

We are Fire and Emergency New Zealand

Ko te ratonga ahi me ngā ohotata
i Aotearoa mātou



Our National Strategy 2019–2045

Te rautaki matua ā-tari 2019–2045





**Ko te pae tawhiti, whāia kia tata.
Ko te pae tata, whakamaua kia tina.**

Pursue distant goals until they are within your reach.
Once in reach, hold and treasure them.

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Foreword

He tīmatanga kōrero

We are pleased to introduce our National Strategy.

Fire and Emergency New Zealand's first National Strategy is an important milestone, setting our direction so we can meet the challenges of the coming years.

It's important we continue to meet the needs of our communities. A warming climate is causing extreme weather, including drier conditions. Our population is growing, aging and becoming more diverse. Technology is developing rapidly in the communication, infrastructure and transport sectors. All of these changes will affect how we work.

Throughout these changes we must continue to serve our communities. This strategy will help us meet the challenges to come. It will help us think about what we need to do differently and what success will look like. It will guide us as we create a robust and sustainable organisation that better meets the changing demands of our communities. It will ensure we are creating a positive culture and building an organisation that our people and our communities want to be a part of.

Thank you to the people from across our organisation who participated in the development of this strategy by providing feedback and information. Thank you also to the unions and associations who provided input into our strategic priorities. These contributions make us confident that we have chosen to focus on the right things for the future.

We look forward to your continued support as we bring this strategy to life over the coming decades.



A handwritten signature in black ink, appearing to read 'Paul Swain'.

Hon. Paul Swain QSO
Chair



A handwritten signature in black ink, appearing to read 'Rhys Jones'.

Rhys Jones
Chief Executive

Introduction

Kupu whakataki

On 1 July 2017 we celebrated the establishment of Fire and Emergency New Zealand (Fire and Emergency), a Crown entity governed by the Fire and Emergency New Zealand Act 2017 (the Act).

The Act provides the mandate we operate under and sets out our principal objectives, main functions and additional 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 (including guidance on the safe use of fire as a land management tool)



Providing fire prevention, response and suppression services



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



Rescuing trapped people because of transport accidents or other incidents



Providing urban search and rescue service

Additional functions

The Act includes the following additional functions we may do if we have capability and capacity, and provided this does not affect our ability to carry out our main functions



Assisting and responding to:

- Medical emergencies
- Maritime incidents
- Weather events, natural hazard events and disasters
- Incidents where substances present a risk to people, property or the environment
- Any other situation if we are able to help



Promoting safe handling, labelling, signage, storage and transportation of hazardous substances



Performing rescues including line and animal rescues, and rescues from collapsed buildings, confined spaces, unrespirable and explosive atmospheres and swift water



Providing assistance at transport accidents

This strategy sets out how we will continue to meet the needs of our communities and build a respectful and inclusive organisation that is well placed for the future.

This document forms our National Strategy as defined in the Act. It sets out our national strategic direction and intentions.

This strategy is based on our work to bring Fire and Emergency together: our 2017–2021 Statement of Intent, our Blueprint for Integration, the initial Strategic Direction for Fire and Emergency, and the eight key areas of change that we want to make for the future (see page 8). Details about all of these documents are in Appendix 1.

For this strategy, we have chosen to look out to the next 25 years. Over this period we would expect fundamental changes to technology and a better idea of how our operating environment and climate are changing.

Most importantly, 25 years is long enough to make significant changes to the way we work so that we are well prepared to meet our communities' changing needs.

This strategy reflects our enduring commitment to our people, our communities, our sector partners and our partnerships with Māori as tangata whenua.



Our commitment to working with Māori as tangata whenua

Tā mātau tauākī paiherenga ki te Māori hei tangata whenua

Fire and Emergency recognises the status of Māori as tangata whenua and, as such, the importance of Māori communities as key stakeholders in our work.

We recognise:

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

By committing to working with tangata whenua we contribute to a safer environment not only for Māori but for all New Zealand communities.

E whakaae ana Te Ratonga ahi me ngā ohotata i Aotearoa ki te mana o te Māori hei tangata whenua, arā, ki te hiranga o ngā hapori Māori hei hunga whai pānga hira i roto i ngā mahi a Te Ratonga ahi me ngā ohotata i Aotearoa.

E whakaae ana mātau:

- He kaiārahi i roto i te hapori ngā iwi me te Māori me tō rātau wāhanga hira ki te ārai i ngā ahi me ētahi atu ohotata, te whakawhanake i te manawaroa hapori me te whāngai atu ki te urupare ohotata
- He hoa mahi tahi ngā iwi mō te whakaiti mōrea hei kaupupuri hira, ngaringari tonu o te whenua me ngā ngahere
- He nui rawa te pā o te Māori ki ngā ahi mura noa nō reira me whakatikatika tēnei.

Mā te ū ki te mahi tahi me te tangata whenua ka tautoko mātau i tētahi taiao haumarua ake kua mō te Māori anake engari mō ngā hapori katoa o Aotearoa.





New Zealand is changing

Kei te panoni haere a Aotearoa

To inform this strategy, we examined how we work and the communities we work in. We focused on what is changing now, what might change in the future and what these changes will mean for our work.

We are becoming more diverse

New Zealanders are living longer. Twenty years from now, about 6.5 million people will live here. A quarter of us will be aged over 65, and more than 250,000 over 85. Around 4 million people will live in our main urban areas. Almost half of us will be from non-European ethnic backgrounds, and our communities will speak over 200 languages.

Increasing diversity will affect many parts of our lives. Our workplaces will have a greater mix of ethnicities, languages and cultures. Changing demographics will put pressure on infrastructure and resources and on retirement and health systems. Changing lifestyles and rising costs of living in some places will affect people's choices.

