



Newlands Volunteer Fire Brigade Proposals

**United Fire Brigades' Association
and Newlands Volunteer Fire Brigade**

**JOINT SUBMISSION
3 FEBRUARY 2020**

Contents

Introduction	3
We suggest an alternative proposal	3
Original FENZ options	3
No public consultation	4
Standards of cover	4
Fast Medical Response Times	4
Retain for surge capacity	5
NVFB's significant contribution to community resilience	5
A valuable community resource	5
Background	6
Consultation	6
Proposal	7
Strategic Case	7
FENZ National Strategy	7
Financial Case	8
Appendix 1	10
Appendix 2	11
Appendix 3	12
Appendix 4	13
Appendix 5	15
Appendix 6	20

Introduction

In December 2019 Fire and Emergency New Zealand (FENZ) proposed three options for the future of the Newlands Volunteer Fire Brigade (NVFB), a registered member of the United Fire Brigades' Association of New Zealand Inc. (UFBA). FENZ invited feedback on the proposals from the NVFB, UFBA and FENZ employee unions due by 3rd February 2020. The NVFB requested UFBA support to coordinate, prepare and submit the Brigade response. Accordingly, this is a joint submission.

We have considered the proposals carefully in consultation with Brigade members and local community stakeholders. The consensus view is that the retention of an enhanced local Brigade in Newlands is the preferred option. Overall, we found that the local community is very connected and maintains an extraordinarily high awareness of local risk, their vulnerability and their role in mitigating this. It is very evident that Newlands residents are motivated to maintain a strong community. The community understands that to be strong they must collaborate and work together and the Brigade plays an important role in this evidencing the local responsibility for their safety and wellbeing.

“Strong communities become resilient communities”.

We suggest an alternative proposal

We encourage FENZ to take a broader view of the opportunities and benefits provided by the current situation. It is important to agree an option that reflects the broader strategic objectives of central government's fire and emergency sector reform intentions, FENZ strategic direction and the local community's aspirations for their own resilience and contribution to that.

An alternative option 2a is proposed that relies on a partnership being formalized to develop a fit for purpose “Community Resilience Hub”. The partners would be FENZ, NVFB, Newlands Resilience Group and Wellington City Council supported by key community groups including the Residents' Association of Newlands (Newlands Paparangi Progressive Association (NPPA)), The Grenada Village Community Association and local Iwi, *Nga Hau E Wha O Paparangi*, the Turangawaewae in the Northern Suburbs of Wellington.

This initiative will likely be a first for New Zealand and provide an example for local community and interagency participation in both Comprehensive (4 Rs) and Integrated emergency management. Our suggestion is that this proposal, if supported, results in a pilot programme. A pilot would demonstrate the potential of collaboration and provide an example for other communities in New Zealand.

Option 2a would require the temporary relocation of the NVFB. At the time of preparing this submission, commercial premises are available for a proposed \$69,000.00 p.a requiring minimal modification to house personnel, a fire appliance and equipment. The building owner has flagged a willingness to complete the modifications.

Original FENZ options

In an email dated 10th December 2019 FENZ Chief Executive Rhys Jones advised¹ partner agencies of a review of operational resourcing at Newlands following Wellington City Councils (WCC) requirement that the current site occupied by the Newlands Fire Station must be vacated August 2020. The review resulted in three options:

- Close Newlands Station and disestablish the Newlands Brigade
- Relocate the Newlands Brigade on an interim basis, and build a new Newlands Station on a site yet to be identified
- Co-locate the Newlands Brigade at Johnsonville Station.

¹ Advice attached as appendix 1

In a subsequent media release, Regional Manager Bruce Stubbs² advised of an intent to consult on these proposals with the Newlands and Johnsonville Brigades, the Professional Firefighters Union (NZPFU) and the UFBA. RM Stubbs cited the principle rationale for the preferred option of co-locating the Newlands Volunteers with Johnsonville was that:

1. Standards of Cover in relation to Newlands could be achieved by the Johnsonville crews
2. Maintaining resilience/surge capacity for greater Wellington could be achieved by redeploying Newlands Fire Personnel to Johnsonville Station

No public consultation

We believe the scope of consultation included the residents of Newlands however, no plans for this to occur are evident. At the time of preparing this submission a public meeting is being organised locally by the Brigade and FENZ will be invited to attend. We note that the consultation process was announced mid-December 2019, prior to the Festive Season break. The feedback deadline was 3 February 2020. Most volunteer brigades close over January except to provide emergency response. Considering this and the fact that volunteers have day jobs as well, a request to extend the deadline was made to FENZ. This was denied. This put significant pressure on the Brigade and its supporting groups. The Brigade felt this approach by FENZ was “disrespectful of volunteers time”.

Standards of cover

Standards of Cover (SOFC) were cited in the proposal collateral. NZ Fire Service (NZFS) dispensed with SOFC a decade ago and introduced more contemporary performance measures that captured all activity (4Rs) not just response. Known as Service Delivery Guidelines (SDGs) they were not part of the NZFS external accountability requirements, more an aspirational framework towards NZFS continuous improvement goals. The modern SDGs for emergency response services are performance objectives, not obligations and reflect contemporary international good practice.

We recognise that Johnsonville can easily meet the first pump SDG objectives, ER01, in Newlands. Equally, so can the Newlands Brigade match and in many cases exceed this performance ER01 and ER02. The SDGs also included ER03 and ER04, performance objectives for the second pump. The proposals are silent on this point. The second pump is just as important. For a two-pump response, it's desirable for both appliances to arrive within the SDGs. We believe, who arrives first is largely irrelevant within this context. An earlier arrival is a bonus. A delayed 2nd response is not desirable. We believe that the Johnsonville Volunteers are not available during weekday office hours, effectively K0, 0800-1700. In comparison, Newlands is available 24/7 with a full crew and are in fact the second responding appliance for the area during those periods. If a fire occurred in Newlands under this new arrangement it is unlikely that the Newlands crew would be able to attend the station in time to catch the second appliance. In any case, responding from Newlands in a private car to respond back again in a fire appliance would result in delayed response times.

