

Building strong sustainable brigades
Learning and development opportunities



FIRE SERVICES REFORM: OUR KEY AREAS OF FOCUS



Russell Anderson, UFBA President

Over the seven months of my Presidential term so far, I have presented numerous 50 Year Medals, Gold Stars and Jubilee plaques throughout the country. Congratulations to all recipients for their dedication and commitment to protecting their communities. Thank you to the host brigades for the hospitality afforded to Kristine and I while attending. It has been an absolute pleasure to have represented the UFBA as your President.



George Verry, UFBA Chief Executive Officer

The fire services reform process continues to be a primary focus for the UFBA Board and senior staff. However, we are hampered in our work by two factors.

Firstly, the proposed new legislation is cloaked in secrecy until it is tabled in Parliament—the timing of this could be very soon.

Secondly, unlike the current Fire Service Act 1975 which is very prescriptive, the new legislation will be more 'enabling', which means that a substantive amount of any changes will be in the form of regulation or policy.

Little information as yet

What all this means is that at this point we do not have much information on how the details of the fire services reform proposed by Government will look.

Since the announcement of the new Fire Service Commission Board (the NZFSC Board) in March, the UFBA Board along with consultant Murray McKee, Director Bill Butzbach and Chief Executive Officer George Verry have worked tirelessly advocating on behalf of members with officials in workshops, forums and liaison meetings. We continue to push for details of how volunteers will be engaged in the new unified organisation **Fire and Emergency New Zealand (FENZ)**.

On 11 June, George, Technical Panel Convenor Ian Lindsay and I attended the Auckland Provincial Association AGM where we had a positive meeting discussing the wide range of actions the UFBA has taken to represent members' interests during the fire services reform and responding to questions. One question raised was how we could continue our work as an advocacy organisation if UFBA is not specifically

Notwithstanding this, we are working hard on the issues we have identified and are anticipating others.

On 27 June, the Board and senior staff working on the reform process met for a full day workshop. Also attending were consultant Murray McKee who is working closely with Director Bill Butzbach on this project, and Bruce Kitto, who is a Director of FRFANZ with whom we have formalised a Memorandum of Understanding evidencing our intent to work together in the future. NZ Fire Service Commission Board Chairman Paul Swain attended our consultation for a short period along with Chief Executive and National Commander Paul Baxter.

Two key areas of concern

Despite the inhibiting factors noted earlier, the workshop was productive. Two key areas of concern were identified—the need to cement the role of UFBA as the acknowledged advocate of the current membership into the future, and the way in which the 'direct relationship' proposal set out in the Cabinet paper issued earlier would 'look' and be enacted or introduced.

The outcome of discussion on those topics was that we would urgently:

- a) Seek to establish a Memorandum of Understanding with the NZFSC Board

noted in the new legislation.

Currently, UFBA receives NZFSC monetary support through a Governance and Management Agreement to provide advocacy services for member brigades and rural fire forces. On 17 May, George and our Chairman Rick Braddock presented our 2016-2017 Business Plan to the NZFSC Board—this seeks additional resources for advocacy during the fire services reform and to further support volunteer members in accord with the objectives of the fire services reform recommendations.

A prime focus of the UFBA is on establishing a more detailed and formal Memorandum of Understanding to replace the current Governance and Management Agreement. We expect this would have a minimum time frame of three years. This would confirm and indeed reinforce our position as the ongoing advocate and representative of our members.

to cement formally the role of UFBA as the representative advocate for the current membership, and

- b) That having already clearly expressed our concerns of the potential implications of a 'direct relationship' between volunteer brigades and the new FENZ organisation at all levels, we would seek an early meeting with the Minister to convey and reinforce our members' views on this matter.

The workshop concluded that sound strategies and actions in readiness of the tabling of legislation had been produced.

Partnership with FRFANZ

Approximately 25% of rural fire forces in New Zealand are UFBA members. **Forest and Rural Fire Association of New Zealand (FRFANZ)** is a national association that represents people and organisations concerned with fire and fire protection in forests and rural areas.

I am pleased to report the UFBA and FRFANZ are now working together in close partnership to benefit our members during the fire services reform.

