



Hidden in Plain Sight

An independent valuation of the contribution of New Zealand's volunteer fire force





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ABOUT THE UNITED FIRE BRIGADES' ASSOCIATION

The United Fire Brigades' Association (UFBA) is the largest association supporting firefighters in New Zealand. Our members include volunteer and paid firefighters, Pacific Islands, industry such as airports, and defence force brigades. We champion volunteerism, the independence of volunteer brigades as a community-based resource, community resilience and preparedness, and advocate on behalf of c. 14,000 members in the fire and emergency services sector.

We build our services around our goals:

- Connection - throughout the sector, with partner agencies, our membership, government, and Fire and Emergency New Zealand.
- Recognition - of the service, contribution and expertise of our membership.
- Advancement - equal access to technical and professional development opportunities.
- Support - advocating for the needs of our members to create a sustainable and resilient community service.

Our services include:

- Sector advocacy to drive positive change in the sector with a cohesive, unified voice for the members.
- Individual advocacy and support through disputes or conflict.
- Leadership training for current and future brigade leaders.
- Volunteer brigade training for non-operational roles.
- The largest annual conference for firefighters to connect and develop.
- Award service milestones and support brigade honours functions.
- Firefighter challenges that showcase firefighter operational skills, while supporting camaraderie, training and networking.
- Emergency financial support through the Benevolent Fund and ACC Top-Up Scheme.

UNITED FIRE BRIGADES' ASSOCIATION



FIRE AND EMERGENCY WORKFORCE



11,832 VOLUNTEERS



1,807 PAID FIREFIGHTERS



1,138 SUPPORT STAFF

FENZ's frontline workforce

UFBA REPRESENTS

14,000 members

Paid, volunteer, urban, rural, industrial, defence and Cook Islands



The largest association supporting firefighters in New Zealand championing volunteers, community resilience and preparedness.

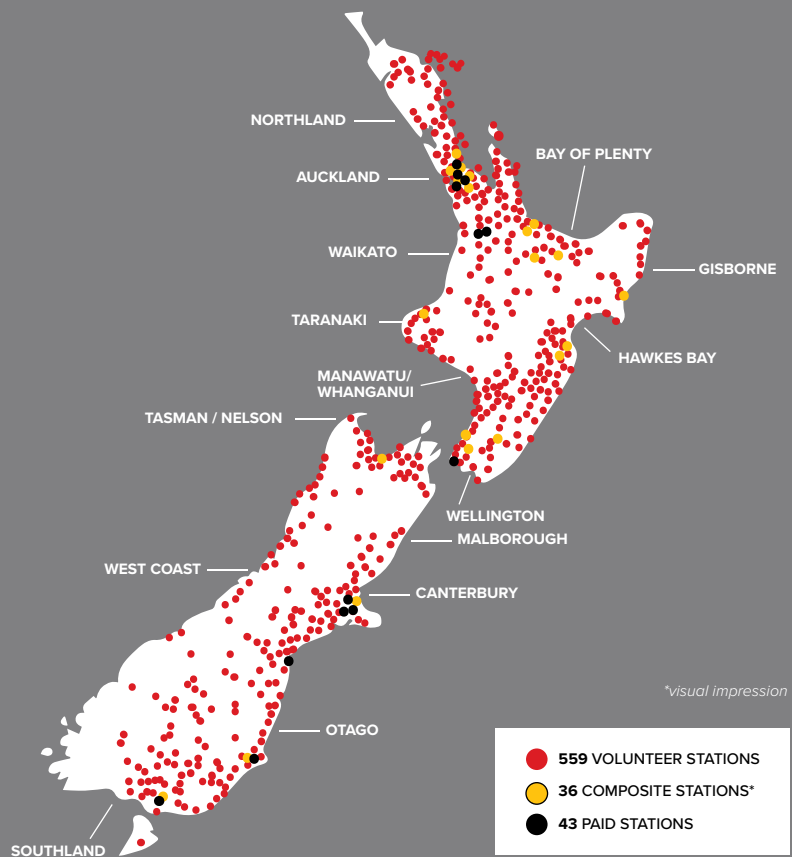


\$823m

Annual economic contribution of volunteers

86%

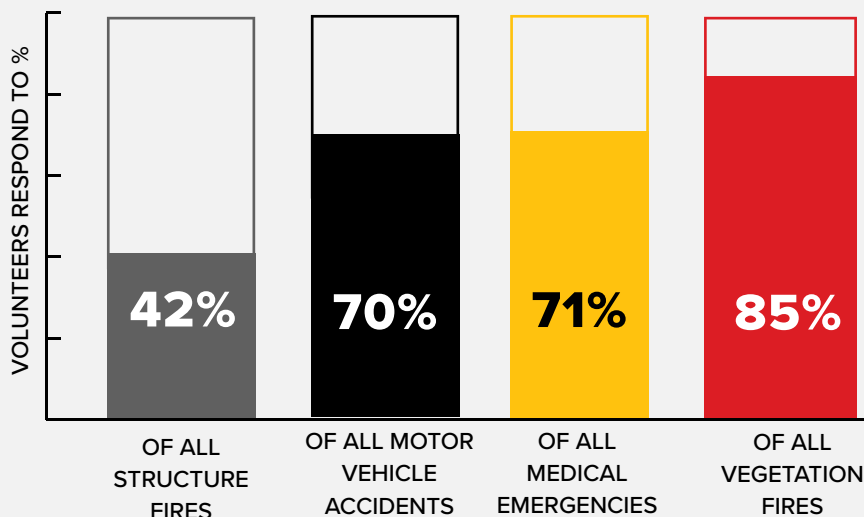
Volunteers represent 86% of the frontline Fire and Emergency NZ workforce



*visual impression

● 559 VOLUNTEER STATIONS
● 36 COMPOSITE STATIONS*
● 43 PAID STATIONS

*VOLUNTEER & PAID COMBINED



93%

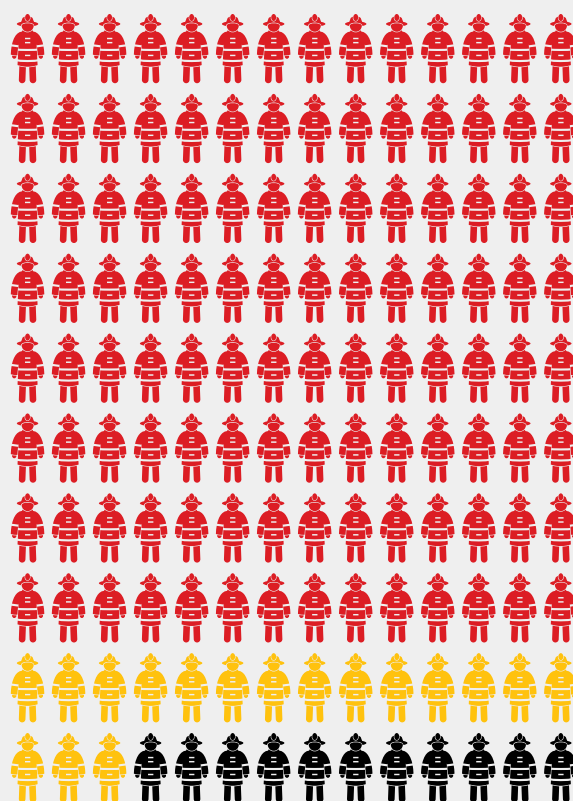
Volunteer firefighters respond across 93% of New Zealand's land mass

A MAJORITY VOLUNTEER SERVICE

Our volunteer firefighters are a vital part of our New Zealand fire and emergency services, alongside our paid firefighters. What many members of the public do not realise is that volunteers make up the majority of Fire and Emergency New Zealand's frontline firefighters (86%) and deliver the bulk of their services in the community. We are largely reliant on the goodwill of these highly skilled volunteers and their deep sense of community connection and service. This is often at the cost of their employers who release them from their full time jobs, or those that are self-employed, and their families who miss them at dinners, birthdays and family events. If our volunteer service is not sustained, it creates a significant risk for New Zealand.


Our members have told us that many of their communities do not realise they are volunteers, this tells us that the New Zealand public cannot differentiate between volunteer and paid firefighters as both provide the same, professional level of service and response.

The New Zealand population is not large enough, and we cannot afford, to staff fire stations with full-time employed firefighters throughout the country. We cannot overlook the communities own contribution to managing the risks of fire and other emergencies – volunteers are vital and they must remain as independent community based organisations, to suit the unique needs of their community, while remaining able to support their neighbouring brigades.



FIRE AND EMERGENCY WORKFORCE

 **11,832 VOLUNTEERS**

 **1,807 PAID FIREFIGHTERS**

 **1,138 SUPPORT STAFF**

FENZ's frontline
workforce



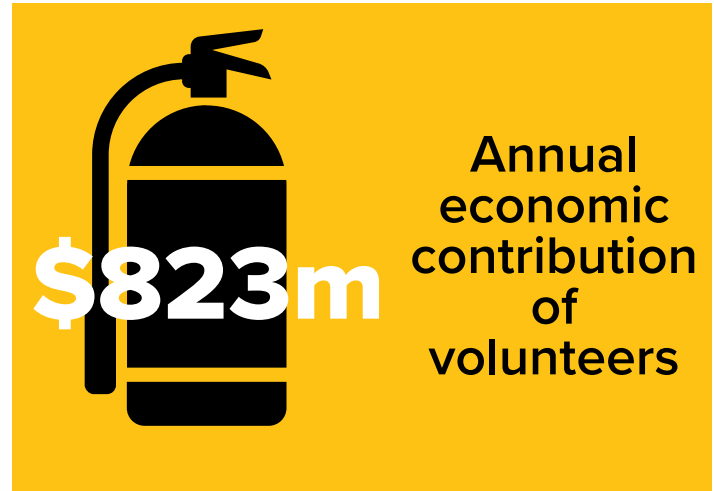
VOLUNTEERS ARE NOT FREE

The bulk of New Zealand's fire and emergency services funding comes from a property insurance levy, with the Government also providing a small 'goodwill' contribution.