The Johnsonville Volunteers while busy are primarily used for cover moves when the paid crew are out (evenings and weekends). This is not attractive nor productive work for volunteers. Relocation of the NVFB to Johnsonville would render the NVFB surplus to requirements. We believe this will be an unattractive option that would likely result in NVFB members no longer volunteering.

Fast Medical Response Times

Medical response is an area of exponential growth for FENZ. Response times far less than the stated ERGs is desirable for better survival outcomes. Local capability will assist in better survival and recovery outcomes. Newlands Brigade have two professional Wellington Free Ambulance personnel in their membership (1 Emergency Medical Technician and 1 Paramedic).

² Media release attached as appendix 2

These personnel have trained the Newlands Brigade to a high standard of competence and provide valuable on-site support for both Johnsonville (Paid) and Newlands crews at medical emergencies. In addition to specialist medical technicians, Newlands has three highly specialised career staff amongst its personnel (Wellington Airport Brigade Employees).

Retain for surge capacity

We agree the case for Newlands personnel to be retained for surge capacity. Wellington and its immediate suburbs have many unique risk exposures. Arguably, for events beyond BAU, Wellington has a minimum FENZ personnel resource capability on the ground and will require assistance from outside. The experiences of Christchurch in the aftermath of the earthquakes provided two key insights. The first is that the “public” themselves responded first to citizens in need to the best of their abilities and secondly, local emergency services were overwhelmed until such time that external resources could be deployed to the City.

NVFB’s significant contribution to community resilience

FENZ CE Jones made a commitment to the ongoing maintenance of fire safety and community safety events within Newlands should NVFB be relocated. The NVFB are heavily committed to this important area of service delivery and have championed the cause of risk reduction and readiness over many years. From 2009 to 2015 NVFB ran a successful smoke alarm project which resulted in 1500 alarm installations, a reduction in property fires and damage along with strengthening citizen networks for distributing fire safety messages.

Building on the success of this promotion the Brigade has for the past 4 years continued to foster very important community relationships through hosting regular events on station including Christmas, Easter and Halloween events. Fire Safety messaging has been delivered to 3000 people p.a. The NVFB maintain a presence at every community event held in the area.

A valuable community resource

A strong case exists to retain the NVFB because the Brigade forms a part of the total FENZ personnel resource for greater Wellington. Their involvement, leadership and existing relationships built up over many years with the community is of special note and will be lost if they are redeployed to operate out of Johnsonville station. It is more likely than not that relocating the Newlands personnel to another location for which they have little community connection will result in their loss to FENZ.

The Fire and Emergency New Zealand Act 2017 replaced the Fire Services Act 1975 as part government’s desire for sector reform. The current Fire Law therefore is an instrument of reform and addresses a pressing need to strengthen the role of communities and improving support for volunteers in the provision of fire services. The Newlands Community and the NVFB provide an excellent practical example of this working and highlights significant opportunity to build on this.

Key Points

- The emergency response SDGs are one part of the resource allocation model. Using this criteria to base resourcing criteria seems incongruous with the goals of an organisation mandated and empowered to take a more contemporary view of service delivery. Prior fire law focused on resourcing a statutory boundary (the Gazetted Fire District). Following the repeal of the Fire Service Act 1975, this requirement no longer exists. A far more flexible range of resource allocation and response arrangements are possible over a non-prescribed geographic area.
- The second pump is also important as is the contingent capability of multiple stations over a wide area. NZFS focused on the fire district boundaries. FENZ is able to take a far broader view of service delivery and consider flexibility to deliver over wider geographic catchments.
- The NVFB are a valuable resource to the local community and an integral part of the community’s joined up approach to emergency management and community safety. Disestablishing the Brigade is not a realistic option. The political, economic and social outcomes would be negative.

- Relocation of the NVFB to Johnsonville would render the Brigade surplus to requirements. We believe this will be an unattractive option that would likely result in NVFB members no longer volunteering. The most critical risk of relocation is to break an already strong community network.
- Retention of the NVFB locally in a format fully integrated with key community groups is a highly desirable option.

Background

In October 1993 the NZFS proposed closing the Newlands Fire Station. In the face of significant community resistance, NZFS reviewed their position in March 1994 and decided not to proceed. In 2001/2002 NZFS again advised that they intended closing this station and would centralise its operations to Johnsonville. A group acting on behalf of the various communities made direct representation to the Minister of Internal Affairs (George Hawkins) and the Prime Minister (Helen Clark) to prevent it from proceeding. MP, Peter Dunne, presented the submission along with his own viewpoint on the situation. After examining all the facts and conducting their own investigation, the Government instructed the NZFS to reverse their decision and the station remained. The Government considered that should the Newlands Fire Station be closed, the impact and repercussions on the involved communities would be unacceptable and excessively detrimental to them. In 2004 a Parliamentary Select Committee hearing was convened with the outcome supporting the decision to retain the Newlands Fire Station.

In 2008 the Newlands Volunteer Emergency Resource Centre Trust was formed (see appendix 3). The NVFB were associated with this group and formed part of the proposal. NZFS Senior Management endorsed the approach, seeing it as an opportunity to take a broader view of resourcing for emergency management and to anchor in community participation.

In 2009, WCC flagged with the NZFS their long-term plans to re-occupy the current Newlands Fire Station site to redevelop the park. This firmed up the case to do something different in the Newlands community incorporating the NVFB and other active groups under one roof. Discussions between NZFS and WCC ensued between 2010 -2015 and in 2015 the NZFS declared with WCC the station was surplus.