To keep up-to-date with the fire services reform visit www.dia.govt.nz/Fire-Services-Transition or www.ufba.org.nz/fire_services_review/actions

■ BUILDING STRONG SUSTAINABLE BRIGADES

Strengthening leadership and governance



The latest UFBA Leadership and Governance Workshop was held in April—100 per cent of respondents to a satisfaction survey rated the content of the course and the delivery by the two presenters and their engagement as excellent/above average.

All would recommend the workshop to their brigade members or other brigades.

Key UFBA strategy

A key objective in the UFBA Strategic Plan is to build strong and sustainable brigades.

Chief Executive Officer George Verry says promoting and providing leadership and governance development is just one of the strategies the UFBA has put in place to achieve this objective.

The UFBA Leadership and Governance Workshop is the ideal course to enhance vital life skills.

“Strengthening leadership and governance skills leads to the successful operation of brigades,” George says.

“Leadership is a quality that every firefighter can demonstrate in their brigade and in their personal life.”

Ninth workshop

To continue to grow the level of leadership resource, the ninth UFBA Leadership and Governance Workshop took place in Wellington from 7-9 April, bringing the total number of graduates to 138 personnel around the country.

As well as strengthening skills in brigades, workshop graduates are also providing an excellent consultancy resource for UFBA advocacy processes.

“Many graduates made themselves available to help out with our member consultation for the Fire Services Review in June 2015,” George says.

“Each phoned a number of brigades to answer queries and allay concerns.

“Their leadership and guidance made a major contribution to the tremendous response we had from both brigades and individuals to the UFBA Fire Services Review feedback questionnaire.”

Graduates are now engaging with their rural colleagues to encourage them to join UFBA so we can support them during the transition to a new unified fire and emergency services organisation.

Rurals welcome to apply

With both the content and presenters (Damian D’Cruz and Jane Huria) being highly-regarded by workshop participants, the Leadership and Governance Workshop connects and engages firefighters from across the country as well as enhancing their skills and knowledge.

Until now, the majority of workshop participants have been from volunteer fire brigades. However, George stresses nominations from UFBA rural fire force members are welcome.

“I urge all brigades who are members of UFBA—volunteer or paid, urban or rural—to consider making nominations,” he says.

“I felt it hugely beneficial to attend the course in April. The presenters were excellent and connected well with all the different types of people. In particular, the overview presented to explain the difference between governance and operations/administration was incredibly helpful. I highly recommend the course to all brigade leaders (not just Chiefs) and potential leaders. Well done UFBA!”

Howard Logan
Fire Chief Awhitu Rural Fire Force

Encouraging diversity

Promoting and encouraging diversity within our fire and emergency services is also a key UFBA strategy to foster and sustain healthy and productive brigades.

Attending a Leadership and Governance Workshop is an ideal opportunity for women to network and build connections with others and enhance their skills—which will benefit them in both their brigades and personal lives.

“I recommend the course to anyone, no matter their position in the fire service or workplace. I am first generation firefighter in my family and hold firefighter rank so am still very new to the fire service. However this workshop is more than just for leaders or committee members—it has given me the skills and tools to help me to become a better team member both in the fire service and workplace. I am feeling motivated and empowered.”

Alyssa Kingi
Taupo Volunteer Fire Brigade

George says 14.5 per cent of Leadership and Governance workshop graduates to date are women.

“I look forward to seeing this percentage rise as leaders further recognise this course is an ideal tool to develop and encourage diversity in their brigades.”

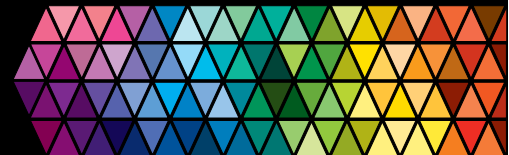
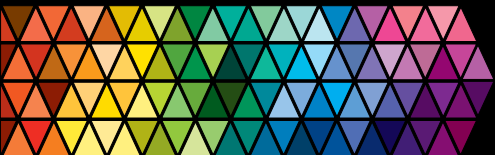
Apply now to strengthen your skills

Strong leadership is key to us working together to deliver vital services to our local communities. Enhance your leadership skills at this fully interactive 2.5 day workshop.