If you monetised the contribution of the volunteer workforce, in 2019 this was assessed to be \$619m per annum. The report Hidden in Plain Sight (Feb 2024) values this generous community contribution at \$823m, annually.

There is also a significant cost to Fire and Emergency in maintaining the volunteer workforce, through training, appropriate equipment, and support. This investment must continue to ensure volunteers continue to volunteer.

The fire and emergency service in New Zealand is largely reliant on the contribution and goodwill of volunteers, their employers and the firefighters who themselves are self-employed. Volunteers are not free.

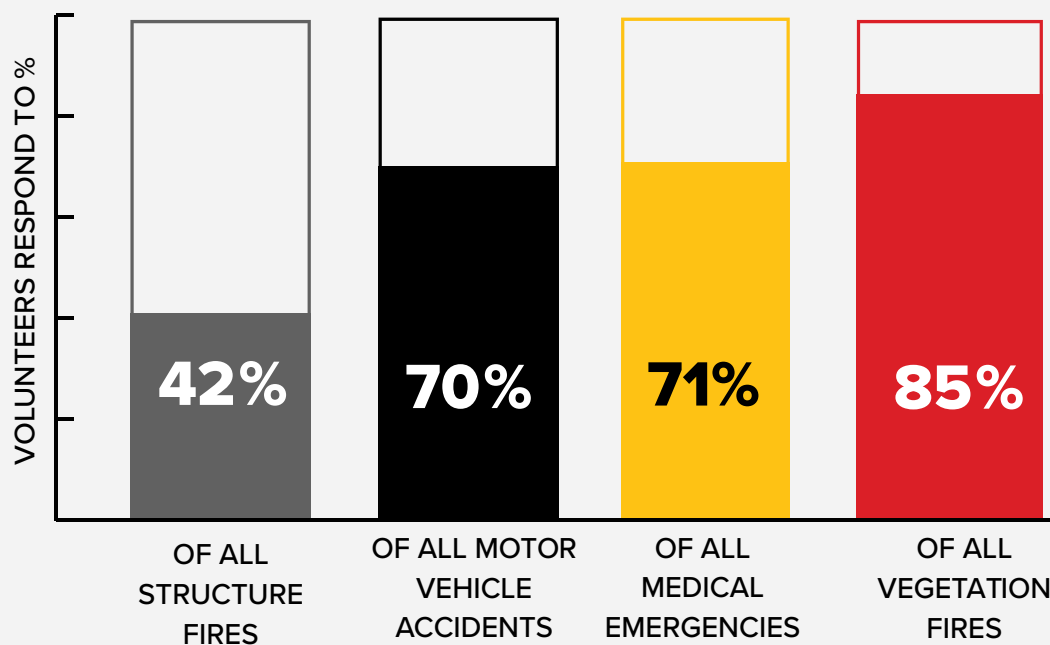


THE UFBA VIEW

- Funding for volunteers must be protected and enhanced to sustain their vital role in this essential service.
- Funding needs to be targeted to ensure volunteers have the appropriate level of equipment, training and support for them to meet local risks and needs. This should not be at the expense of what employed firefighters also require and deserve.
- Along with operational funding, substantial capital investment is also required to replace ageing fleet, equipment and buildings.

WHAT SERVICES DO VOLUNTEER FIREFIGHTERS PROVIDE?

Volunteer firefighters are the first responders to emergency incidents across the majority of the country including road traffic incidents. They also respond to 68% of vegetation fires, 55% of all medical emergencies and 47% of all structure fires. With the increasing effects of climate change, we expect the number and severity of vegetation fires and natural disasters (such as flooding) to increase.



THE UFBA VIEW

- We cannot forget that New Zealand's fire services are staffed mainly by volunteers. The UFBA is concerned that we are not doing enough to support our volunteers. Change is needed if we are to sustain a modern, 21st century fire and emergency service that is equipped to face the challenges of the future with the legislative mandate to protect life, property and the environment.

VALUING THE INVALUABLE

Introduction to the Hidden in Plain Sight valuation report

Volunteering time and services without financial gain holds significant value for individuals, communities, and NZ society as a whole. Kiwis rank third in the world for giving.

Our volunteer fire forces have a special role in keeping New Zealanders safe. From responding to motor vehicle accidents, medical call-outs, hazardous materials, search and rescue, natural disasters, weather events, and structure and vegetation fires, they are always ready.

Volunteers make up 86% of the country's frontline staff. They are the first responders to most emergencies across 93% of New Zealand's land mass. They are solely in charge of 559 of New Zealand's 638 fire stations. They staff another 36 stations, alongside their paid colleagues.

They are our farmers, teachers, retailers, and tradespeople who answer the call to duty, leaving their daily lives behind to face emergencies head-on, sometimes at great cost to themselves, their families and their employers. They are driven by a selfless commitment to their communities, and their role often goes unseen and under-appreciated.

It is clear they are a taonga (treasure) and as a nation, we need to protect and preserve them. The sacrifices our volunteers make cannot be taken for granted.

This report sets out to establish the monetary value of the contribution volunteer firefighters make to the delivery of fire and emergency services in New Zealand. Not surprisingly, it arrives at a very large number: \$823 million for the year to 30 June 2023.

The report is not asking for our 11,832 volunteer firefighters to be paid. Our population is simply not large enough to support fire stations staffed by employed firefighters throughout the country, and our volunteers aren't motivated by money – for them it's about giving back to their communities. The report is calling for the contribution of volunteer firefighters to be valued.

Volunteers do not receive the same level of uniform, training, fleet or equipment as their paid colleagues. They also receive less rehabilitation support, compensation, and health and safety cover when they are injured on duty. ACC does not cover mental trauma experienced by volunteer firefighters on duty, or chronic workplace illness because it is considered in law to be a leisure activity. That fact is astonishing and cannot continue.

Volunteer firefighters deserve greater recognition for what they do. It is time for us to make a acknowledge all they do to look after our communities. And it is time for the government and other decision-makers to recognise the enormous contribution our volunteer firefighters make, and to ensure the needs of our volunteers are always top of mind.

Our volunteer force isn't free. There are 823 million reasons to ensure volunteers get the support they need so they can continue serving their communities the way they have done for the last 146 years.

Hon. Peter Dunne
UFBA Board Chair





HIDDEN IN PLAIN SIGHT REPORT

Valuation of the contribution of the
New Zealand Volunteer Fire Force

Prepared for
United Fire Brigades' Association of New Zealand
By Esperance Capital Ltd
February 2024

Disclaimer

This Valuation Report places a monetary value on the annual contribution made by Fire and Emergency New Zealand (“FENZ”) volunteers for the delivery of fire and emergency services in New Zealand.

This Valuation Report does not constitute an all-encompassing description of the activities, structure, management, or delivery of the principal objectives or functions of FENZ as detailed in the Fire and Emergency New Zealand Act 2017 (the “Act”).

Esperance Capital Ltd (“Esperance”) has not been engaged, nor does it intend or endeavour, to draw conclusions about how well FENZ carries out its role or the quality of fire and emergency services in New Zealand. Similarly, this report and the comments it contains, are not intended, or constitute a criticism of FENZ in carrying out its principal objectives or functions.

The comments within the report may draw conclusions about the delivery and activities of FENZ as they relate to the volunteer participation in meeting the principal objectives and functions but only to the extent to which they impinge upon the volunteer participation and thereby the assessed monetary value of the annual contribution.

Esperance has taken every care in preparing this Valuation Report however reliance has been placed upon reports and information received without questioning its veracity or provenance, we have not questioned the qualifications of those writing or researching the reports. Appendix 1 lists the information and reports considered by Esperance.

This Valuation Report and the monetary value should not be used for any purpose other than those stated in this Report. In particular the monetary valuation is not a measure for inclusion in financial statements.

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1. Executive Summary *“Hidden in Plain Sight”*

The apparent internal distinction between the Paid Fire Force and the Volunteer Fire Force is lost on the public. Fundamentally, the public is indifferent, as long as the crew that turns up to an emergency is adequately trained, equipped and capable of providing the response needed at the emergency.

The distinction between equipment, uniform types, badges, and other esoteric matters is totally and wholly irrelevant to those who seek and/or need the services of Fire and Emergency New Zealand (FENZ).

While firefighters per se may be visible to the public, the 11,832 volunteers, as a distinct body, are barely visible at all despite making up the core of the service, representing 86% of front-line personnel. The Volunteer Fire Force is hidden from view as they go about their day-to-day lives, albeit always being on call, until they are needed. Hence, hidden in plain sight.

The Fire and Emergency New Zealand Act 2017 (the “Act”) states that volunteers are FENZ personnel; however, they do so without working under a contract of employment. Rather, they are individually engaged (as opposed to employed) by FENZ through a formal letter of engagement, which each party signs.

This valuation report assesses the monetary value of the Volunteer Fire Force, as FENZ personnel, for the year ended 30 June 2023, and is intended to inform the volunteers themselves, the United Fire Brigades’ Association of New Zealand (“UFBA”), FENZ and the Government of the contribution of this group of individuals to New Zealand.

In many respects the always on-call Volunteer Fire Force *is* the first line of response/defence to emergencies that arise across New Zealand. The Volunteer Fire Force is significantly larger in number than the Paid Fire Force, is present in more locations and undertakes an increasingly different role from the Paid Fire Force.

It is arguable that the core of the fire and emergency response in New Zealand is delivered by the Volunteer Fire Force, with the Paid Fire Force providing a specialist support and back-up role. The different demands on the two forces, as shown by the analysis of the incident and response data in Section 4 clearly shows that the roles of the two forces are diverging, with the Volunteer Fire Force taking a broader role across the fuller range of emergencies that arise.