Consultation

The UFBA and NVFB have consulted with a wide group of community stakeholders. A universally held view is that Newlands and its environs would benefit from a community safety hub where all parties including the NVFB could work together with the broader community to build resilience from emergencies. The next stage of consultation by the brigade will include a full public meeting to table the options.

The stakeholders included:

- NVFB members
- Ngā Hau e Whā o Paparāangi Marae (Appendix 6)
- WCC
- Local MPs
- Newlands Community Resilience Group (Appendix 4)
- Residents Association of Newlands (Appendix 5)
- Grenada Village Community Association Incorporated

Proposal

An alternative option 2a is proposed that relies on a partnership being formalized to develop a fit for purpose “Community Resilience Hub”. The partners would be FENZ, NVFB, Newlands Resilience Group and WCC supported by key community groups including the Residents Association of Newlands (Newlands Paparangi Progressive Association (NPPA)) and Nga Hau E Wha O Papararangi, the Turangawaewae in the Northern Suburbs of Wellington.

Strategic Case

Programme Business Case

NZ Government recognise that effective fire services are a critical part of keeping New Zealand safe and its communities resilient. Relevant quotes from the Fire Review Programme Business case:

- *The dependence on volunteers means that fire services will have greater challenges ahead in attracting volunteers (particularly young people and rural volunteers) to sustain a fire services workforce. These pressures are increasing as volunteerism becomes harder to sustain as the volume of emergency calls and the range of incidents attended increases.*
- *Future predictions are that the number of calls attended by volunteers will rise steeply over the next twenty years as they help service the growth in medical calls created by an aging population.*
- *Without redress, there is an increasing risk that fire services will be less responsive to these calls, or worse, the calls go unanswered.*
- *To respond effectively to changing expectations, fire services must become more agile. This requires a move from a ‘one size fits all’ model with uniform compliance requirements (currently for NZFS volunteers) to a more sophisticated, risk-based model where volunteers train for the risks their communities face and / or what they can reasonably be expected to attend. It would require significant improvement to organisational processes to encourage greater flexibility, and to allow more flexible engagement with volunteers.*
- *A failure to adequately engage stakeholders could lead to stakeholder resistance and reduced collaboration with the change process. This could also have a negative impact on the ongoing availability of volunteers;*
- *Community resilience benefits are about greater community involvement and the ability to engage and retain volunteers. The proposed changes will deliver these benefits through:*
 - *new structures providing a greater opportunity to tailor response to community needs;*
 - *a greater emphasis on volunteer support;*
 - *an ability to retain volunteers which ensures that community resilience is enhanced through the ongoing existence of readiness and response for local emergencies and capability to assist recovery efforts; and*
 - *greater opportunities to respond to potential community partnerships.*

FENZ National Strategy

The FENZ Strategy document 2019-2045 sets out the following priorities relevant to this proposal:

- Building resilient communities - empowering communities to identify local risks and needs so they will be well prepared when emergencies happen
- Collaboration, partnerships and influence - working towards strong and collaborative role in our sector with a focus on shared outcomes
- Growing our people - building an organisation with a respectful and inclusive culture that people want to be part of
- Intelligence-led, evidence-based decisions
- Keeping pace with change - being responsive and courageous in a changing environment.

Financial Case

- The temporary location of NVFB locally to a commercial building will not result in a significant increase in operating costs. Rental charges would be equivalent to 1 FTE administrator.
- Eliminate the need for significant capital expenditure to be committed at Johnsonville.
- Opportunity to share costs with WCC and a Brigade financial contribution, gaining the benefit of maintaining a brigade resource at greatly reduced cost to FENZ.
- The annual contribution of FENZ volunteers to FENZ and NZ Communities is valued at \$659.8M³. Newlands contributes its share to this total. Newlands are highly trained and motivated. To replace this crew with career staff would be in the region of \$1.8M per annum for direct personnel costs alone.

Finally, we ask Fire and Emergency NZ to consider the option we have put forward, retaining the current brigade and its dedicated volunteers. We believe there is a clear need for this brigade to be situated in their local community. We hope the option we have provided leads to a good outcome for all.

³ Valuation Report on the Annual Contribution of Fire and Emergency New Zealand Volunteer Firefighters, Pg 4. Esperance Capital, December 2019

APPENDICES

Appendix 1

From: Jones, Rhys <Rhys.Jones@fireandemergency.nz>

Sent: Tuesday, 10 December 2019 11:27 am

To: Dravitzki, Nigel <nigel.dravitzki@fireandemergency.nz>; Hands, Rob <rob.hands@fireandemergency.nz>; Kevin Ihaka <Kevin.ihaka@forestprotection.co.nz>; Bill Butzbach <bill@ufba.org.nz>; Breeze, Roy <Roy.Breeze@fireandemergency.nz>; Irving, Des <Des.Irving@fireandemergency.nz>

Cc: Key, David <Dave.Key@fireandemergency.nz>; Stubbs, Bruce <Bruce.Stubbs@fireandemergency.nz>

Subject: Newlands Fire Station

Kia ora

You may be aware that Wellington City Council (WCC) is planning a redevelopment of Newlands Park and that, for that purpose, it wishes to reoccupy the land we currently lease for Newlands Fire Station. WCC requires that Fire and Emergency has vacated and cleared the current station site by August 2020.

Over the past few months we have been working through a process to identify the operational requirements, now and in the future, for the Newlands and surrounding communities to ensure we are best able to meet their needs.

We have identified three potential options:

- (i) Close Newlands Station and disestablish the Newlands Brigade.
- (ii) Relocate the Newlands Brigade on an interim basis, and build a new Newlands Station on a site to be identified.
- (iii) Co-locate the Newlands Brigade at Johnsonville Station.