As our population ages people may remain in work longer. This will affect recruitment and retention and bring the different expectations, skills and attitudes of multiple generations and cultures to our workplaces.

Embracing diversity will help us better understand and engage with our communities and design effective services that suit different communities. We would like our organisation's diversity to reflect our communities.

Expectations are shifting

With each generation we are seeing changes in what people value and expect. This includes how people feel about the services we provide, whether they want to be part of our organisation and what they expect if they join us. It might mean questions and challenges about how fast and how well we respond, how much our responses cost and our impacts on the environment. Mainstream access to the internet and social media now means that information, news and views about us can be shared instantly and globally.

As we attend more non-fire emergencies, the firefighter's traditional role will continue to evolve. Busier lives and changing expectations may challenge our current volunteerism model as people look for more suitable or flexible ways to volunteer. Like other workplaces, we will need to accommodate flexible hours or locations and provide enabling technologies.

We must find ways to meet these changing expectations so that people from all walks of life value the work we do and want to be part of our organisation.



Technology offers possibilities

Technology is important for our work now, and the future will bring new systems and tools. We will see more homes, buildings, vehicles and everyday items with the built-in ability to process and transmit information. This will affect communications, convenience, safety and technology. Data and information will improve our decision-making and help us carry out our work.

We are already changing the way we work as we manage technological changes. Our people are responding to electric vehicle accidents and we are using drones and sensors for some of our work. We will most likely continue to attend more complex incidents with different risks that could involve new technological solutions.

Understanding and managing new technologies and equipping our people with the right information will be challenging, but technology changes will provide opportunities to develop new skills and bring diversity to our work.

Sustainability is increasingly important

One of the most important issues all countries face is how to curb the effects of climate change and reduce carbon footprints, pollution and environmental damage. As an organisation, we need to look at how our work affects New Zealand's natural environment.

Policy or legislation changes could mean that some of our current technology, use of fossil fuels, chemicals or operating methods may no longer be acceptable in the future. If so, we will need to look for alternatives. This will influence our investment decisions, capabilities and operational techniques.

We need to consider how we can work in a sustainable way to manage our impact on the environment.

Our climate and operating environment could change suddenly...

A catastrophe such as a major earthquake, fault line rupture, tsunami, volcanic eruption, pandemic or biosecurity event could happen at any time. We must prepare ourselves, and empower our communities so they are prepared.

Understanding these changes and being part of relevant policy decisions will help us design appropriate risk reduction and response measures.

...and these changes affect our communities

All communities have different risks and needs, and some are at greater risk of seasonal events such as flooding or drought. As an island nation, many of our major roads and railways at sea level or alongside harbours and waterways may be cut off if infrastructure and key services are disrupted during an emergency. This would have long-lasting and widespread impacts on our communities. We need to work with our communities now to build their resilience by helping them prepare for, respond to and recover well from emergencies.

Further afield, we need to consider how we will support our overseas partners or our Pacific neighbours if they need us in an emergency.

We have looked carefully at how our communities are changing. This strategy sets out what we need to do differently to be effective now and in the future.

To respond to our changing environment, we need to work differently

He ao hou kei mua i a tātou, nōreira me rite

What's driving us

In response to the challenges that New Zealand is facing, the Government intends to build a productive, sustainable and inclusive economy and improve well-being for New Zealanders.¹

The focus on improved well-being is supported by the Living Standards Framework, designed by Treasury and aligned with international thinking.² This framework is based on improving well-being by growing four capital elements: natural, human, social and financial.³

In addition to these government goals, our work is guided by the mandate set out in our legislation and the 'four Rs'⁴ of emergency management: risk reduction, readiness, response and recovery. The four Rs model is widely known across our sector. It describes how we improve readiness or reduce risk in our communities, how we respond during or after an event and how we help communities recover.

Our key contribution to improving New Zealanders' well-being is the risk reduction, readiness, response and recovery work we do every day in our communities.

What has shaped our new direction

We developed a new operating model⁵ to shape the new Fire and Emergency and to respond to our changing environment. As part of this, we identified eight key areas of change that we wanted our new organisation to make for the future:

- Strategy-led
- Community focus
- Empowered decision-making
- Insight from intelligence
- Risk reduction
- Transparency of investment, cost and value
- Learning organisation
- Inclusive and dynamic people system

These areas of change are where we are committed to doing things differently to improve our organisation for our people and serve our communities better. The eight key areas of change are the foundation of this strategy. They are reflected in our strategic priorities, which are described in detail in this strategy.



¹ *This is our plan. The Government's priorities for New Zealand*, 16 September 2018.

² *How's life? 2017: Measuring well-being*, OECD Publishing. ISBN 978-92-64-28390-9 © OECD 2017.

³ Burton, Tony. *The Treasury approach to the living standards framework*, Treasury paper, 22 February 2018. 978-1-98-853487-9.

⁴ *The four Rs*: Ministry of Civil Defence and Emergency Management.

⁵ 'The eight key areas of change', in *A unified Fire and Emergency New Zealand: proud history, bright future*. A proposal for consultation, 24 August 2018, page 39.



Our new direction starts with a new strategic framework

Our strategic framework starts with our purpose and vision:

- Our purpose is why we exist: **protecting and preserving lives, property and the environment. Te whakamaru me te tiaki i ngā tāngata, rawa me te taiao.**
- Our vision is what we aspire to be: **stronger communities protecting what matters. Ngā hapori kaha ake e whakamaru ana i ngā mea hira.**

We have three outcomes which describe our long-term goals for New Zealand and our communities. These are the end results that we want to achieve for New Zealanders. They set out how we improve well-being, add value and make a difference:

- **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.**

We have developed five strategic priorities, which this strategy describes in detail. These are the areas that we must focus on now, to meet our communities' needs and prepare for the future.