- Learn from leading experts in the field—Damian D’Cruz and Jane Huria
- Develop new leadership and coaching techniques
- Gain valuable insights into the key elements of governance
- Strengthen your professional development
- Great for your personal life, career and fire services.

UFBA manages and covers the cost of travel arrangements, accommodation and meals. Find out more at www.ufba.org.nz/events/leadership_governance_workshop_Oct16

If you are interested in attending or nominating someone for a UFBA Leadership & Governance Workshop (the next one is from 6-8 October in Wellington—spaces are limited), email Victoria at victoria@ufba.org.nz



YOUR VOTES COUNT AT CONFERENCE

The UFBA Annual Conference is a time when your brigade can contribute to the way the UFBA acts and how you are represented.

There are three key roles to be voted on at Conference as well as changes to the rules and regulations of the Association.

As a Conference delegate, you have the right to vote on behalf of your brigade as to who you think should be decision makers in the UFBA and how we work for you.

The hard bit is deciding who would be the best fit for our organisation and who has time to commit to these volunteer positions.

So here are some pointers on what we need to make up the best team for you.

What we are looking for

The three positions are:

- Director of the UFBA Board (two vacancies)
- Vice-President
- Technical Panel representative

Your brigade has been asked to nominate someone for each of these positions. If you want to make a nomination, here is what we are looking for.

Directors of the Board

Board Directors play a key role in our organisation. They set the culture and the strategic direction for the UFBA and our team. This will help us grow into a stronger and more effective organisation.

The role of our Board Directors is one of governance NOT management and is clearly focussed on our strategic goals.

28-30 OCTOBER 2016

Air Force Museum, Wigram Airbase

Below is a matrix showing the wide range of skills and attributes required by the UFBA Board as a whole.

However, a candidate does not need to tick all the boxes as UFBA will provide newly elected Directors with effective leadership and governance development. They will also gain valuable experience by working with current Directors.

Vice President

The Vice President is a largely ceremonial role—but the person who fills this position needs to have many of the same skills and attributes as a Board Director.

They will attend Board meetings so they can understand what is going on in the organisation. Throughout their tenure that will end in the Presidency, they will also need to attend a number of ceremonies. So their time needs to be flexible.



BOARD DIRECTORS: SKILLS & ATTRIBUTES

GOVERNANCE OF THE UFBA ●●●●

UFBA was established expressly to represent and promote the interests of member fire brigades. To provide effective governance of our advocacy organisation, the UFBA Board as a whole needs the wide range of skills and attributes summarised in this chart. However, a candidate does not need to have every skill or experience detailed as the UFBA will provide newly elected Directors with effective leadership and governance development. They will also gain valuable experience through working with current Directors.

KNOWLEDGE OF THE UFBA ●●●●

- Understands who we are and what we do
- Understands who our members and other stakeholders are
- Committed to our Vision & Strategic Plan
- Proactively displays the values of the UFBA



GENERAL SKILLS ●●●●

- Commitment to best practice governance
- Experience/knowledge of the fire and emergency services sector
- Experience in strategic planning
- Ability to enhance team culture and manage change
- Shows commitment to the community

PERSONAL ATTRIBUTES ●●●●

- | | |
|------------------------|--------------------------|
| • Self confidence | • Inspirational |
| • Deductive reasoning | • Team focused |
| • Conceptual thinking | • Consensus builder |
| • Independent thinking | • Engaging |
| • Objectivity | • Time to commit |
| • Communicator | • Receptive to new ideas |
| • Persuasive | • Good judgment |

TECHNICAL SKILLS ●●●●

- Experience/knowledge/skills in:
- Finance
 - Complying with the law
 - Managing risk
 - Health & Safety
 - Human Resources
 - Fulfilling duties

Technical Panel representative

Challenges are one of the key ways we engage with our members. Through the Challenges, we educate our members and help them fine tune their skills.

Technical Panel representatives are responsible for ensuring Challenges and their rules are in line with Fire Service policy and techniques so our learning opportunities are meaningful to members.

Below is a chart of the key skills and attributes required by the Technical Panel as a whole.

However, a candidate does not need to have every skill or experience detailed as UFBA will give a newly elected Technical Panel representative priority for effective leadership and governance development.