At this stage, our preferred option is for Newlands Volunteer Fire Brigade to be co-located at Johnsonville Station. We have started consulting with the Newlands and Johnsonville Brigades and would welcome your input into the process as well. If you have any feedback please provide it by 3 February next year, which is when the Brigades have also been asked to provide comment by.

If our preferred option is adopted, the Newlands Brigade will work alongside the career and volunteer crews currently based at Johnsonville Station, which will be modified to accommodate the larger number of personnel based there.

Our firefighters will still be there when needed by people in Newlands and surrounding areas. The Johnsonville Station is less than 2km from the Newlands Station and meets our response time goals in the Newlands area – 8 minutes for the first career crew to arrive at a structure fire in an urban area; 11 minutes for volunteer crews. Additionally, we will continue to deliver the same standard of fire risk reduction and community engagement in the Newlands and surrounding areas. This includes providing fire safety advice and home fire safety visits.

I'd like to thank the Newlands Brigade members for their patience while we have been working through the options following WCC's decision. The Brigade members have made a huge contribution to their community over the years. They are incredibly valued members of our Fire and Emergency team and do a fantastic job. We hope they will continue to do so from a new location.

If you need further information please get in touch with Wellington Area Manager David Key.

Please find attached a copy of the press release we will be issuing shortly.

Ngā mihi

Rhys Jones

Chief Executive

Executive Assistant – Tracey Morgan

P 04 496 3641 – tracey.morgan@fireandemergency.nz

National Headquarters, 80 The Terrace, Level 12

PO Box 2133, Wellington 6140

Appendix 2

Fire and Emergency consulting over future of Newlands Fire Station

Embargoed until midday Tuesday 10 December

Fire and Emergency New Zealand is to consult with the Newlands Volunteer Fire Brigade, the Johnsonville Brigade (a composite brigade of career and volunteer personnel), the United Fire Brigades Association (UFBA) and the New Zealand Professional Firefighters Union (NZPFU) about the future of the Newlands Fire Station.

The consultation follows the Wellington City Council's decision to redevelop the land on which the fire station sits as part of Newlands Park. Fire and Emergency leases the land from the council on a month-by-month basis and has been advised the land will not be available after August 2020.

"The Newlands Brigade has made a huge contribution to the north Wellington community over the years and we are keen to retain its services and identity," Fire and Emergency Te Ūpoko Region Manager Bruce Stubbs said.

However, redevelopment of the park means we have to look at other options. At this stage our preferred option is to co-locate the Newlands Brigade at the Johnsonville Station.

"Johnsonville Station is less than 2km from the Newlands Station so residents of Newlands and surrounding areas can be assured our people will continue to be there when they are needed. Johnsonville firefighters already respond to many incidents in the Newlands area."

Bruce Stubbs said the other options for Newlands were the closure and disestablishment of the brigade or relocation to an interim site while a new station was built on different site.

Fire and Emergency had investigated a number of other sites but none provided additional cover over and above what was already achieved from Johnsonville Station, he said.

"Our Standards of Cover (operating guidelines) require us to arrive at incidents within eight minutes of being called out 90 per cent of the time. Based solely on this criteria, if there was not currently a station at Newlands, it is highly unlikely that we would build one there."

Bruce Stubbs said co-location would preserve the Newlands Brigade as a separate entity and maintain an additional level of resilience and surge capacity within the greater Wellington area.

Fire and Emergency is required to clear its Newlands site by the end of August 2020. Fire and Emergency expects to receive feedback on the options being considered from the Newlands and Johnsonville brigades, the UFBA and the NZPFU by 3 February 2020.

ENDS

Appendix 3

August 11, 2010 Cr Hayley Wain
Wellington City Council
P O Box 2199
Wellington 6140

Dear Hayley:

As you may be aware, in 2008 members of the Newlands community got together and formed the Newlands Volunteer Emergency Resource Centre Trust.

This trust was formed with the purpose of building an Emergency Resource Centre which would house the Newlands Volunteer Fire Brigade and other interested community emergency groups. The facility will become the integrated civil emergency response operations centre serving the Newlands community.

It is also proposed that the facility would become a focal point for the ongoing education of community members in self help emergency skills, such as first aid, domestic fire safety, basic civil defense and first response urban search and rescue.

Having now received written confirmation from the New Zealand Fire Service that they support the proposal and are willing to enter into a partnership with the relevant stakeholders, the trust is now at the stage of gathering a portfolio of support from other key parties to assist with their application for funding. It would be greatly appreciated if you could forward to us a letter indicating your personal support of the Trust and its proposal to build the Newlands Volunteer Emergency Resource Centre.

We intend to approach the funding organization prior to 1st September so your timely response would be greatly appreciated.

Sincerely,



Reece Buck Trustee /
Secretary
Newlands Volunteer Emergency Resource Centre Trust



Uniting the community to protect what it values

The Newlands Volunteer Emergency Resource Centre Trust – CC28096 – is a registered charitable entity in the terms of the Charities Act 2005. For more information about the Newlands Volunteer Emergency Resource Centre Trust, visit the Charities register at www.charities.govt.nz

• P O Box 26002, Newlands, Wellington 6442 • email: nverct@gmail.com •

Appendix 4



27th January 2020

To Fire and Emergency New Zealand

We, the Newlands Resilience Group, are writing to you at the request of the Newlands Senior Fire Station Officer. We are part of the Newlands Paparangi Progressive Association (NPPA), the resident's association of Newlands.

The NPPA place a high priority on civil defence and the fire station and have done so over many years in partnership with the community and the Marae. This is evidenced in the NPPA's Newlands Community Strategy 2011-2020 which has 20 high priority projects of which two are:

1. Improve Fire Station "A supporting role that demonstrates to our local Volunteer Fire Brigade a commitment to keeping them in the area."
2. Civil Defence "Establishment of a community owned and operated emergency preparedness group whose sole focus will be raising community awareness and training local people to respond to a disaster."