We have developed new values to create a respectful and inclusive culture that we can all be proud of, and that our people and our communities want to be a part of.

We have developed our operating principles in accordance with our legislation and they guide our decision-making and our actions. They are shown on the next page.

Our new strategic framework is shown on the next page. Its elements help us create a robust and sustainable organisation that better meets the changing demands of the communities we serve.

We are Fire and Emergency New Zealand

Ko te ratonga ahi me ngā ohotata i Aotearoa mātou



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

The story behind our new strategic framework

Te whakatupuranga o te pou tarāwaho ā-rautaki

This framework moves us towards our new purpose and vision of: **protecting and preserving lives, property and the environment;** and **building stronger communities protecting what matters.**

The visual design anchors the messages about who we are and what we stand for:

- The silver fern reflects where the organisation has come from. It forms a strong connection with the organisation's crest. It represents strength and enduring power. It provides a sense of connection to New Zealand. The second fern of our current crest is watermarked into the background to represent our past and what has gone before.
- The koru focuses on the future of Fire and Emergency. It represents a strong sense of regrowth, movement and new beginnings. It reflects the strength of a relationship within a family or organisation.
- The tuakana (the older koru fern) shelters the taina (the younger koru) as it grows and unfurls. Together they make up the key design that we have chosen for our strategic framework.

To reflect our enduring commitment to tangata whenua, we have drawn from Māori symbolism to tell the story of our values.

We do the right thing – Kia tika is drawn from the image of a growing heart. The heart guides our decisions and gives us the inner courage to make choices we feel are right, if not necessarily easy. The interconnecting shapes represent combining the heart and mind.

We serve and support – Manaakitanga is based on the stylised concept of two hands, symbolising being proactive and responsive both inside and outside our organisation.

We are better together – Whanaungatanga is drawn from a flax weave and is based on the strength and flexibility that come from being connected and interwoven, contributing to us working together to create a unified organisation.

We strive to improve – Auahatanga uses the poutama to represent growth and striving ever upwards. The poutama is used on our fleet and some of our corporate publications.



Our strategic priorities

Ngā whakaarotau rautaki

This strategy is centred around our five strategic priorities. These are the areas where we need to make the most change now.

Two of our strategic priorities focus on the way we work outside our organisation, within our communities and with our partners.

Three of our strategic priorities focus on changes that we need to make within our organisation.

Our strategic priorities are set out below and in more detail on the following pages.



Building resilient communities **Te hanga hapori aumangea**

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

Te whakamana hapori hei tautohu i ngā mōrearea, i ngā hiahia ā-rohe kia pai ai tā rātou whakarite i te huanga mai o ngā ohotata.



Collaboration, partnerships and influence

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

Te mahi tahi, ngā rangapū, me te aweawe

Te mahi tahi ki tētahi tūranga pakari, mahi tahi ki tō tātou rāngai me he aronga ki ngā hua ngātahi.



Growing our people

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

Te whakatipu i ā mātou tāngata

Ko te haumi i ā mātou tāngata kia tipu ai tētahi ahurea mahi tiketike me te waihanga i tētahi whakahaere e kukume ana me te pupuri i te hunga whai pūmanawa e hiahia ai ā mātou tāngata ki te mahi.



Intelligence-led, evidence-based decisions

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

He whakatau whakamātautau ā-taunakitanga, ārahi ā-atamai

Mā te whakatau whakamātautau ā-taunakitanga tātou e āwhina hei tuku i ō tātou hua, me te whakatinana i ngā nekehanga rautaki.



Keeping pace with change

We will be responsive and courageous in a changing environment.

Te haere tahi ki te hurihurutanga

Ka noho mataara tātou ki te mahi, ka noho māia ki te ao hurihuri.

These are the areas we have chosen to focus on now. They underpin our direction and will inform our planning and the way we will work now and into the future.

Building resilient communities

Te hanga hapori aumangea



Why is this a priority?

One of the most important things we do is help communities reduce risks and prepare for emergency events, so they are more resilient if events occur.

Communities are not all the same and have different dynamics, strengths, risks and needs.

Some environments present specific risks such as tsunami zones, floodplains, areas prone to landslips, volcanic or seismic activity, rising sea levels and increasing risk of wildfire.

Communities may need extra support if they are remote, have unique risks, or are unable to help themselves.

We will focus on working with communities to match risk reduction measures, readiness and response activities to local risks and needs. Our Risk Reduction Strategy 2019–2029⁶ describes this in more detail.

What do we need to do?

We will help communities to identify, assess and manage their own risks, and to plan for emergency events.

To best help our communities, we need to work with them to understand their capabilities and local risks and needs.

Our approach to modular service delivery⁷ and Local Advisory Committees⁸ will help us find ways of working well with communities.

By working more closely with partners, communities and local groups, we will have a good understanding of the resources they need, and how we can work better with them in an emergency.

What shifts will we see?

- Communities' changing needs inform our work.
- We serve communities according to their local risks and needs.
- We empower communities to identify and own their risks and needs.

What will success look like?

Communities:

- are engaged, with increased awareness of local risks
- acknowledge their roles and responsibilities for managing risk and building resilience to recover from an event
- are more able to respond to and recover from specific local risks or emergencies
- actively volunteer in our organisation.