Esperance considers that the activity profile of firefighters (paid and volunteer) lends itself to a volunteer model supported by paid firefighters who primarily deliver more specialised services and, by dint of the fact they are to be available (when rostered on) at a station, respond slightly quicker than volunteers who need to travel to the station before responding on a FENZ vehicle.

Esperance considers that it makes sense to have volunteers form the backbone of the service where response callouts do not require “always on station” staff. Saying this, Esperance is aware that clearly a majority of stations can be effectively staffed by volunteers even though we recognise a number of these stations as being busy, as we define that term. It clearly makes no economic sense to have paid staff at all stations even where we consider them busy.

Esperance also acknowledges that whilst the fire and emergency service lends itself to a volunteer model it follows that some responses, especially natural disasters and severe weather events require the decisive, effective, and timely deployment of Defence Force personnel along with their specialist equipment. Any weakness or shortcomings in the Defence Force deployment put in danger the response of public entities to such natural disasters and national weather events.

It is insightful that the report by Tūao Aotearoa Volunteering New Zealand “*State of Volunteering in Aotearoa New Zealand Report 2022*” makes no mention of the 11,832 volunteers within FENZ and the

JBWere “2021 New Zealand Cause Report” only mentioned volunteers in terms of the existence and size of the UFBA staff, which is not a membership body for volunteers although brigade complements are acknowledged within the UFBA constitution. In fact, there is no specific membership body for volunteers to represent their interests in New Zealand. Given the number of volunteers active, this is a curious outcome.

To wit, the Public:

- Has little to no appreciation of the number volunteers active across New Zealand nor their roles in the delivery of emergency services.
- Has little to no appreciation that FENZ is primarily a volunteer organisation where over 80% of ‘total staff’ are volunteers as of June 2023.
- Is indifferent whether a volunteer or paid firefighter turns up to an emergency and doesn’t differentiate between the two when making an emergency call.
- Thinks that the primary role of firefighters is to put out fires and attend vehicle accidents.
- Has no awareness of or comprehension that FENZ is almost devoid of government funding and that it is almost fully funded by the private sector.

It also can’t be ignored that in the normal course of events the funding of FENZ’ day-to-day operations sits entirely outside of budgeted government expenditure. Further, no government agency apparently suffers the impost of the fire levy to any great extent as these agencies are self-insured. The lack of financial cost to the Government may result in a lack of appreciation of the value contributed by the Volunteer Fire Force or the cost impost on the private sector. However, Esperance does note that SOE’s do purchase insurance products for their business operations.

There is however one clear advantage of having funding of FENZ’s delivery of services falling outside of government oversight: FENZ is not subject to competition with other government agencies for a share of the public purse.

The Value of the Volunteer Fire Force

Esperance values the annual contribution of the Volunteer Fire Force to FENZ to be \$823 million for the year to 30 June 2023. The value of this annual contribution is the sum of the assessed Work Done by the Volunteer Fire Force, being a value of \$152.8 million, and the value of being on Standby 24/7/365, being a value of \$670.2 million; the value of being ready to act when called.

Table 1 below sets out the valuation breakdown, with the value of Work Done representing 18.6% of the total value contributed by the Volunteer Fire Force.

Table 1 - Valuation Summary

Item	\$M	Share of Contribution
Responding to Incidents	\$77.919	9.5%
Training & Readiness Preparation	\$57.830	7.0%
Brigade Administration	\$17.033	2.1%
Sub-Total – Work Done	\$152.781	18.6%
Standby	\$670.188	81.4%
Totals	\$822.969	100.0%

2. Background, Purpose, and Scope of the Report

Background

UFBA has commissioned Esperance to assess the value of the annual contribution made by the Volunteer Fire Force in the provision of fire and emergency services in New Zealand.

The focus of this Valuation Report is on the value of the work done by the Volunteer Fire Force and the value of the Volunteer Fire Force being available on standby 24/7/365 to undertake work as and when called upon.

The UFBA membership is 615 brigades from which both paid and volunteers operate, representing 96.2% of all operating fire stations in New Zealand and 96.9% of all fire crew complements. It has a number of other entities as members which benefit from the broad array of services provided by the UFBA.

The UFBA is a membership body for the brigades from which the FENZ fire force operates, and it is the brigades that are, for the purposes of its constitution and the Incorporated Societies Act 2022, its voting members. The UFBA constitution however specifically recognises the individuals within the brigades.

These individuals are persons enrolled with a Brigade Member and it is only these Enrolled Members who are eligible to be elected as a delegate elected to represent a voting member and only those people eligible to be elected as UFBA Board Member or be an Officer of UFBA, other than the Patron. As such, whilst UFBA is not the representative of the Volunteer Fire Force the bulk of its Enrolled Members, some 11,632 volunteers, are enrolled at its member brigades and these volunteers make up 99% of FENZ volunteers.

FENZ operates from 638 fire stations and depots from which it delivers emergency services, a national training facility in Rotorua, as well as its National Headquarters in Wellington, 5 Regional HQ and supporting District HQs. FENZ has a management and support staff complement of 1,138 people in addition to its frontline service delivery personnel.

Table 2 - FENZ Staff Breakdown on 30 June 2023

Staffing Group	Number of Staff	Percentage
Paid Firefighters	1,807	12.2%
Volunteer Fire Fighters	8,547	57.8%
Management & Support	1,138	7.7%
Volunteer Brigade Support	2,117	14.3%
Volunteer Operational Support	1,168	7.9%
Totals	14,777	100.0%

11,832 staff are volunteers representing 80% of the total FENZ workforce distributed across composite urban stations, volunteer urban stations and volunteer rural stations and making up 86% of front-line personnel (firefighters and operational support).

Urban volunteer firefighters operate from 358 volunteer stations (V stations) and 36 composite stations (C stations) where both paid and volunteers operate from. Rural volunteer firefighters operate from 201 volunteer stations (R stations). There are 43 stations located in the major urban centres (P stations) crewed exclusively by Paid Firefighters.

Table 3 - Responses by Crew Types

Station Type	Number of Responses ¹	Percentage
P Stations – paid crew only	73,320	41.7%
C Stations- mixed crew	43,768	24.9%
R Stations – volunteer crew only	4,863	2.8%
V Stations - volunteer crew only	53,823	30.6%
Total Responses	175,774	100.0%

Paid crews responded to 110,909 responses (63.1%) compared to 64,865 (36.9%) responses by volunteer crews. Note that the difference between incidents for FY23 (91,214) and responses (175,774) reflects the fact that for most incidents' crews from more than one station were required to respond to the dispatch call.

While FENZ is a Crown Entity reporting to the Minister of Internal Affairs, it is nevertheless funded 98.4% by the private sector, with almost 95% of its revenue sourced from fire levies, almost exclusively provided by private businesses and households. The Government makes a "public good" payment of \$10m per annum, representing just 1.4% of FENZ's revenue in FY23. The Government self-insures all of its directly controlled property, although State Owned Enterprises do hold insurances covered by the fire levy.

Esperance has not been asked to, and does not, consider the funding of FENZ or the appropriateness of the funding model.

Table 4 - FENZ Revenue Breakdown FY23

Revenue Type	Revenue FY23 \$000	Percentage
Fire Levies	673,261	94.8%
Public Good Contribution	10,000	1.4%
Good Corporate Citizen Contributions	3,947	0.6%
Alarm Monitoring	1,570	0.2%
Other	1,524	0.2%
Miscellaneous Revenue ²	9,378	1.3%
Interest Revenue	10,396	1.5%
Total Revenue	710,076	100.0%

We note that the Public Good Contribution paid by the Government has remained at \$10 million per annum since FY18 while over the same period total revenue has increased by 16.0% and revenue from fire levies by 18.4%. Said differently, the Government's contribution to the operation of FENZ has fallen by 13.8% as a share of total revenue over the past five years.

¹ The number of responses is greater than the number of incidents as vehicles from more than one station will attend an incident, particularly in urban areas and provincial cities.

² Note 21 of the FENZ 2023 Annual Report notes receipt of a one-off contribution from Te Whatu Ora in lieu of payment of levies, and cost recoveries for fires on public lands. No data on the amounts received for these items has been disclosed. Esperance does note that these revenues are from the Government but are incidental one-off payments only.

Purpose

Esperance places a monetary value on the annual contribution made by the Volunteer Fire Force for the delivery of fire and emergency services in New Zealand in the year to 30 June 2023. The methodology employed to determine this value is outlined in Section 5.

This assessment purposefully makes no comment upon the effectiveness or capability of the Volunteer Fire Force, the structure or oversight of the Volunteer Fire Force, or the role played by the UFBA; as such this is an “as-is, where-is” valuation.

Esperance is aware that the assessment of value and this report will be used to:

- Inform and strengthen the case for community participation in the delivery of fire and emergency services in New Zealand.
- Highlight the importance of the Volunteer Fire Force in the provision of emergency services in New Zealand.
- Inform the work of the UFBA in its representation of and advocacy for its brigade members and the Volunteer Fire Force.
- Inform the work of the UFBA when addressing comparison and assessment of the Volunteer Fire Force and the Paid Fire Force.
- Inform and support engagement with the Minister of Internal Affairs in addressing the use of and support for the Volunteer Fire Force in respect of the deployment of fire and emergency services across New Zealand.
- Highlight the contribution of the Volunteer Fire Force to the social fabric of New Zealand.

Esperance expects that the assessment of value of the Volunteer Fire Force will enable:

- Discussions between the UFBA and relevant parties regarding the resourcing and equipping of volunteer brigades.
- Aid UFBA’s advocacy regarding the viability of the Volunteer Fire Force in the face of demographic change within New Zealand.
- Assist in recognising and supporting the increasing compliance workload undertaken by volunteer brigades to maintain operational readiness to the standard required by FENZ and the Minister; and
- Aid in further consideration of the FENZ structure, particularly as it relates to the Volunteer Fire Force and meeting the requirements of the Act.