Our understanding of the situation based on the public announcements late 2019 are:

- Council decided to upgrade the public park and not renew the lease for Fire Emergency NZ (FENZ) to occupy the land saying they were aware the fire station did not "meet the required standard for a resilient building".
- FENZ announced they would consult with the community on the future of the fire station, which could be shut down, rebuilt elsewhere in Newlands, or be relocated at the Johnsonville station, their preferred option.
- The Newlands Senior Fire Station Officer announced that having a Newlands-based station is important for resilience on the basis that in an event like an earthquake Newlands would likely be cut off due to potential rock falls and damage or obstructions.

Based on those announcements we are concerned that:

- Council has not explained why they decided to trade off 'resilience' (ie removal of the fire station) for a 'larger public park' without some confidence that alternative arrangements could be made. We think and feel this is important especially given the land the Fire Station is on was gifted by the Newlands Recreation Club to the Council.
- FENZ, whilst stating publicly they would consult with the community, do not seem to have consulted and have not responded to NPPA's communication with them. We think and feel this is important given the community raised 201 pounds and the NPPA purchased a building with that money to be used as the Newlands Fire Station. Furthermore, we do not know why the fire station was not maintained to the required standard for a resilient building.

In January 2020 the Newlands Senior Fire Station Officer (Ralph Francis) contacted us advising that the United Fire Brigade Association (UFBA) was intending to submit a business case to FENZ in early February to retain a fire service in Newland which could be extended to a purpose-built Emergency Hub.

During 2019 we developed an Integrated Resilience Plan (previously titled Civil Defence) with the leaders of Newlands which was approved by the NPPA in mid-November 2019. We attach the Executive Summary. By the end of 2021 our aspiration is that all residents are prepared for a disaster, we are confident we can respond and recover from a disaster and we have and are collectively improving our wellbeing and community resilience. Newlands Intermediate students will be presenting the Plan to residents in March at a Newlands Intermediate School hosted event explaining how residents can be involved in improving community and disaster resilience.

From a disaster resilience perspective, we need a system by which residents, public entities and businesses, and those visiting Newlands at the time of the disaster, can quickly identify needs in a disaster and, those that have the capability, meet those needs in a timely, prioritised, safe and secure way through a hub and potentially satellite hubs. The needs comprise medical (first aiders and equipment), shelter (public and business buildings and house repairs), water (tanks and springs), food, sanitation (given hard ground), mobility (vehicles, fuel and repair equipment for distribution of water, medical and food) communications, welfare (mental, emotional and spiritual support), power (refrigeration of food and reticulation of water), security (protection for the vulnerable) and animals. In terms of the response work we currently plan to assess the capability available by late 2020, identify the gaps by mid-2021 and increase the capability required by the end of 2021.

Whilst we have not yet identified the response capability needed to meet all these needs, we require confidence that in the event of a serious disaster the residents, public entities and businesses of Newlands, and any visitors, have access to emergency services that are able to meet their acute needs in a timely, safe and secure way to mitigate loss of life and damage to property. We are concerned that if the Newlands fire service was co-located to Johnsonville, a disaster could restrict road access to Newlands increasing risk to loss of life and damage to property.

We need confidence that the acute needs of Newlands residents can be met in the event of a serious disaster that isolates Newlands from capabilities that are not otherwise available.

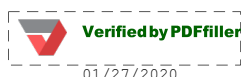
We therefore support the retention of a Newlands Fire Station in Newlands to ensure the continuity of the community and disaster resilience for residents of Newlands.

This letter has been circulated to all leaders across Newlands who were invited to participate in the development of the Integrated Resilience Plan. These leaders include those who lead public entities (eg schools), businesses, community organisations, clubs, religious organisations, and the Marae.

These leaders include members of the Newlands Paparangi Progressive Association, the Northern Ward Councillors and our MP's. In total there are approximately 40 leaders of which 50% actively engaged in the development of the Integrated Resilience Plan.

Kind regards

RJ Barber



Rodney Barber

On behalf of the Newlands Resilience Group

A group as part of the Newlands Paparangi Progressive Association (NPPA)



Newlands Integrated Resilience Plan

For Newlands leaders

Context

Final and approved 19th November 2019

Executive Summary

Disaster resilience is about being ready, able to respond and able to recover from a disaster. Community resilience is about having the resources (equity), social capital, communication and competence so the community is resilient. Local and central government have disaster resilience strategies and plans and parts of government provide some support to communities, so they are prepared for, respond to, and recover from, disasters. There is talk of community resilience and wellbeing and Government is focussed on wellbeing decision making. A community is more likely to be disaster resilient if it is community resilient.

Current State

A survey was undertaken in October 2019 and the results attached. The survey showed, from a disaster resilience perspective, that 50% of residents are prepared for a disaster based on Council's guide and 25% are part of a neighbourhood support group, 56% are normally (ie more than 4 full days per week) out of Newlands during the day 69% are in a place that are prepared based on Councils Guide. The survey showed, from a community resilience/wellbeing perspective, that we have some sense of cultural identity, find the cost of housing difficult to afford, have reasonable jobs but we don't earn enough, feel well prepared and equipped for life, vote and we have some confidence in government, have enough income to pay our bills, are reasonably connected with our community, feel safe and secure, have easy access to safe water most of the time, experience very good health, feel comfortable with our lives, are satisfied with the use of our time.

Objectives

Our objectives by the end of 2021 are that all residents are prepared for a disaster, we are confident we can respond and recover from a disaster and that we have and are collectively improving our wellbeing and community resilience.

Needs

We need a system by which residents can quickly identify needs in a disaster and, those that have the capability, meet those needs in a safe and secure way. We also need a system to assess and improve wellbeing and provide information to improve decisions on how best to improve wellbeing whether those decision makers are local, city, regional or national.