How do you vote at Conference?

At least one month before Conference, we will send your brigade an information pack for your delegate.

This will include a profile of all the people who have been nominated for the

available positions and information about decisions that will need to be made at Conference.

The pack will also include a voting card which is specific to your brigade—this will be easy to recognise as it will be brightly coloured.

Your voting card

Your voting card has two parts:

- 1) You must have this voting card signed by your OIC or CFO in front of you to acknowledge that you have the permission of the brigade to attend as their representative at Conference
- 2) Bring the voting card to conference with you—**this is really important!** At registration, you will be asked to hand over the bottom half of your form. YOU MUST hold on to the other half and not lose it.

If you forget to bring your voting card to Conference, a replacement will be available there.

When it is time to vote, you will be given voting papers for all the positions

that need to be filled. When you have completed the voting paper, raise your hand holding up the part of the card that you have retained. Your vote will be collected by scrutineers.

And you are done! Easy as that.

Can't come to conference but want to vote?

Yes, your brigade can do this by 'proxy'. You will still receive a voting card and you should complete this.

Identify a neighbouring brigade that is attending Conference and ask them to take your paper with them. They will then be able to cast votes on your behalf.

Make sure you give them clear instructions as to how you would like them to vote. The package that you receive with your voting card will include all the information you need to make your decisions.

Note that a brigade can only be a 'proxy' for one other brigade.

Find out more and download nomination forms at www.ufba.org.nz/events/2016-ufba_138th_annual_conference



TECHNICAL PANEL: SKILLS & ATTRIBUTES

ORGANISING UFBA CHALLENGES ●●●●

UFBA Challenges provide unique opportunities for our members to learn and refresh their knowledge on core techniques required by all firefighters. This chart details the skills and personal attributes needed by the UFBA Technical Panel as a whole to ensure Challenges and their rules are in line with Fire Service policy and techniques. However, a candidate does not need to have every skill or experience detailed as UFBA will give a newly elected Technical Panel representative priority for effective leadership and governance development.

KNOWLEDGE OF THE UFBA ●●●●

- Understands who we are and what we do
- Understands our members
- Understands the direction of the UFBA and how Challenges fit into our objectives
- Proactively displays the values of the UFBA



GENERAL SKILLS ●●●●

- Previous experience as a competitor in UFBA Challenges
- Ability to analyse UFBA Challenge results
- Good understanding of UFBA Challenge rules
- Committed to technical excellence

PERSONAL ATTRIBUTES ●●●●

- Passion for the UFBA and our challenges
- Team player
- Self confidence
- Objectivity
- Good listening and communication skills
- Time to commit (12 multiple meetings each year)
- Available for set up and breakdown on either side of events (up to 12 a year)
- Receptive to new ideas
- Good judgment

TECHNICAL SKILLS ●●●●

- Experience/knowledge/skills in:
 - Being a UFBA Challenge Official
 - Event management and logistics
 - Health & Safety procedures
 - Managing risk
 - Fulfilling duties

PROTECTING LOCAL COMMUNITIES



Photo: Lynda van Kempen

Working as one

Lisa Davis (left) volunteers as a firefighter with both the Otago Rural Fire Authority and the Millers Flat Volunteer Fire Brigade.

When she moved from Dunedin to Millers Flat in Central Otago, Lisa looked at ways to contribute to her local community. "It seems that nearly everyone in Millers Flat and the Teviot Valley 'pitch in' to help this amazing community we live in," she says. "I knew a few local brigade members and thought 'why not give firefighting a go?'"

"It turns out being a volunteer firefighter is a great fit for my love of teamwork, community responsibility and a spirit of thinking outside of yourself."

Lisa enjoys the laughter and camaraderie at training and community events and the professionalism when at an incident. "The men and women at my local Otago Rural and Millers Flat Brigade have given many years of dedicated service to our community," she says. "I only hope I am able to achieve even half of what they have."

Nearly all of the Millers Flat Brigade members are also rural firefighters. "We all work as one," says Lisa. "We are very lucky to have such committed, skilled and humble people living in and supporting our community."