Scope of the Report

This Valuation Report presents the background, reasoning, and information sources relevant to reaching the monetary value of the annual contribution of the Volunteer Fire Force.

Work-streams have included:

- defining the work of FENZ, the work of firefighters, the time engagement of the volunteers and the type of activity the Volunteer Fire Force undertakes.
- consideration of an appropriate valuation methodology.
- review of documentation and materials relevant to determining an appropriate valuation opinion.
- Meeting with and seeking the input from representatives of the UFBA.

- Meeting with and seeking input from representatives of FENZ.
- providing the UFBA with a draft of this Valuation Report for comment, and
- discussing the draft with UFBA representatives prior to finalisation.

Esperance has received information directly from the UFBA concerning the operation of the fire and emergency service, the volunteers and FENZ, and has held discussion with members of the volunteer force. In addition, Esperance has been provided with government briefing papers and reports on the volunteer work force. Esperance has also sought out annual reports of bodies within the fire sector and research reports on aspects of the fire and emergency service sector and on volunteering more generally.

Esperance has taken every care in assessing this material and incorporating it where appropriate into this Valuation Report. However reliance has been placed upon these reports and information without questioning its veracity or provenance, we have not questioned the qualifications of those writing or researching the reports. Appendix 1 details the information and reports considered by Esperance.

This Valuation Report and the monetary value should not be used for any purpose other than those addressed above. In particular the monetary valuation is not a measure for inclusion in financial statements.

3. Fire and Emergency New Zealand

Principle Objectives of Fire and Emergency New Zealand

The Fire and Emergency New Zealand Act 2017 (**“the Act”**) states the principal objective of FENZ is:

To reduce the incidence of unwanted fire and the associated risk to life and property, and the environment.

With its main functions being:

- a) *to promote fire safety, including providing guidance on the safe use of fire as a land management tool; and*
- b) *to provide fire prevention, response, and suppression services; and*
- c) *to stabilise or render safe incidents that involve hazardous substances; and*
- d) *to provide for the safety of persons and property endangered by incidents involving hazardous substances; and*
- e) *to rescue persons who are trapped as a result of transport accidents or other incidents; and*
- f) *to provide urban search and rescue services.*

Additional functions of FENZ are, to the extent FENZ has the capability and capacity to do so and whilst retaining the capacity and capability to perform its main functions:

- a) *responding to medical emergencies; and*
- b) *responding to maritime incidents; and*
- c) *performing rescues, including high angle line rescues, rescues from collapsed buildings, rescues from confined spaces, rescues from unrespirable and explosive atmospheres, swift water rescues, and animal rescues; and*
- d) *providing assistance at transport accidents (for example, crash scene cordoning and traffic control); and*
- e) *responding to severe weather-related events, natural hazard events, and disasters; and*
- f) *responding to incidents in which a substance other than a hazardous substance presents a risk to people, property, or the environment; and*
- g) *promoting safe handling, labelling, signage, storage, and transportation of hazardous substances; and*
- h) *responding to any other situation, if FENZ has the capability to assist.*

In establishing FENZ in 2017 the Government’s key areas of concern³ were:

- *changes in weather patterns, lifestyle, demographics (aging population) and urbanisation are contributing to the changing expectations of the fire services and firefighters;*
- *current governance structures have contributed to variable leadership and a lack of coordination within and between fire services;*
- *there are cultural differences (between urban and rural, and between volunteer and career firefighters) that create operational problems; and*
- *investment in fire services is inconsistent with community needs.*
- *Some rural towns are serviced mainly by volunteer brigades and volunteer fire forces. In many small, rural communities fire services are sometimes the only resource available to respond quickly. Fire services are a keystone of community resilience (especially in rural areas) and part of the case for change is to ensure that this is sustainably maintained in the future.*

It is important to recognise that the Act now expressly mandates firefighters’ additional duties to attend to motor vehicle and medical incidents. This was not the case under the Fire Service Act 1975 meaning that the actions of firefighters when attending such incidents could leave them vulnerable to claims they were not legally mandated to provide the service in the case of something untoward occurring.

³ Paragraph 19 & 20, page 7, Section two: Executive Summary, Fire Services Review Programme Business Case 20 January 2016, DIA

FENZ, Volunteers and Communities

Esperance considers that the Volunteer Fire force and their communities are important elements in the design of FENZ, its structures and operations.

The Purpose of the Act is to, *3(a) reform the law relating to fire services, including by strengthening the role of communities and improving the support for volunteers in the provision of fire services. It is the “duty of FENZ in relation to volunteers”, clause 36(c), to develop policy and organisational arrangements that encourage, maintain, and strengthen the capability of FENZ volunteers.*

The Act makes it very clear that volunteers are FENZ personnel, who carry out work for FENZ in relation to the functions of FENZ however they do so without carrying out that work for FENZ under a contract of employment or contract for services but rather a formal letter of engagement. In point of fact, the Act sees volunteer capacity, in relation to work carried out, as being work without the purpose of obtaining financial gain or profit.

Further, in delivering its “designated services”, i.e. the services for which FENZ has been established, these “operational activities” will be carried out “operational personnel”, being any “FENZ personnel” engaged in carrying out that activity, which by definition includes every “FENZ volunteer”. Volunteers make up 84% of front-line operational personnel.

Unlike previous years the FENZ Statement of Performance Expectations 2022/23 Amended March 2023 does not make any particular reference to the upkeep of the volunteer force or on the role communities play in fostering sustainable volunteerism.

The FENZ Statement of Intent 2020-2024 does say however that *“Our volunteers make up over 80 percent of our workforce and are critical to the success of our organisation. We recognise it may become harder to attract and retain volunteers, as volunteer numbers in other sectors reduce. We will make it easier to volunteer in our organisation and we will continue to support our volunteers strongly. Our Volunteerism Strategy 2019-2029 sets out how we intend to enable sustainable volunteerism.”*

The role of communities is emphasised by the establishment of Local Advisory Committees under Subpart 5 of the Act. *The main purpose of these LACs is to provide advice, from a local perspective, to FENZ. Amongst the functions of the LACs is 14(2)(c) to consider and promote the interests of the local area’s FENZ volunteers.*

The FENZ Volunteerism Strategy 2019 – 2029 highlights the importance of communities and volunteers. In part it says *“The strategy has a focus on sustaining our core functions, and it signals a future with a wider range of roles that our volunteers can choose from to support their community through our organisation. It recognises the shared responsibility of all our leaders and the vital role that our career personnel play in supporting our volunteers, the opportunities, and challenges ahead, and sets out our intent to build a future where volunteers, volunteerism, and Fire and Emergency will thrive in the years to come.*

The strategy describes how volunteering will change in New Zealand through to 2029, and how we respond to our changing society, and sustain volunteering as a core part of how we work. We are strengthening our connections with volunteers, including leaders of volunteers, and providing greater flexibility in how people volunteer, and increased tailored support”.

With specific regard to volunteers, the FENZ Statement of Intent 2017 – 2021, did say that *“the volunteer model is coming under pressure as rural populations age and migration to urban centres increases”*. The FENZ Statement of Intent 2020 – 2024 acknowledged that *“it may become harder to attract and retain volunteers”* without going into specifics however the same migration and age issues will persist along with acknowledgement of the ever-increasing financial pressures placed upon New Zealanders more recently, which is acute in some key regions of New Zealand. Further, as outlined later in this report, with less structural fires and a greater number of vegetation fires, medical and non-fire emergencies,

there is a need for “a greater time commitment from volunteers, and increased calls on the goodwill and capacity of their families and employers”.

Esperance considers that this emphasis on volunteers and their communities (more so than merely making communities resilient and meeting their fire and emergency needs), taking cognisance of the pressures on the volunteer model, is recognition of the vital role that volunteers play in the FENZ delivery of fire and emergency services to the people and businesses of New Zealand.

The valuation approach taken by Esperance, with a focus upon the latent potential inherent in having a trained, available, and capable work force ready 24 hours a day 7 days a week, 365 days per year highlights how valuable the volunteer force is to FENZ, the New Zealand Government and the people of New Zealand. FENZ has itself confirmed the importance of providing New Zealanders with a “fit-for- purpose fire and emergency organisation that is flexible, effective and efficient⁴”. The Volunteer Fire Force is a key aspect of the delivery and itself must be flexible, effective, and efficient. In the view of Esperance this key aspect only increases the value of the latent potential of the volunteers.

The Work of FENZ

FENZ attended 91,214 incidents in the 12 months to June 2023 as shown in Figure 1. Over the past 20 years the growth rate of incidents has been an annual average of 1.9% per annum. There is no specific reason for the variation around the trend line shown, indicating that a key challenge for FENZ is the provision of services in what is an uncertain environment. Weather events in FY23 certainly underscored this uncertainty, with the efficient provision of services in the future likely to become more complex.