Scope

The geographical scope of Resilience includes Newlands, Bellevue, Paparangi, and Woodridge. Disaster resilience scope includes all residents and resident dwellings, and non-residents who will be in Newlands, non-residents who may need support as they travel from Wellington city to their home in the north. We assume we will have no external support for two weeks (WREMO minimum standard is 7 days) and plan for wellington wide serious disasters being natural, man-made and pandemic. Community resilience scope includes all residents and includes governments four wellbeings being economic, environmental, social and cultural and the enabling infrastructure

(Transport, water etc). We will also give thought to our contribution to the region, given our relative safety in accommodating NZ Army and international response and recovery teams.

Benefits

We have used the 12 domains of the Treasury Living Standards Framework, used by central government to make wellbeing decisions, to assess current wellbeing and we will assess wellbeing each year. We have added disaster resilience as another domain.

Risks

If we don't mitigate the risks, then the benefits may not be achieved. These risks can be mitigated by engaging residents, local businesses and public entities as well as local and central government decision makers. If we don't secure the funding and volunteers needed, we won't deliver the projects. Mitigate by sequencing the projects in a way that increases the chances to secure the volunteer help and funding required.

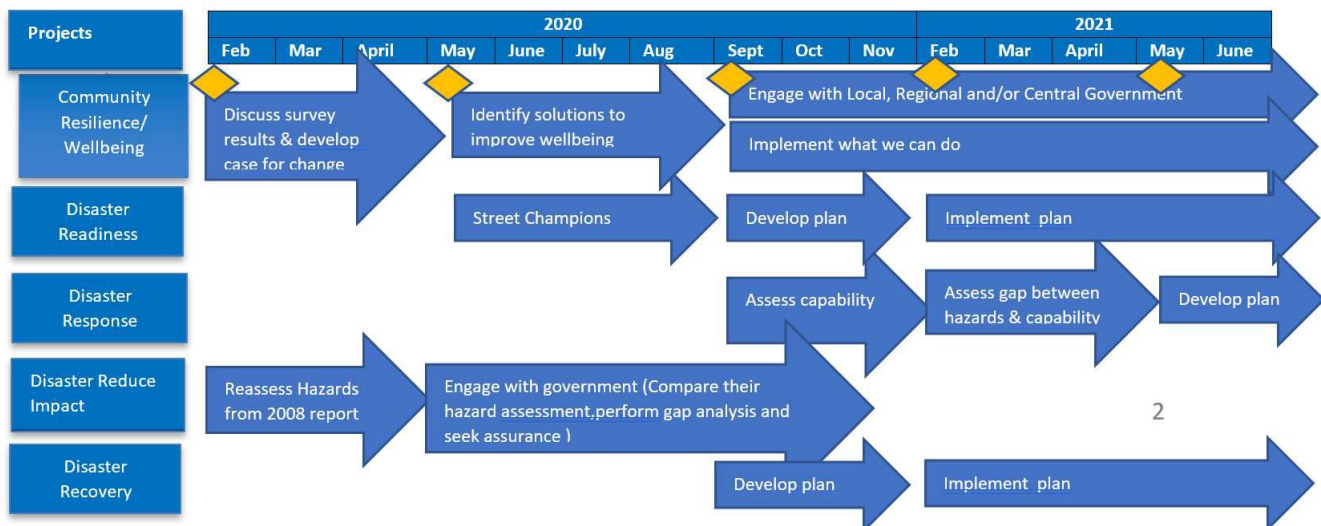
Preferred way forward

To achieve the disaster resilience objectives our preferred way forward is:

- NRG contribute to the Council lead **reduce impact** of an extreme disaster through the development of their Long-Term Plan 2021/2031 during 2020 for approval mid-2021.
- NRG led **resident's readiness** to have all 3300 dwellings ready for a disaster
- NRG led **response** to establish the local capability to provide a local first response.
- NRG led **recovery** to establish a recovery plan

To achieve the community resilience objective our preferred way forward is that NRG lead development of a community resilience/wellbeing strategy to identify how to improve wellbeing to inform suburb decisions, city and regional decisions (Local Govt) and national decisions (Central Govt). We will phase the implementation of these in parallel from February 2020 for completion mid-2021. We will deliver these with residents, businesses and public entities drawing on support from local and central government. For the preferred way forward, we require 5 probono project leads, 1 probono comms advisor, 1 probono evaluator and 10 volunteers (2 volunteers per project) each for 2 hours per week, the equivalent of 1 FTE, say \$50,000 worth of labour. We estimate a budget of \$50,000 which we will seek from local businesses, the Council Social and Recreation Fund and Nikau Trust.

The following projects have been identified in order to deliver the preferred way forward with the decisions indicated by the yellow diamonds:



Newlands: Based on the October 2019 community resilience/wellbeing survey we have some sense of cultural identity, find the cost of housing difficult to afford, have reasonable jobs but we don't earn enough, feel well prepared and equipped for life, vote and we have some confidence in government, have enough income to pay our bills, are reasonably connected with our community, feel safe and secure, have easy access to safe water most of the time, experience very good health, feel comfortable with our lives, are satisfied with the use of our time, and, we are relatively unprepared for a disaster. Version 13 Nov