Stephanie Rotarangi (right), Principal Rural Fire Officer at Otago Rural Fire Authority, says approximately 18 per cent of the 340 rural volunteer firefighters in Otago are also members of New Zealand Fire Service brigades.

"It is commonplace in Otago for brigades such as Millers Flat Volunteer Fire Brigade and Teviot Volunteer Rural Fire Force to share personnel and resources," she says.

Otago is a large region (3.9 million hectares) resulting in a unique hazardscape for rural firefighting with varying terrain, fluctuating weather and remote isolated regions—leading to challenges such as availability of personnel during holidays and spike day resources.

"The time commitment firefighters make to our organisation is huge," Stephanie says. "This includes training courses, practices, reporting, keeping the appropriate level of fitness, meetings, community events and fundraising."

With 1,000 incidents a year in the region, she says there is a lot of time given to ensure each fire force is in a position to respond when required, with the appropriate resources, and in a safe manner.

The rural fire forces are also grateful for being part of a wider network such as the UFBA. "This provides a voice and peer review and gives our volunteers the opportunity to participate in competitions and events," she says.



Photo: Fairfax Media NZ / Manawatu Standard

A dual role

When **Bradley Shanks** was growing up in the small town of Owaka, his mother was a volunteer for St John and a couple of volunteer firefighters lived on their little street.

He started as a volunteer in Gore in 2001 to give back to his community. In March this year, Bradley became Chief Fire Officer at Feilding Volunteer Fire Brigade. He is also Deputy Principal Rural Fire Officer (DPRFO) and Emergency

Management Advisor at Horizons Regional Council.

Bradley does not find a lot of difference between his CFO and DPRFO roles. "At the end of the day, I want to make sure all members are trained as best as possible and everybody goes home safe after every call."

"However, different skills are required for rural firefighting than for urban," he says. "The training is completely different due to the vast variety of land

out there and the need to adapt to that. "In the area I work in, we have a coastal area that is almost dry all year round so fires burn light and fast. In the hill country backing on to the Ruahine ranges, fires burn slower and longer but are more intense.

"Then if we look at the urban side, there are the specialist areas like Hazmat, structure fires and vehicle crashes that require a completely different set of skills and training."

Bradley says he's lucky to have a great employer and most of what he does as DPRFO can cross over into his CFO role, for example Fire Service leadership meetings. "My family are also amazing and without their support, my paid job and my role as CFO would be very hard to do."

He sees big advantages in rural fire forces joining the UFBA. "The UFBA is there as your voice so they can talk to the right people at the right level.

"The up-to-date information in UFBA newsletters on what is happening throughout the fire service benefits all. And the opportunity to attend the annual UFBA conference gives you a good chance to meet other members from across the country and build relationships with them."

Bradley says he is looking forward to the new Fire and Emergency New Zealand organisation (FENZ). "I believe it will benefit our communities countrywide.

"We are going through some exciting times and this is a once in a lifetime opportunity to have our say."

SERVICE HONOURS

Congratulations to the following members who received 50 Year and Gold Star medals in April and May.

Thank you for your dedicated service to the Fire Service and your communities.

50 Year Medals

Kaero MURRAY Lindsay
 Katikati EVANS Allan

Gold Stars

Cheviot DENTON Geoffrey
 Cobden POLLOCK Gary John
 Governors Bay RADCLIFFE Murray
 Rural
 Hawera HOPKINSON Stephen
 Hokitika JOHNSON Wayne
 Kaiapoi DELIS Paul
 Kawakawa MACKIE Norman

Mossburn TRUSLER Stephen
 Motueka SMITH Simon
 Nelson PITCHER Ross
 New Plymouth WALSH Rik
 Ruakaka D'ATH Jeff
 Te Awamutu BRETT Christopher
 Wellington ANDERSON Steven
 BROADWITH Daniel
 CAMPBELL David
 CONWELL Philip
 CUBIS Selwyn
 DAVIS-CROWLEY Shaun
 FERGUSON Jeffrey
 HOGAN Glenn
 HUDSON Brent
 LAHINA Paul
 MACKLE Stephen
 MORRISON Kevin
 MURPHY Joseph
 RUSH Philip
 STEPHENS Phillip
 STORER Mark
 WILSON William
 WOODHOUSE Gregory



Stephen Trusler from Mossburn Volunteer Fire Brigade was presented with his Gold Star award by UFBA President Russell Anderson

Woodend

Apply now for NZFBI exams

From Brendon Wood, NZFBI President

The close-off date of **1 August** for NZFBI exam applications this year is fast approaching.