Figure 1 - Trend in Total Annual Incidents

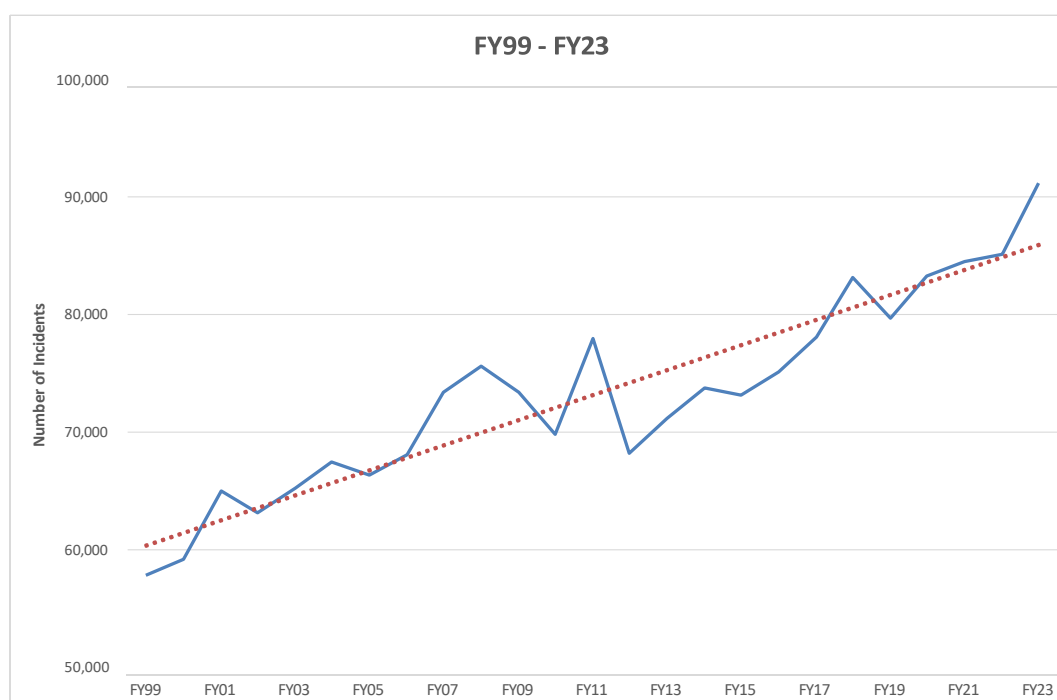


Figure 2 presents the number of incidents on a per head of population basis; this adjusts the rate of incidents to an underlying measure of population growth.

Over the same period, FY99 – FY23, the normally resident population has grown by 1.3% per annum, providing an overall 0.6% per annum increase in the number of incidents per head of population. In line

⁴ Background, Page 3, Fire and Emergency New Zealand Blueprint 2017-2020, Nov 2017

with the total number of incidents shown in Figure 1 there is no specific reason for the annual fluctuations around the trend line.

Figure 2 - Incidents per Head of Population

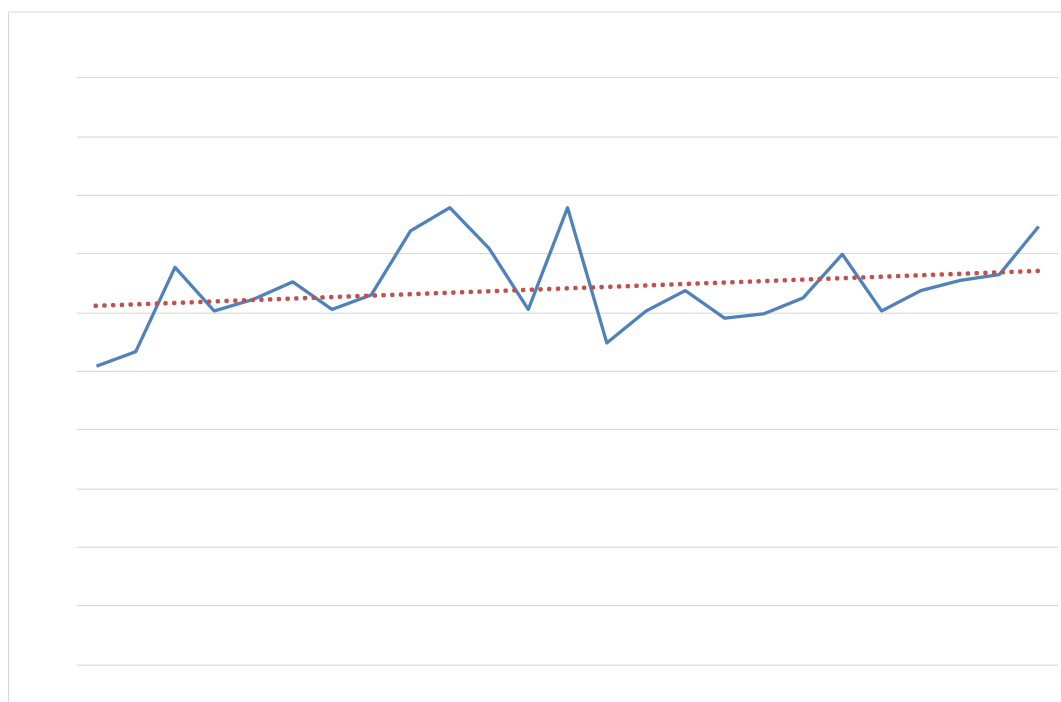


Figure 3 shows the trend in the percentage of medical incidents attended by crews compared to all incidents. FENZ and St John have been working throughout 2023 on a new Memorandum of Understanding (replacing the MOU first put in place in 2011) concerning the engagement of firefighters as first responders to medical incidents.

The MOU covers training, communications, classification of incidents and the overall response approach. Additionally, the FENZ Operational Assurance Team is to take a targeted review of the entirety of the medical response programme in the 2023/24 financial year.

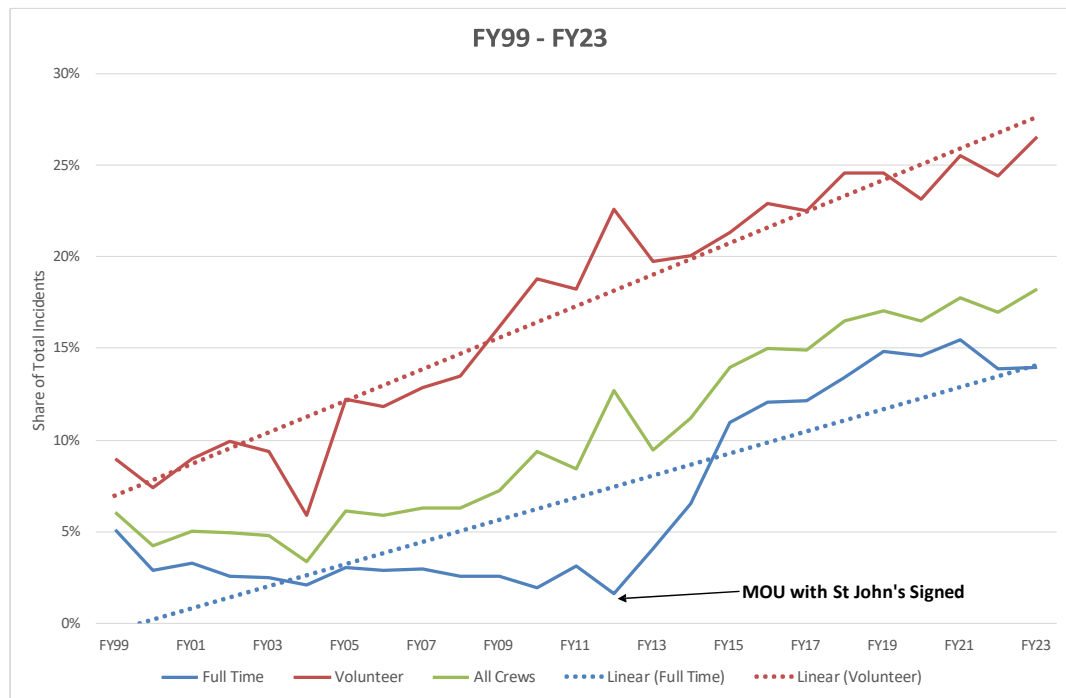
The initial impact of this, and continuing effect, can be seen in Figure 3, particularly in respect of the Paid Fire Force. Medical emergencies now make up 14% of all incidents attended by paid firefighters, and over 26% for volunteer firefighter incidents. Compared to fires, volunteer crews attended 2,000 more medical incidents than fire incidents in FY23.

A further point to note is the deployment of medical response vehicles at 26 volunteer fire brigades and none at paid fire brigades. Esperance does not have data on the rate of deployment of these vehicles, however, the data would suggest that further deployment of medical response units will occur in future as the share of medical responses continues to grow for the Volunteer Fire Force as a percentage of total incidents attended. In FY23 the Volunteer Fire Force attended 1,100 more medical incidents than the Paid Fire Force, or 16% more.

As Figure 3 shows, the trend in the rate of medical incidents attended by the Volunteer Fire Force has been steadily rising since at least FY99 and that the Volunteer Fire Force has always attended more medical incidents as a share of “work done” compared to the Paid Fire Force. While there was a noticeable increase in the number of medical incidents attended as a share of “work done” by the Paid Fire Force, from FY12 onwards the trend over the past five years has been a slight decline.

In absolute numbers the Paid Fire Force attended 6,365 medical incidents in FY19 compared to 6,963 in FY23, an increase of 2.4% per annum, while the Volunteer Fire Force attended 6,793 medical incidents in FY19 compared to 8,063 in FY23, an increase of 4.4% per annum.

