data quality improvements			
		Routine device replacement			
	Enable Organisation design	Organisation structure system changes			

Year 5 2024/25	Year 6 2025/26	Year 7 2026/27	Year 8 2027/28	Year 9 2028/29	Year 10 2029/30

Asset class	Strategic Work Programmes	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24
BUILDING / MAINTAINING CAPABILITY AND SERVICE PERFORMANCE IMPROVEMENTS					
Strategic Asset Management Plan (SAMP)	Delivering the SAMP		Increase asset management maturity		
Property	Property projects		• Rectify non-compliant baseline ablution, asbestos, seismic and decontamination facility issues • Implement exhaust fume management solutions at all former rural stations		
Property	Property projects		• Deliver live fire pilot facilities		• Implement live fire training facilities as approved / funded
Property	Strategic land banks		Acquire sites for new facilities in identified sites across the country, based on advice from the NRRM		
Property	Building assessment and review		Rolling 3-year building condition assessments of facilities across the country		
Property	Asset management system (AMIS) to build strong information culture		• Define and implement a comprehensive AMIS		
Equipment	Implement the results of the 2019/20 Strategic Review of Equipment & Logistics		• Develop and implement a fit for purpose national logistics system • Transition our 'Depots' to Equipment and Logistics Centres		
ICT	Common Operating Picture		Research, develop and implement improved tools to share with and receive information from our partners and stakeholders at incidents		
ICT	Business and operational intelligence		Design and implement Business Intelligence platform		
ICT	Com Centre programme		Investment in Communication centres infrastructure environment to maintain critical messaging to and from response teams		
Fleet	Prototyping of new products so that our fleet capability remains current	Trial and deploy hybrid and electric vehicles	• Type 1 (4 Wheel Drive) prototype delivered • Light appliance prototype delivered	Research and scoping	Evaluation and procurement of hybrid and electric appliances
Fleet	Appliance life cycle replacement	On-going replacement of end of life appliances			
Fleet	Maintain a safe, compliant and fit for purpose fleet	Routine Fleet maintenance and repair as needed			
Fleet	AMIS to transition to new asset management information system	Develop and issue fleet strategy	Transition to AMIS		
Fleet	Improve service to front line staff, increase fleet efficiency and safety and health wellbeing for staff	Move fleet forms on-line and mobile: Implement fault management system to improve our service to career and volunteer operational staff			

Year 5 2024/25	Year 6 2025/26	Year 7 2026/27	Year 8 2027/28	Year 9 2028/29	Year 10 2029/30
	Implement vehicle telemetry				

Notes
Wāhi tuhituhi