Fire and Emergency:

- helps communities take responsibility for managing local risks
- supports communities by recognising their differences, diversity and local risks
- has a strong relationship with our diverse communities and aligns our approaches to local customs and practices.

⁶ Fire and Emergency New Zealand. Risk Reduction Strategy 2019–2029.

⁷ 'Modular service delivery', in *A unified Fire and Emergency New Zealand: proud history, bright future*. A proposal for consultation, 24 August 2018, page 49.

⁸ *Fire and Emergency New Zealand Act 2017, Part 1, section 14, Purpose and functions of local advisory committees.*

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

Te whakamana hapori hei tautohu i ngā mōrearea, i ngā hiahia ā-rohe kia pai ai tā rātou whakarite i te huanga mai o ngā ohotata



Collaboration, partnerships and influence

Te mahi tahi, ngā rangapū, me te aweawe



Why is this a priority?

Public sector agencies are increasingly encouraged to work together towards shared goals.⁹

The public expect emergency services to be efficient, effective, transparent and good value for money.

As a unified organisation, Fire and Emergency has an opportunity to establish a strong role in the emergency management sector and more broadly.

We will be more effective if we work well with our partners. We have an opportunity to influence relevant legislation, policy and best practice to help support our work.

What do we need to do?

We need to focus on stronger collaboration, including internationally, so we can learn from others. We need to identify key partners and understand how they work and how we can work well together.

We need to play a stronger role in relevant policy development, particularly for building design and infrastructure standards. Our operating methods should complement those of our partner agencies and should be environmentally, economically and socially sustainable and efficient.

As legislation or policy changes, we may have to work differently or work with others towards shared sector outcomes.

We will need to find appropriate ways to share research, data, information, knowledge and best practice within our organisation and with others.

We will build strong sustainable partnerships with Māori as tangata whenua in their roles as landowners and within communities. This strategy recognises the importance of our Māori Outcomes Programme¹⁰ and its key principles in the work that we do.

What shifts will we see?

- We coordinate, cooperate and connect better with others in our sector.
- Respectful partnerships with Māori as tangata whenua and with our diverse communities.
- Strong partnerships with other agencies, including complementary services and capabilities.
- We influence policy, standards, legislation and best practice where they relate to our work.
- A leadership role in responses where we have expertise.

What will success look like?

- We recognise the value of partnering with others.
- We know how our services complement others and meet our communities' needs.
- Good communication with others at all levels.
- Communities and our sector partners value and seek our expertise.
- We understand our role in the emergency management sector and are clear where we lead or support others.
- We have clear guidelines for engaging with stakeholders. Leaders at all levels understand our approach and how they fit in.

⁹ State Sector Act 1988 part 1A: "The purpose of this Act is to promote and uphold a state sector system that (a) is imbued with the spirit of service to the community; and (b) operates in the collective interests of government".

¹⁰ Fire and Emergency New Zealand. Māori Outcomes Programme. 2019.



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

Te mahi tahi ki tētahi tūranga pakari, mahi tahi ki tō tātou rāngai me he aronga ki ngā hua ngātahi

Growing our people

Te whakapakari i ō tātou tāngata



Why is this a priority?

Our people are at the heart of everything we do. They are our connection with communities around New Zealand and they have first-hand knowledge of local risks and needs.

To be effective, we must have a sustainable workforce that is well trained and equipped at all levels for the work we do. To attract future generations to our organisation, we must offer an environment and opportunities that make people want to join us, where they feel safe and valued and are well-equipped for their roles.

A more diverse workforce will help us better reflect the communities we serve, understand our communities, and respond effectively as they change.

Our culture and working environment will ensure people from other organisations we work with feel safe, welcomed and confident that we are well equipped to carry out our roles.

What do we need to do?

We will build a respectful, inclusive and diverse culture in which our people are well equipped to do their jobs, valued and treated fairly. Our behaviour will reflect our values, and we will hold each other to account.

We will support modern ways of thinking and working, including flexibility for career, volunteer and non-operational roles. We will embrace sustainable volunteerism as set out in our Volunteerism Strategy 2019–2029.¹¹

We will give our people valuable training and opportunities at all stages of their lives and careers so they are well equipped for their roles and we get the best from multiple generations in the same workplace.

We will train and develop leaders at all levels. We will give our managers, leaders and aspiring leaders the skills, resources and confidence to do their jobs well.

What shifts will we see?

- Training and development that supports our people and is meaningful and relevant to their current and future roles.
- Career opportunities for a diverse range of people at all levels.
- We adapt to generational shifts, technology changes and new and different ways of working.
- A respectful and inclusive environment, founded on trust and respect.
- A safe working environment where our people feel supported, connected and included.
- A diverse organisation that reflects our communities.
- A strong identity within our organisation, across our wider workforce and the sector.
- A modern workplace where our people have the right skills to do their jobs and can grow in their roles.

What will success look like?

- Our people will be comfortable with change.
- We develop our people to be future leaders. At all levels, our people feel well equipped and supported to do their jobs.
- Our people know the work they do is meaningful and we value their skills and expertise.
- Our people are confident about our direction, what we are trying to achieve and how our work improves our communities' well-being.
- We measure, report and monitor our investment in our people so we understand our impact and can continue to improve.
- We live our values and our people feel safe and respected.

¹¹ Fire and Emergency New Zealand. Volunteerism Strategy 2019–2029.



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

Te hanga i tētahi whakahaere whai ahurea whakaute, tāwhiri hoki, ka pīrangi ngā tāngata ki te whai wāhi mai



Intelligence-led, evidence-based decisions

He whakatau whakamātautau ā-taunakitanga, ārahi ā-atamai



Why is this a priority?