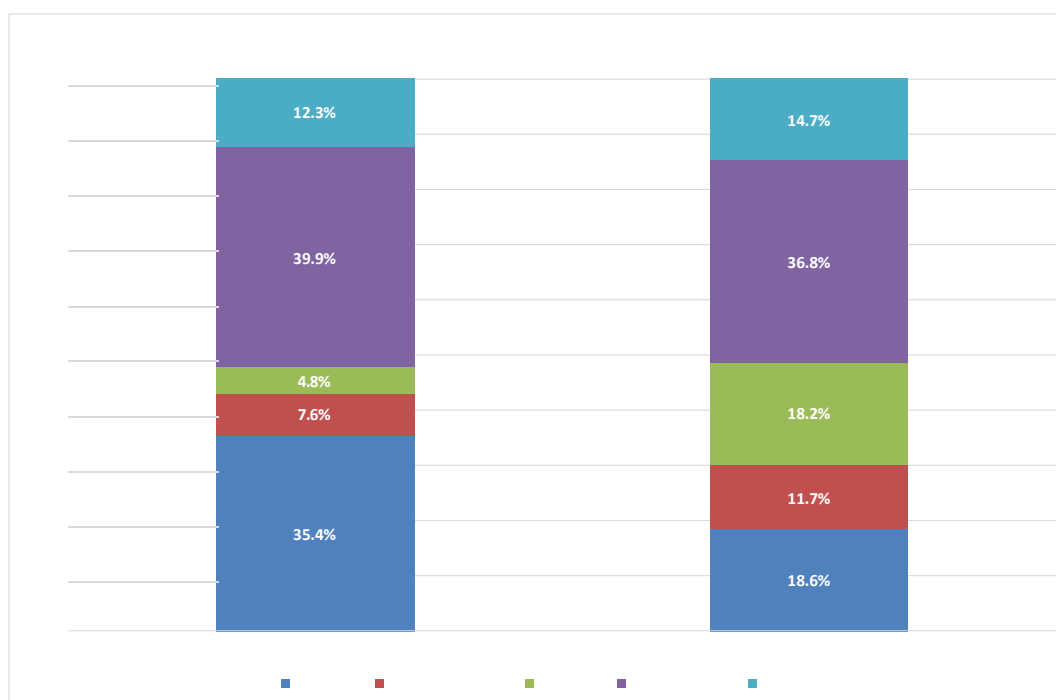
Figure 3 - Trend in Medical Incidents



If the underlying trends continue it could be expected that in five years the Volunteer Fire Force will be spending more than 30% of their deployed time attending to medical emergencies.

Figure 4 shows that there have been major changes to the work done by FENZ over the past 20 years. Of particular note is the decline in the number of fires attended and the increase in motor vehicle and medical incidents.

Figure 4 - Evolution of Incident Types



The number of fires attended has fallen at an average annual rate of 2.6% per annum, while the number of medical incidents attended has increased by 4.7% per annum, increasing from around 1 in 20 incidents in FY03 to almost 1 in 5 incidents for FY23 for all brigades. Over the same time frame the rate of attendance at medical incidents for the Volunteer Fire Force as increased from 1 in 10 to just less than 1 in 4.

In respect of structure fires, only 1 incident in 22 attended by a paid crew in FY23 was a structure fire, compared to 1 in 10 in FY03. To provide further context, using the data on private dwellings produced by the Department of Statistics⁵, there was a 0.40% chance (1 in 247) of any private dwelling being subject to a structure fire in FY03. By FY23 the chance of a structure fire had fallen to 0.24% (1 in 420), or a reduction of 40%. In FY03 the total number of structure fire incidents was 5,936 compared to 4,887 in FY23, a drop of 1,049 or 17.8%.

In FY23 almost half the work of paid crews was to attend false alarms and only 16% was to attend fires. Said another way, in FY23 a paid firefighter was three times more likely to attend a false alarm than any type of fire. In terms of structure fires (buildings), a paid fire fighter was 11 times more likely to attend a false alarm than a structure fire.

The traditional view of what fire fighters “do” is rapidly becoming outdated as the nature of the work changes. In many respects FENZ and its predecessors has been very successful in reducing the number and impact of structure fires however other types of incidents, particularly medical emergencies are growing. This mirrors international trends.

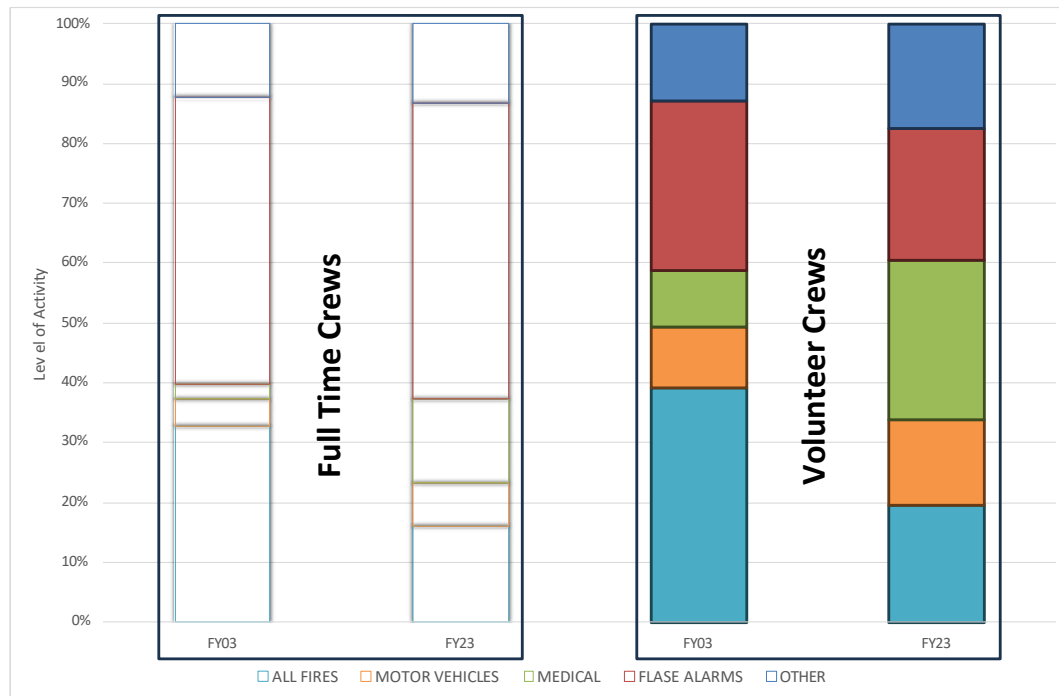
The data shown in Figure 4 is disaggregated into full time crews and volunteer only crews as shown in Figure 5. Overall, volunteer crews attend more fires, more medical incidents, and fewer false alarms as a share of work done than full time crews.

⁵ Private dwellings are used as a proxy for all structures, given that it is the most common type of structure in New Zealand.

The data also shows that medical incidents represented over 26% of the incidents attended by volunteer crews in FY23 compared to 9% in FY03. This means that more than one quarter of the time spent by volunteer crews attending incidents is to attend medical events.

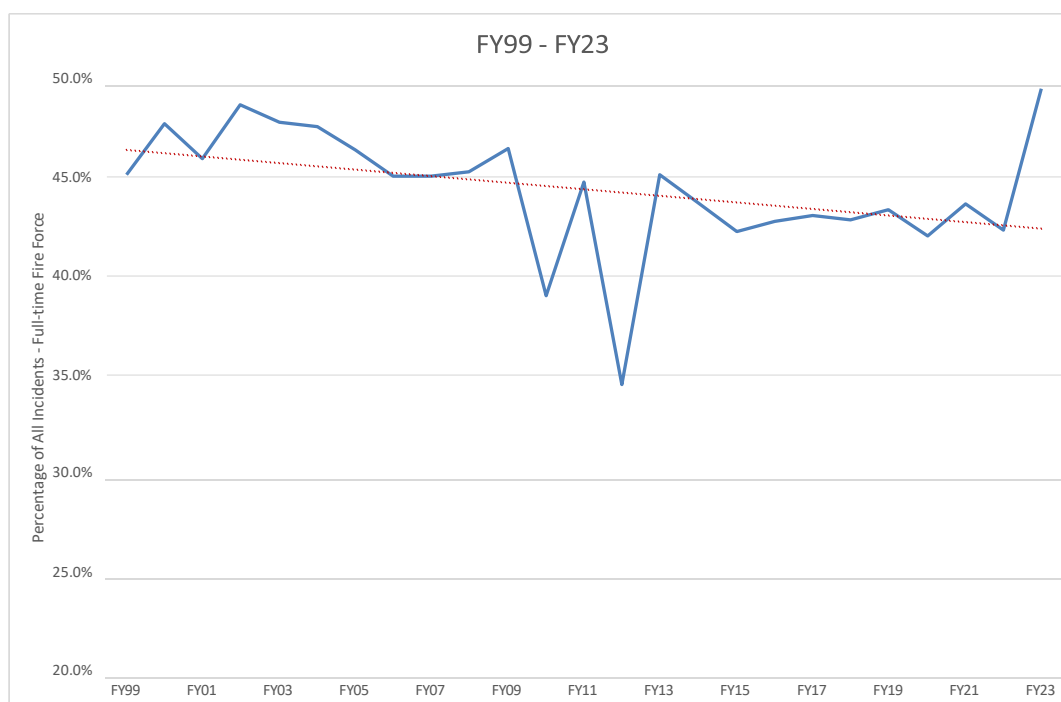
Figure 5 clearly shows that the type of work done by the Paid Fire Force and the Volunteer Fire Forces is diverging over time, with a far greater emphasis on medical emergencies for the Volunteer Fire Force, along with a smaller, but nevertheless noticeable increase in vehicle incidents. Equally significant for the Volunteer Fire Force has been the reduction in all fires and false alarms.

Figure 5 - Evolution of Incidents by Crew Type



While false alarm incidents are a significant portion of work done by the Paid Fire Force, the trend over time shows a gradual reduction in the percentage of work done by all brigades attending these incidents. Figure 6 shows the trend for the Paid Fire Force since FY99.

Figure 6 - False Alarm Incidents – Paid Fire Force



While Figure 6 shows the percentage of work done attending false alarms has gradually declined the number of all false alarm incidents between FY99 and FY23 has increased from 22,301 to 33,567, an increase of 51%, or 1.3% per annum. This means that a large resource has and is being deployed for an otherwise unproductive undertaking.