Candidates who intend to sit exams should be well into their study programme and have their application forms lodged with the UFBA.

The transition into the new exam structure is now well advanced. Candidates aiming to complete a course of study under the old format (or take advantage of very generous cross-accreditations) are encouraged to target this now as the final changeover will occur next year.

If you have sat and passed papers towards the next tier but haven't completed the required papers, or if you have passes in career TAPS or Volunteer QFF, then this is your opportunity to finish those qualifications or apply for cross-credits.

The new format will better appeal to a wider audience and support a more diverse range of development areas. It will ensure the NZFBI exams are worthwhile training opportunities, provide a good return on learning investment and remain a top-class product with valuable post-nominals.

There is some confusion over 'who can sit what' in this new format. Any member of a UFBA affiliated brigade can sit the NZFBI exams. For new students, the Associate paper is the entry level exam. This two-hour short answer/multi-choice paper is QFF level and serves to consolidate your QFF learning and acknowledge your learning retention. If you have papers under the old system towards this tier, then you are best to finish within that format.

The new Member Diploma papers will be presented for the first time this year. The exam panel has been working tirelessly to develop a challenging yet



achievable syllabus for each unit. They have researched and provided complex reading lists to support your learning and are now well underway with drafting a range of questions to be considered for inclusion in the final papers. I have every confidence these new exams will be world class.

In summary, if you want to be identified as a valuable brigade member with a sound technical background, then the NZFBI exams can provide that status. The new exams exemplify the ambition of the founding NZFBI Councillors whose aim was to ensure consistency across the country and provide a easily recognised qualification to confirm this.

For more about the NZFBI exam structure visit www.ufba.org.nz/nzfbi/exams

Applications close on **1 August** and the exams will be held on **3 September**. For application forms see www.ufba.org.nz/nzfbi/exams/applications

UFBA National Drivers Challenge

The 2016 UFBA National Drivers Challenge is on at Ruapuna Park in Canterbury from **19-20 August**.

The two-day format of this event offers the capacity for 100 individual competitors. Two new categories will recognise and encourage competitors —Rookie and Team Aggregate.

We've had an overwhelming response to registration and look forward to seeing all the competitors hone their driving skills! For more about this Challenge see www.ufba.org.nz/events/2016_national_drivers_challenge



COMING SOON!



Brigade Secretary Guidelines

UFBA has created a new resource for NZFS Volunteer Fire Brigade Secretaries to ensure they have all the information they need for their role at their fingertips!

More details to come very soon.



Order branded apparel, accessories and children's items online at

www.ufba.org.nz/shop

Gifts and essentials for you and your family

Events Calendar

- | | |
|----------------------|---|
| 21-24 July | Australasian Rescue Challenge, Warragul, Victoria, Australia |
| 19-20 August | National Drivers Challenge, Ruapuna, Canterbury |
| 6-8 October | UFBA Leadership and Governance Workshop, Wellington |
| 28-30 October | UFBA 138th Annual Conference & AGM, Christchurch
<i>Building Strong Foundations</i>
Online registration opens 8 July! |

New financial reporting requirements for volunteer fire brigades

All registered charities must complete annual reporting to Charities Services. This includes filling out an Annual Return and attaching financial statements.

New reporting standards came into effect on 1 April 2015. This means volunteer fire brigades that are registered charities will need to prepare their financial statements in line with the new standards. This applies to a charity's first full financial year that starts on or after 1 April 2015.

The UFBA will shortly send volunteer fire brigades more details of the requirements and how to comply.

Connect

We'd love to hear from you. Share your news or information, contact:

news@ufba.org.nz

Engage

Be the first to hear about news and events. Take part in online polls and our forum.

Register at:
www.ufba.org.nz

Consult

We're committed to representing and supporting you. Get in touch:

membershipsupport@ufba.org.nz