Domain	Score	Rating	Weight	Weighted Contribution	Level	Source
CULTURAL IDENTITY		4 Above Average				
Language retention	90%	5 Excellent	25%	1.25	Newlands	Survey
Sense of belonging	90%	5 Excellent	25%	1.25	Newlands	Survey
Interpersonal transfer of knowledge	40%	2 Below Average	25%	0.5	Newlands	Survey
Engagement in cultural activities	40%	2 Below Average	25%	0.5	Newlands	Survey
HOUSING AFFORDABILITY		2 Below Average				
Housing affordability	25%	2 Below Average	100%	2	National	Stats NZ
JOBS & EARNINGS		3 Average				
Employment rate	68%	4 Above Average	33%	1.32	National	Stats NZ
Job satisfaction	60%	3 Average	33%	0.99	Newlands	Survey
Hourly earnings	50%	3 Average	33%	0.99	National	Stats NZ
KNOWLEDGE & SKILLS		5 Excellent				
Core competencies	90%	5 Excellent	33%	1.65	Newlands	Survey
Education attainment	90%	5 Excellent	33%	1.65	National	Stats NZ
Early childhood participation	98%	5 Excellent	33%	1.65	National	Stats NZ
CIVIC ENGAGEMENT & GOVERNANCE		4 Above Average				
Corruption (inverted 10%)	87%	5 Excellent	33%	1.65	National	Transparency International Electoral Commission
Democratic participation	86%	5 Excellent	33%	1.65	Wellington	
Institutional trust	51%	3 Average	33%	0.99	Newlands	Survey
INCOME ADEQUACY		4 Above Average				
Income adequacy	70%	4 Above Average	100%	4	National	Stats NZ
SOCIAL CONNECTIONS		4 Above Average				
Social support	80%	4 Above Average	33%	1.32	Newlands	Survey
Loneliness	80%	4 Above Average	33%	1.32	Newlands	Survey
Volunteering	60%	3 Average	33%	0.99	Newlands	Survey
SAFETY AND SECURITY		4 Above Average				
Feeling of safety	70%	4 Above Average	50%	2	Newlands	Survey
Experience of discrimination (inverse 30%)	70%	4 Above Average	50%	2	Newlands	Survey
ACCESS TO SAFE WATER		4 Above Average				
Access to safe water	73%	4 Above Average	100%	4	National	Ministry of Health
HEALTH		4 Above Average				
Health expectancy (inverse 5%)	95%	5 Excellent	33%	1.65	National	Institute for health metrics
Suicide rate (inverse 5%)	80%	4 Above Average	33%	1.32	National	Ministry of Health
Mental health	60%	3 Average	33%	0.99	National	Ministry of Health
SUBJECTIVE WELLBEING		4 Above Average				
Ability to be yourself	80%	4 Above Average	25%	1	Newlands	Survey
Whanau wellbeing	80%	4 Above Average	25%	1	Newlands	Survey
Locus control	80%	4 Above Average	25%	1	Newlands	Survey
Life satisfaction	70%	4 Above Average	25%	1	Newlands	Survey
TIME USE		4 Above Average				
Working hours	100%	5 Excellent	20%	1	Newlands	Survey
Work life balance	55%	3 Average	20%	0.6	Newlands	Survey
Commuting time	70%	4 Above Average	20%	0.8	Newlands	Survey
Satisfaction leisure time	70%	4 Above Average	20%	0.8	Newlands	Survey
Access to natural spaces	80%	4 Above Average	20%	0.8	Newlands	Survey
DISASTER READINESS		3 Average				
Percentage of respondents who live in Newlands	48%	3 Average	20%	0.6	Newlands	Survey
- Of those, percentage whose home is disaster prepared	50%	3 Average	20%	0.6	Newlands	Survey
- Of those, percentage part of a neighbourhood support group	25%	2 Below Average	20%	0.4	Newlands	Survey
- Of those, percentage normally out of Newlands during the day	56%	3 Average	20%	0.6	Newlands	Survey
- Of those, percentage work in a disaster prepared environment	69%	4 Above Average	20%	0.8	Newlands	Survey

The Newlands Survey was conducted by 314 parents October 2019 at the request of Newlands Intermediate School students. Based on sample size of 314 and a population of 9400 (Newlands, Paparangi, Bellevue and Woodridge) at a 99% confidence level we have a 7% margin of error. The disaster readiness question of those who live in Newlands should have read "Those who live in Newlands, Paparangi, Woodridge and Bellevue"

Group(s)	Objectives of Communication	Key Messages	Channels	
			Who	Forum
Wellington City Council and WREMO	To maintain their confidence that we (Newlands) can be disaster resilient	We have an Integrated Resilience Plan which was approved by the NPPA on 19 November. A community is more likely to be disaster resilient if it is community resilient. We have 4 disaster resilience projects and one community resilience project. We have tried to align our disaster resilience approach to local and central government plans and have used central Governments wellbeing approach to consider community resilience.	Who	Newlands Resilience Group
			Forum	Monthly NPPA meeting (second Tuesday of the month at Newlands Community Centre)
Public Entities and Businesses	To maintain their commitment to each be part of the capability needed to respond to a disaster.	As above plus we are keeping Wellington City Council and WREMO informed to ensure we secure the support and advice we need from them	Who	Newlands Resilience Group
			Forum	Meet 3 times a year in March, July, Oct
Residents	To get and maintain their confidence and secure their commitment that we (Newlands) can be disaster resilient and community resilient	<p>We don't know when a disaster could happen, whether natural or man-made, whether an earthquake, an earthquake with fire, a plane crash, a pandemic. Other higher priority suburbs may receive initial support from the emergency services.</p> <p>We will need easy access to water, nutrition, medical, mobility, sanitation, security, power, welfare and communications.</p> <p>Also, if we are more community resilient with the resources, information, social connections and competence we are more likely to be more disaster resilient.</p> <p>We have a Resilience Plan with five projects:</p> <ol style="list-style-type: none"> 1. For Community Resilience we want to develop a resilience/wellbeing strategy with the community to improve wellbeing 2. For Disaster Reduce Impact we are assessing the hazards, so we "Know Newlands", and will contribute to the LTP in 2020 3. For Disaster Readiness we want to extend the existing networks to "Know Need". 4. For Disaster Response we are working with local Public Entities & Businesses to identify the capabilities available so we "Know How to respond" 5. For Disaster Recovery we want to explain how we can recover while we respond to a disaster 	Who	Newlands Resilience Group
			Forum	<p>Local Media</p> <p>NPPA Facebook (closed Group)</p> <p>New World Notice Board</p> <p>Neighbourly App</p> <p>Newlands Electronic Sign</p> <p>Newlands/Paparangi/Woodridge Community Face Book (closed Group)</p> <p>School communications to home</p> <p>Via Newlands based public entities and businesses with members who are residents</p> <p>Face to face</p> <p>Through the schools</p> <p>Attend existing planned events</p> <p>Attend Public Entity and Business leadership team meetings</p>