Esperance notes the change in responses to private fire alarms by the Scottish Fire & Rescue Services to reduce the deployment of vehicles to false alarms. This means that there is no initial response to a private fire alarm unless there is a confirming alert, for example via a phone call to emergency services which indicates an alarm is a true emergency rather than just someone 'burning the toast'.

The challenge for FENZ is managing the resources dedicated to attending false alarms compared to the increasing to attend to medical and vehicle incidents, particularly for the Volunteer Fire Force.

Were FENZ to implement a strategy similar to the Scottish Fire & Rescue Services there would be a noticeable impact on the number of incidents and the types of work done by the combined Fire Force, although Esperance does not have sufficient information available to estimate what the effect would be.

4. The Volunteer Fire Force

Defining the work of the Volunteer Firefighters

As outlined in Section 2 of this report there are 11,832 volunteer firefighters, broken down into 8,547 operational fire fighters, 1,168 operational support and 2,117 brigade support. Esperance has determined that brigade support crew are unlikely to be attending incidents rather providing back office and station support services (reporting, equipment maintenance etc) that form a core part of the operation of fire stations across New Zealand. The operational fire fighters and operational support fire fighters who attend incidents are the main focus of the valuation assessed in this Report.

559 stations are manned solely by volunteers, with 36 stations manned by a mix of paid and volunteer fire fighters, although the ratio of paid to volunteer varies greatly between these composite stations. These Composite stations tend to be located in the outer urban areas of the main centres and in larger provincial cities. The ratio of paid crew to volunteer crew is specific to each station with no clear reasoning apparent. The data provided by FENZ to Esperance is clearly delineated between the Paid Fire Force and the Volunteer Fire Force enabling as detailed an assessment of the composite stations as has been done for all other volunteer stations.

Figure 7 shows the dispersion of volunteers per station across the number of stations. 71% of stations have been 15 to 25 volunteers, with only 5% having more than 40 volunteers. Compared to the 2019 assessment by Esperance there has been little change in this figure between the two reports.

Figure 7 - Number of Volunteers

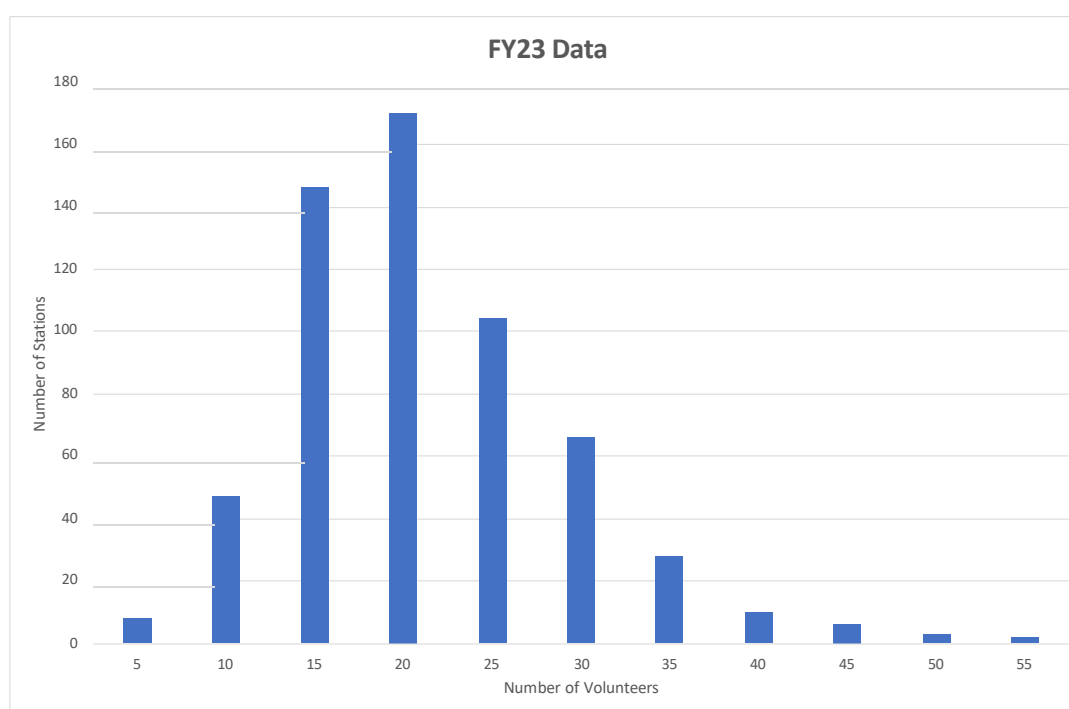
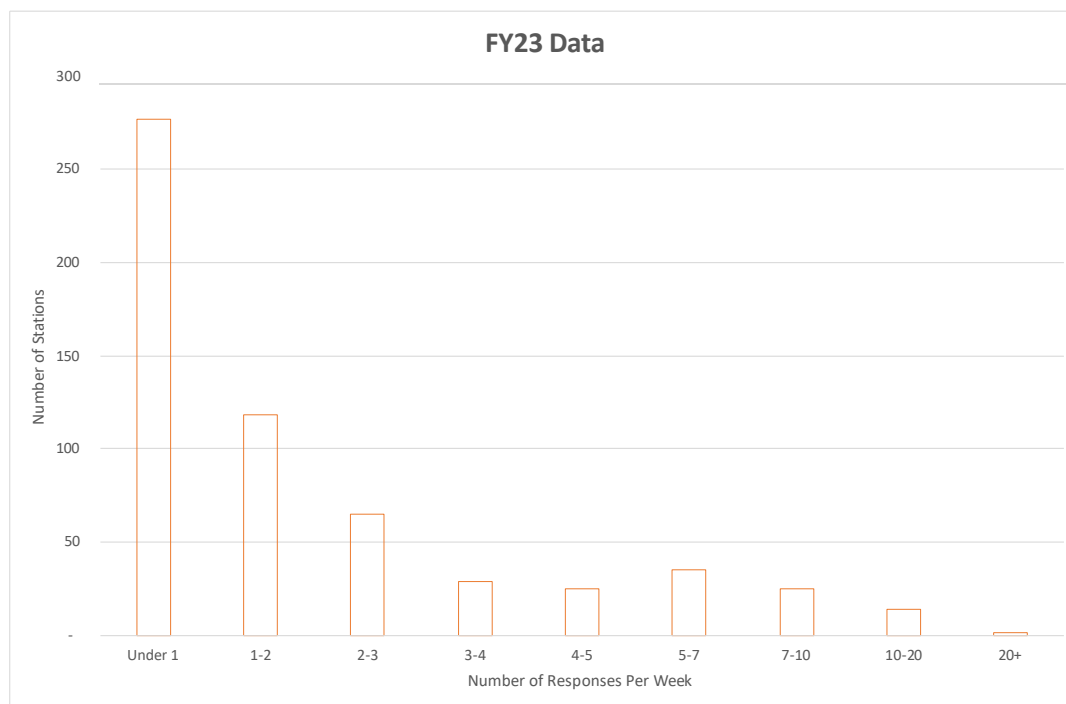


Figure 8 shows the number of responses per station per week. FENZ generally regards a station as “busy” if it attends more than 100 incidents / responses per annum. The data in Figure 8 also reflects the fact that rural volunteer stations are comparatively less busy than urban volunteer stations and composite stations.

32.9% of stations that attend more than two incidents / responses per week are classified by FENZ as “busy”. Esperance however has defined a “busy” station for the purposes of this Valuation Report by assessing the available volunteer crew at each station, the vehicles deployable at each station (and thereby the complement needed to effectively utilise those vehicles) and the level of activity. Esperance’s analysis of “busy” stations is further explained in Section 5.

Figure 8 - Number of Responses



Volunteers and paid firefighters do not respond to incidents at the same frequency. An analysis of the incidents for FY23 shows that paid firefighters solely responded to 54% of all incidents, volunteer firefighters responded solely to 34% and there was a shared response 12% of the time. Note that this does not mean that only paid, volunteer, or composite stations attended incidents in this frequency, rather it shows what the attendance was per incident no matter where the crew were sourced from. For example, a shared response may have come from a composite station, or perhaps from two different crews, one from a paid station and one from a volunteer station.

Figure 9 shows a detailed breakdown of the responses by full time and volunteer brigades over the period Fy19 to FY22. FY23 data is excluded due to data problems arising from industrial action in FY23.