Every day our people make decisions that affect lives, property and the environment, whether in front-line or non-operational roles.

We need good data, information, knowledge and insights to help us make sound evidence-based decisions and manage our readiness, reduction, response and recovery activities. We will use what we learn to improve how we make decisions.

This priority outlines how we will build good systems and a strong information culture so we have access to accurate, timely data, information and knowledge.

Access to accurate information is important because it supports our work with government, our stakeholders and partners, linking to our priority about collaboration, partnerships and influence.

What do we need to do?

We will follow best practice, using information appropriately at all levels to support transparent and informed decision-making. We will develop fit-for-purpose solutions, systems, tools and training and encourage our people to use them.

We will grow our people's skills in using data and information and ensure they know what information they need, are confident that the information is accurate, and can access and use it easily.

We need good reporting and baseline data on our work. This will help us understand how we are working, what we need to change, how the change is working and what else we need.

Good systems that evaluate our effectiveness will help us communicate the benefits of what we do and the impacts we are having, and to tell our performance story.

We will work with partners, agencies and stakeholders to share information well, support collaborative ways of working and contribute to shared goals.

What shifts will we see?

- Our work is intelligence-led and good data helps us make decisions proactively.
- Good data, information and knowledge drive continuous improvement.
- We treat information as an asset. Our information management and use meet best practice standards.
- We support our people to make decisions appropriate to their roles and in line with our organisation's direction.

What will success look like?

- We have fit-for-purpose systems and processes to capture, store and share data and information. These are easy to access and use.
- We make the right information available at the right time for those who need it.
- Our information helps our people make good decisions.
- We understand risk well, use resources where they are needed most and provide an evidence base for our decisions and their impacts.
- Our data and information systems are integrated with our other assets.
- We use our information to help us improve and tell a strong performance story.



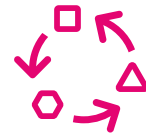
Evidence-based decision-making will help us deliver our outcomes and make strategic shifts

Mā te whakatau whakamātautau ā-taunakitanga tātou e āwhina hei tuku i ō tātou hua, me te whakatinana i ngā nekehanga rautaki



Keeping pace with change

Te haere tahi ki ngā hurihuritanga



Why is this a priority?

The demands on our organisation are changing as our communities change. As we work with communities to identify local risks and needs, we need to change our own organisation so we can serve them better.

Sustainability is becoming increasingly important and we will need to consider what it means for our work.

There is also a growing interest in our funding model, and the value this delivers. Demonstrating our value will help us stay relevant to our communities and continue to serve them as our operating environment changes.

We need to find sustainable and relevant ways to keep pace with change and to invest in new and different capabilities as needed.

What do we need to do?

We will look at how we can invest in change now and in the future. Our investment must reflect our Act and our activities across the four Rs. It must complement our partners' work, and show in how we serve our communities.

We need to understand how new capabilities and investments will affect our people, systems, training and culture. During any change, we must continue to serve our communities.

We will follow sustainability principles when deciding how to invest. For example, we will consider how disposing of equipment, vehicles and other assets that we no longer use affects the environment.

We will follow principles of good governance when deciding how to invest. We will need to respond courageously to our changing environment and stop or adjust things that aren't working well.

We will need to consider the broader effects of any change on our existing assets and capabilities, partners or stakeholders.

What shifts will we see?

- We understand how our operating environment is changing, what this means for our work now and what we will need to do differently.
- Our investment is well-balanced. It reflects our services and the capabilities we need to deliver them effectively and efficiently.
- We can adjust what we invest in as our work changes, considering relevant legal and policy implications.
- As we invest in new capabilities, we prioritise those that help us respond effectively in a changing environment.
- We work with others to identify complementary capabilities so we don't duplicate services our sector partners are already providing.

What will success look like?

- Our capabilities are appropriate to our work.
- Our capability matches local risks and needs and maximises local skills and resources.
- Our investment decisions are efficient, effective and transparent and follow sustainability principles.
- We have the capabilities and resources to provide effective and efficient services to our communities now and in the future.
- We can deploy quickly for local incidents as well as responding to multiple large-scale or specialist emergencies.
- We work well with other agencies in our sector and understand how their investment in their own capabilities affects us.

We will be responsive and courageous
in a changing environment

Ka noho mataara tātou ki te mahi,
ka noho māia ki te ao hurihuri



Implementing this strategy needs commitment from everyone

Mā tō rourou, mā tōku rourou ka tutuki pai ai tēnei rautaki

Our leaders

This strategy should drive the focus of our activities. We should align our planning to it so that we are all working to a common goal. Our leaders will help make this strategy real for our people by helping us to think and act differently.

Our people

This strategy will help our people understand:

- our direction
- what we are focusing on as an organisation and why
- how the changes they see in their local area fit into the bigger picture
- what local changes mean for how we will work in future.

Our unions and associations

This strategy sets out our direction and our commitment to the people our unions and associations represent. It will help our people understand what we need to change.

Our partners

This strategy assures other government agencies, partners and stakeholders we work closely with that we are committed to working collaboratively across the emergency sector to serve our communities.

It helps New Zealanders, our communities and visitors understand how we are changing.

Across New Zealand, our people, communities and visitors can be reassured that we will continue to work hard to protect and preserve lives, property and the environment.





What comes next

This strategy will inform development of a 10 year plan and our long-term investment planning.

Our new Statement of Intent will reflect this strategy and in turn inform our future Statements of Performance Expectations. This will help to ensure that our work is joined up and our direction is clear.

We have set out our strategic landscape to show how this strategy fits with our 10 year plan and the work that we do in our communities. This is in Appendix 2.