NRG Response to Jarrod Coburn Evaluation of the Newlands Resilience Plan approved on 6th August

Evaluation Report dated 30 September		Response and incorporation into revised Resilience Plan November
Evaluation weaknesses	Evaluation suggestions	
The opening paragraph 'purpose' does not directly address the purpose of the Plan.		Amend Plan that purpose is to set out how we can improve the resilience of Newlands.
The presentation uses titles repetitively and at times counter-intuitively. It lacks cohesive structure. Both characteristics might present a barrier to a reader's understanding of the Plan's key outcomes.	It is suggested the plan be simplified and made less wordy (eg Strategic Case, Economic Case etc) by reducing the focus on disaster readiness. A single chapter should suffice. ¹	The Plan is purely for the purpose of the NPPA approving the plan.
The Plan focuses on the area of Newlands but does not include people who are outside during a workday or those who are in the care of a business, school or organisation. This begs the question what happens to those people if a disaster occurs on a public holiday and they have not been encapsulated by this Plan?		This is covered in the scope section in paragraph 20
The Plan is divided into sub-projects entitled 'Newlands Resilience Readiness Project' and 'Newlands Resilience Response Project'. Thus, the Plan addresses top-down disaster resilience (primarily in a post-disaster context) and ignores grassroots community resilience	It could be improved significantly by adopting a community resilience approach. This would have the benefit of fitting with the community approach while still utilising the effort put in to-date. Community resilience has four pillars ² : equity, social capital, information flow and competence.	We thought the four R's were a sensible way to structure the disaster resilience thinking and label the projects to start in early 2020: Reduce impact, Readiness, Response and Recovery. Our focus with the Readiness Prototype is a focus on grassroots community wellbeing resilience using the tools that central and local government use so we adopt their language. Expand the Plan to be about disaster resilience and community wellbeing and relabel the plan as the Integrated Resilience Plan
The Plan aims to fulfil obligations on behalf of the WCC and WREMO but has very few community-based outcomes (aside from being prepared for a disaster). From a strategic perspective the Plan includes outcomes from two Government ministries, but has little or no aspirational content coming from the community	A plan to improve community resilience must include all members of the community. The scope of the Plan should be changed to remove the exceptions mentioned earlier. In the author's opinion the Plan is a worthy initial effort that potentially would meet the needs of a disaster resilience plan from a state agency's perspective, but not from a community's one.	
There is very little detail on funding (e.g. no budgets).	A budget is wise for any plan. In this case several volunteer hours have been identified: volunteers have value, so include their time in the budget as salary/wages and balance the budget with time contributions from volunteers.	Agreed. The updated budget is \$50,000
The risk management section is sparse, considering the nature of the subject matter at hand. The standard risk management approach has not been adopted.	If risk is to be addressed (and it is questionable whether a risk management plan is required at this stage of the process) then it should be conducted appropriately using AS/NZS ISO 31000:2009.	Agreed. Will add risk management plan in early 2020

¹ Consider that a resilient community (organised around community resilience principles) will automatically be a prepared community. In this scenario a local group could easily manage the disaster readiness side, utilising the features of resilience mentioned earlier. A lead agency (for example the NPPA or NRG) could focus on maintaining a local network and a separate group of 'keystones' (people in a

community who are highly regarded and connected). This would result in 'weak links' being established (these are where people know and respect one-another and know they can go to each other when in need but otherwise might not have much to do with one-another).

² Absence of any of these four pillars results in vulnerability within a community, as there is either a lack of well-resourced individuals (rebutted by equity), social isolation (rebutted by social capital), lack of communication in times of crisis (rebutted by information flow) or lack of ability to self-respond to trauma (rebutted by competence).



Ngā Hau e Whā o Paparāangi Society Incorporated

30 LADBROOKE DRIVE, NEWLANDS • PO BOX 26-049, NEWLANDS 6442 •

WWW.NHEWOP.ORG.NZ

Hui-tanguru/February 1, 2020 To whom it

may concern

Regarding: Newlands Fire, Emergency and Community Safety Hub

Ngā Hau e Whā o Paparāangi Marae endorses and supports the development of a Newlands Fire, Emergency and Community Safety Hub.

Newlands is one of the fastest growing suburbs in Wellington and is in dire need of a facility that could house a variety of relevant parties including our volunteer fire brigade that has been a significant feature of the Newlands Community for a long time. This hub could also house our very strong Newlands Resilience Group to ensure that our community is connected and strong.

As a marae we work with these organisations to help foster community spirit and connectedness and recognise that a facility like this could be used for a myriad of purposes.

I am happy to be contacted should you wish clarification of any points raised.

Hei konā

Lena Meinders
Chairperson

Bibliography

- Fire Services Review Programme Business Case, Department of Internal Affairs, 20 January 2016
- Valuation Report on the Annual Contribution of Fire and Emergency New Zealand Volunteer Firefighters, Esperance Capital, December 2019
- Fire and Emergency New Zealand Act 2017
- *We are Fire and Emergency New Zealand*, Our National Strategy 2019-2045, Fire and Emergency NZ, 2019
- 2017-2021 Statement of Intent, Fire and Emergency New Zealand 2017