Over time, our strategic priorities, shifts and success measures will become visible in our work. This will be reflected in our accountability documents.

Keeping this strategy current

This is the first National Strategy for our new organisation so we will inevitably make faster progress in some areas than in others.

We may need to 'test and adjust' in the coming years to ensure that we are still making the right choices for the future, and that our strategic direction remains current and focused on the right things.

We will regularly check how our operating environment is changing, and will respond appropriately.

Strategic change is a step-by-step process, with every small change combining to move the organisation forward.

As we make changes, our work will improve well-being and achieve better outcomes for New Zealanders.



Our future – better together

Ka pūawai ngātahi tātou

Many of the challenges we face are complex, so we need change how we work. This strategy reflects our commitment to changing over time. In setting the future direction for our organisation, we understand more clearly how our planning, training and investments must work together to meet these complex challenges. Our focus on living our values will become key as we build a respectful and inclusive organisation that serves communities.

This strategy sets out a pathway to achieve our outcomes. It will help us as we continue to deliver effective services to our communities, now and into the future.



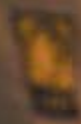


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Appendix 1: Foundations for this strategy

Ngā pou o tēnei rautaki



Statement of intent 2017–2021

The Statement of intent outlined the reasons our organisation was established, what we would achieve and how we would measure our performance over our integration years. It set out the context we were operating in, why we were established and the provisions of our new legislation. It outlined the strategic priorities for these years. This National Strategy builds on these original priorities.



Blueprint 2017–2020

On amalgamation, we developed a blueprint setting out how our initial years would look and the benefits of bringing the former urban and rural fire and emergency services together. This document sets out the longer-term benefits of the blueprint and we will continue working towards these.

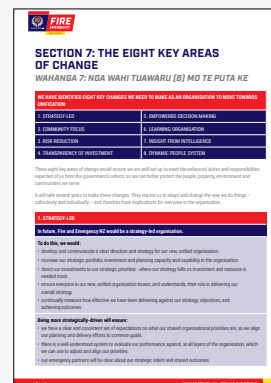


Strategic direction

This initial direction was developed to support our goal of unification, help build Fire and Emergency, and improve services. It set out six focus areas:

- Developing a shared identity
- Supporting our people
- Strategic capability
- Risk reduction and prevention
- Stronger engagement with communities
- Coordinated services.

Our new priorities reflect most of these areas.



Eight key areas of change

The eight key areas of change have underpinned the way we have designed our new organisation, and how we intend to operate. These are:

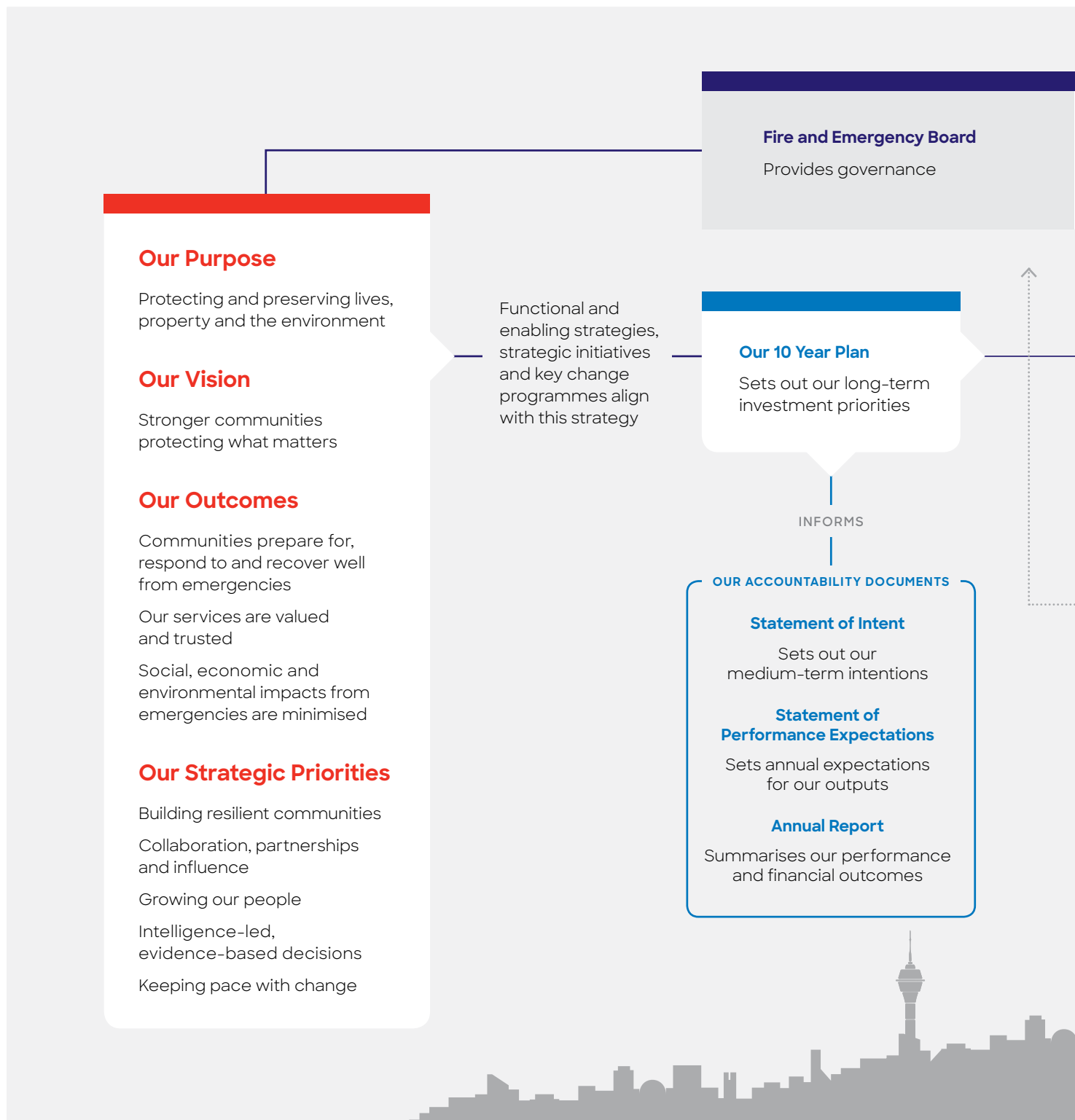
- Strategy-led
- Community focus
- Empowered decision-making
- Insight from intelligence
- Risk reduction
- Transparency of investment, cost and value
- Learning organisation
- Inclusive and dynamic people system.

They signify important shifts that we have continued to focus on. Each of our strategic priorities reflects these key areas of change.

All of these directions were key to establishing our new organisation and helped to form the foundations of this strategy.

Appendix 2: Our strategic landscape

Ngā here ki ngā mahere me ngā rautaki ā-tari



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

INFORMS

Regional Plans

Inform regional activities

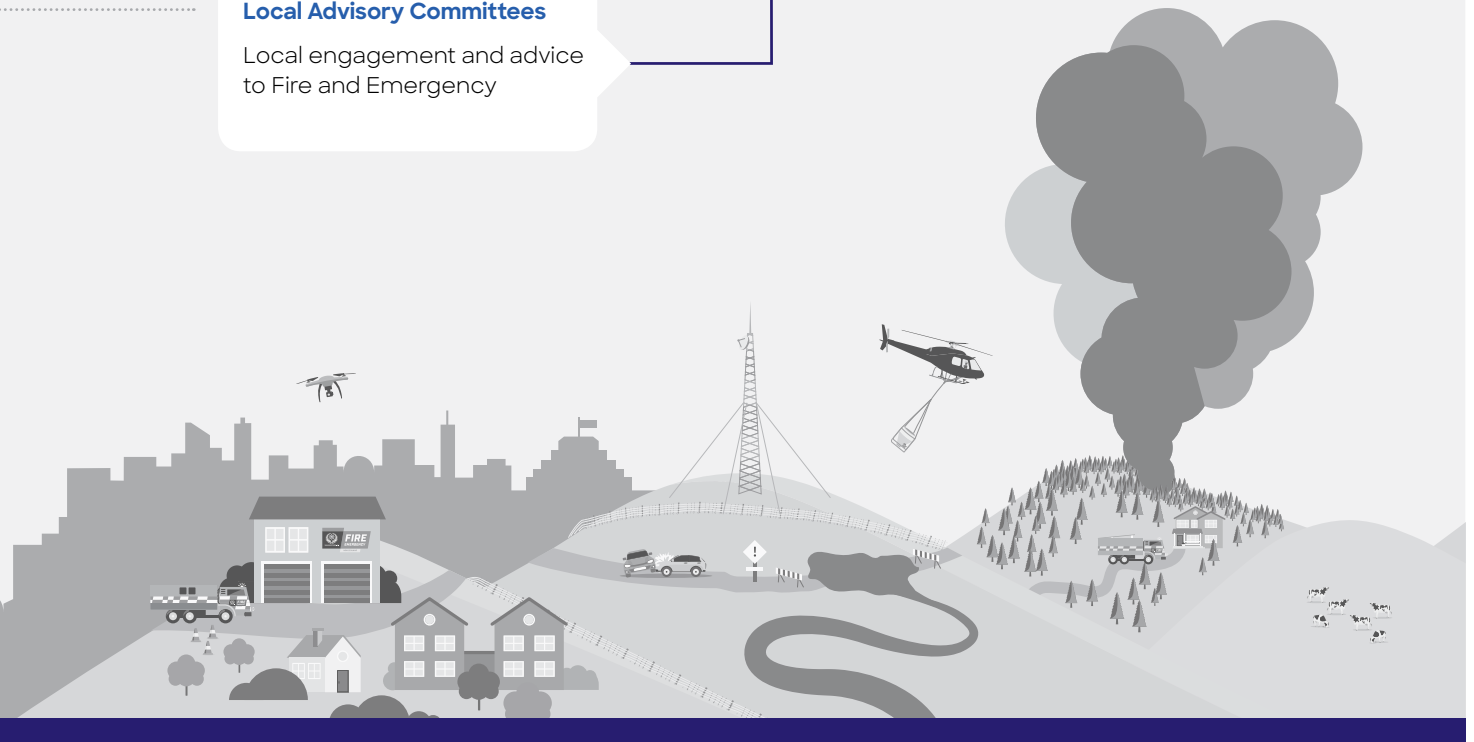
Local Plans

Local planning in each region informs local activities

Local Advisory Committees

Local engagement and advice to Fire and Emergency

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



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 3: Glossary of terms

Papakupu

Capability

What an organisation needs to deliver its outcomes now and in the future in a high-quality, efficient and timely way. Types of capability include services, leadership, people and ICT assets.¹²

Capacity

The combination of all the strengths, attributes and resources available within an organisation, community or society to manage and reduce disaster risks and strengthen resilience.¹³

Community

A group of people who:

- live in a particular area or place
- are similar in some way
- have friendships or a sense of having something in common.

People can belong to more than one community, and communities can be any size. With increasing use of social media, communities can also be virtual.¹⁴

Community focus

This key area of change is about how we are externally focused and recognise communities' voices in how we work with them and what we prioritise. We recognise that communities are not all the same, and work in partnership with them to build resilience.¹⁵

Emergency

An event that requires immediate action to protect and preserve life, prevent injury, or avoid damage to property. Examples:

- (a) a fire (including an alarm of fire); and
- (b) a hazardous substance emergency; and
- (c) a state of emergency declared under the Civil Defence Emergency Management Act 2002; and
- (d) any other substance emergency; and
- (e) an incident attended by emergency services (including the New Zealand Police, Fire and Emergency, and hospital and health services).¹⁶

Emergency services sector

The sector made up of immediate emergency responders including ambulance, hospital and health services, New Zealand Police and Fire and Emergency.

Empowered decision-making

This key area of change is about how we will consistently make our decisions closer to the communities we serve. Everyone will know what decisions they own and are accountable for, and we will support them to make these decisions in line with the organisation's broader direction.¹⁷

Inclusive and dynamic people system

This key area of change is about how we will build a different organisation for our people (employees, volunteers and contractors). Building a shared identity and a diverse and inclusive culture will create an engaged organisation that values and recognises a broader set of people, skills and capability. We will recruit and support our people to develop the capabilities we need to best serve our communities.¹⁸

Insight from intelligence

This key area of change is about how we: collect, analyse and disseminate data, information and knowledge; generate insights; and make evidence-based decisions which lead to better outcomes.¹⁹

Integration and integration phase

The phase of organisational change for Fire and Emergency from 2017–2020. Integration is about bringing together the functions, systems, processes, tools, structures and ways of working that Fire and Emergency needs to operate as, and be seen to be, one organisation. It includes setting a new direction guided by the new legislation, which will require an integrated operating model and organisation. It is about new opportunities such as a strengthened role in risk reduction and working more closely with communities in an integrated way.²⁰

Learning organisation

This key area of change is about how we actively seek information about what we do and don't do well, look forward to what we could do better, and look outside to what others do better, ensuring we continuously embed improvements and changes.²¹

Living Standards Framework

A framework adopted by the Treasury to support Government understanding of the likely effects of their policy choices on New Zealanders' living standards over time. It assesses living standards/well-being around four 'capitals': natural, human, social, and financial/physical.

National Strategy

The National Strategy means the document or documents expressing Fire and Emergency's national strategic directions or intentions.²² This document forms our National Strategy.

Operating principles

Our organisation's operating principles guide our actions and decisions, help us carry out our functions effectively, and set out how we will work with others. They are set out in section 13 of the Fire and Emergency New Zealand Act 2017.²³

Outcomes

Our organisation's outcomes are the commitment we have made to delivering on our goals for New Zealanders and New Zealand over the longer term.

Purpose

An organisation's purpose is what it has been formed to do. Our organisation's purpose reflects our duties under sections 10, 11 and 12 of the Fire and Emergency New Zealand Act 2017.²⁴

Readiness

The knowledge and capacities that governments, response and recovery organisations, communities and individuals have developed to effectively anticipate, respond to and recover from the impacts of likely, imminent or current disasters.²⁵

Recovery

The coordinated efforts and processes that help a community regenerate and improve after an emergency.²⁶

Resilience

The ability to absorb the effects of a disruptive event, minimise adverse impacts, respond effectively, maintain or recover functionality, and adapt in a way that allows for learning and thriving.²⁷

Response

Actions taken immediately before, during or directly after a disaster to save lives and property, reduce health impacts, ensure public safety, meet the basic subsistence needs of the people affected, and to help communities recover.²⁸

Risk reduction

Measures that identify and analyse risks to life and property from hazards, eliminate those risks if practicable, and, if not, reduce their impact and their chance of happening to an acceptable level. This term is also a key area of change. It drives change by: formalising how we proactively reduce risk to prevent harm; targeting a wider range of risks within our statutory mandate; and working more proactively with communities and partners to jointly manage and reduce risk.²⁹

Strategic priorities

Our strategic priorities are the areas we want to change most now to help us achieve our outcomes. We will describe our progress towards our strategic priorities using both our outcomes and the success measures set out in this strategy. This will help us tell our performance story.

Strategy-led

This key area of change is about how we set a clear direction for how we and our partners can make a difference for New Zealand communities now and in the future. Everyone will know their role in delivering this strategy, and we will measure how effective we have been.³⁰

Transparency of investment, cost and value

This key area of change is about how we are transparent about our investment, including what our services cost, and the value that we deliver to our communities. We will communicate this as part of levy setting.³¹

Values

The organisation's values reflect what is important to our people and set out what we believe is core to who we are and the organisation we aspire to be.

Vision

The organisation's vision forms our 'north star' and sets the direction we aspire to travel in.

^{12-14, 28} We have drawn these definitions from the *National disaster resilience strategy*, published by Ministry for Civil Defence and Emergency Management, 2019.

^{15, 17-19, 21, 29-31} These are our eight key areas of change, set out in our Operating model detailed design, 2018. Available from the operating model consultation document, August 2018, on our website.

^{16, 22-24} These terms are defined in the Fire and Emergency New Zealand Act 2017, Part 1, section 6.

²⁰ Fire and Emergency New Zealand Blueprint, 2017–2020.

²⁵⁻²⁸ These terms are set out in our Risk reduction strategy 2019–2029. They are also recognised as the New Zealand integrated approach to civil defence emergency management, set out by the Ministry of Civil Defence and Emergency Management.

²⁹ Our approach to risk reduction is set out in our Risk reduction strategy 2019–2029 and is also a key area of change as set out in our Operating model detailed design.

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