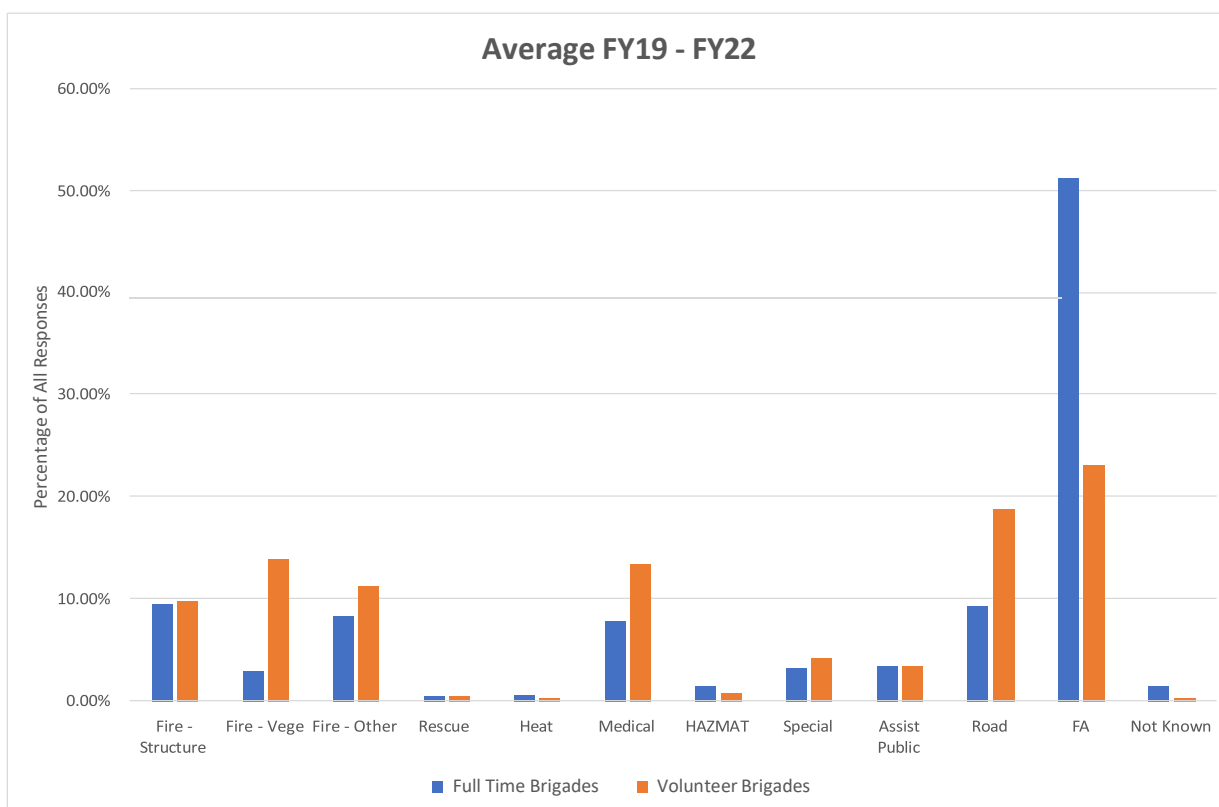
The data shows that a volunteer crew is 4.7x more likely to attend a vegetation fire, 2.0x more likely to attend a vehicle accident, and 1.7x more likely to attend a medical emergency than a paid crew.

Equally, full time crews are 2.2x more likely to attend a false alarm and 1.7x more likely to attend a heat incident. As Figure 9 shows, the most common overall incidents are false alarms, fires, vehicle accidents and medical emergencies in that order. This data again underlines the divergent nature of the incidents attended by the two fire forces.

A key consideration in the analysis of work done by the two Fire Forces is the amount of time spent on each incident / response type. Esperance is advised by UFBA management that most incidents / responses take two hours from the initial alert to available crew members to the completion of the incident and equipment reset at the end of the call-out.

Incidents such as false alarms and medical emergencies are assessed to take one hour on average, whereas fires and vehicle incidents are assessed to take longer. There is likely to be a high degree of variability across incidents, but these are the advised annual averages.

Figure 9 - Responses Breakdown



Based on this data Esperance has assessed the “work done” by the Paid Fire Force on incidents / responses at 724,000 hours in FY23, while the “work done” by the Volunteer Fire Force was 1,112,000 hours. Overall, the Paid Fire Force attended more incidents; however, a larger share of their attendances was to false alarms compared to the Volunteer Fire Force, which had a larger share of longer duration incidents.

Further, urban volunteer brigades have a crew complement of six seats per pump vehicle compared to four seats for paid brigades. This analysis does not include any assessment of work done on training, administration, fire drills, community engagement or other non-emergency activities.

Esperance has derived the number of volunteer annual hours of availability based on the crew complement for each C, R and V station (taking account of firefighter and operational support staff) as advised by FENZ and Esperance’s assessment of the vehicle utilisation for each brigade in FY23.

Esperance has estimated, on average, that a volunteer is available for 4,032 hours per annum (12 hours per day for 48 weeks per year) on average. Based on the contract between the Professional Firefighters Union (PFU) and FENZ we assess each paid crew member working 2,112 hours per annum (44 hours per week for 48 weeks per year).

This implies that on average the Paid Fire Force spends 21.0% of their available time on incidents / responses, while the Volunteer Fire Force spends 4.4% of their available time on incidents / responses. However, taking account of weekly training by the Volunteer Fire Force the level of activity increases to 8.4% of available time. Esperance has no data on the amount of non-incident/response work undertaken by paid crews.

While the amount of “work done” by the average volunteer is lower than the average paid crew member as a percentage of total available time, the number of firefighters, whether paid or volunteer, needed to effectively operate each vehicle on a 24/7/365 basis (i.e. available for callout) is similar.

Table 5 – Crew Needed vs Vehicle Seats

Vehicle Type	Paid Complement Required	Volunteer Complement Required
Standard Pump 4 Seats	17	9
Standard Pump 6 Seats	n. a	14
Two Seat Vehicle	9	7

Over a 12-month period, considering the above assessed annual hours of availability, a standard pump vehicle operated by a paid crew will require a minimum of 17 firefighters to have the vehicle available 24/7/365. A volunteer standard pump vehicle will require a minimum of 14 firefighters.

The smaller number of volunteers required per vehicle type reflects the fact that Esperance assesses that volunteers are more available than paid staff; 4,032 hours per annum vs 2,112 hours per annum. If the number of hours of availability for volunteers is assessed to be lower, then the number of overall volunteers needed per brigade to provide sufficient coverage will increase. Note also that only urban volunteer brigades operate 6 seat pump vehicles.

5. Valuation Methodology

Esperance has developed a two limbed approach to determine the value of the Volunteer Fire Force to FENZ.

Limb One considers the value of the time engaged by volunteers whether it be responding to incidents, training, undertaking administration tasks, resetting trucks, or undertaking other compliance matters. The value of these activities is split between the “deployed crew”, being those who are dispatched to attend incidents, and the brigade support staff that tend to provide the administrative support and compliance requirements of the Volunteer Fire Force.

Esperance has taken as a fundamental tenet that a volunteer firefighter is no different to a paid firefighter from the perspective of a person requiring the emergency services of FENZ.

A property owner, driver or passenger in a vehicle, a person in a fire or a person needing medical attention or help during a natural disaster will see no difference between what the people attending to their needs are wearing even if the insignia and helmet markings may slightly differ. What people obviously need is assistance from well trained and capable firefighters; no one in this situation will care about the badge, uniform, truck, age, or experience of those giving assistance.

It simply does not matter.

Limb Two considers the value of the time made available by volunteers who are deployed crew responding to emergency calls and deliver whatever is required for the incident / response at hand, other than the time they are deployed. This is the value of “standby time” or as has been described in previous reports by Esperance as “latent potential”.

Limb Two reflects the view adopted in the FENZ 10-year Plan 2020 – 2030 (formed within the context of the FENZ National Strategy 2019 – 2045) under the heading Keeping Pace With Change, that *“all our brigades provide a reliable level of service that reflects a nationally consistent approach to role, rank and visual identity and takes account of local capabilities to reflect their communities’ needs”*. Under the auspices of a Continuous Improvement Programme, FENZ will strive *“to continually improve our work practices....closely linked with our incident response capability”*. The expected results and benefits of this improvement and capability work, which will obviously include the approximate 12,000 volunteers, is to *“respond better and more efficiently to future events, reduce rework, apply new ways of working, and support evidence-based decision making”*.

This last point forms a key consideration in the FENZ Volunteerism Strategy 2019 – 2029 which says, *“our people are operating in an increasingly complex environment...which requires us to develop a broader and more flexible range of skills and capabilities across personnel and assets to ensure we are able to respond effectively”*.

Esperance has adopted the term Standby Time to define Limb Two of the value of the Volunteer Fire Force.

Estimated Hourly Rate

Esperance has valued time engaged by direct reference to the remuneration of paid firefighters based on the FENZ & NZ Professional Firefighters’ Union Collective Agreement 1 July 2022 to 30 June 2024. We have fully costed out key firefighting roles contained in that agreement, built the cost of each member of a typical crew of a volunteer vehicle based on that data and averaged it across the numbers of crew typically deployed. This gives an average hourly cost of a paid firefighter of \$57.01, considering seniority, and for a driver \$58.88 per hour.

Esperance has also allowed that occasionally, but certainly not always, chief fire officers and deputy chief fire offices will attend incidents. In these cases, we have employed a pay scale of \$73.79 per hour

for the deputy chief fire officer and \$77.26 per hour for the chief fire officer. These have also been calculated from the Collective Agreement. At these rates the remuneration cost of an 'average' paid firefighter is approximately \$116,000 per annum, rising to \$120,000 for a driver, \$153,500 for a deputy chief fire officer and \$160,700 for a chief fire officer.

These rates of remuneration are 30% higher than used in the 2019 valuation and reflect the underlying changes in amounts paid to paid firefighters between the two reports.

In adopting the average rate of \$57.01 per full time firefighter Esperance notes that there is some difference accorded to seniority as between volunteer firefighters. A crew may be made up of a mix of qualified, senior, and senior firefighters with more than 10 years' experience⁶. Esperance notes that, based on the average years of service by volunteer operational firefighters, as set out in the FENZ 2023 annual report, the average hourly rate adopted in this Valuation Report is more heavily weighted towards longer serving senior firefighters.

Limb One - Time Actively Engaged

Estimating the time engaged by volunteers includes an assessment of what vehicles are deployed by a station, the crewing rate on those vehicles and the amount of time the equipment and volunteer crew is deployed for the various types of incidents / responses.

Equipment Deployed

Esperance has been provided with details of the firefighting vehicles at each station over the period from FY19 to FY23, including the number of incidents responded to by each vehicle. This has allowed a matrix to be developed that estimates the number of vehicles deployed in FY23 and the frequency of deployment. Table 6 sets out the distribution of the number of vehicles for all volunteer stations.

Table 6 – Distribution of Fire Fighting Vehicles

Number of Vehicles	Number of Stations	Percentage of Stations
Single Vehicle	157	27.0%
Two Vehicles	213	36.7%
Three Vehicles	130	22.4%
Four Vehicles	75	12.9%
Five+ Vehicles	6	1.0%
Totals⁷	581	100.0%

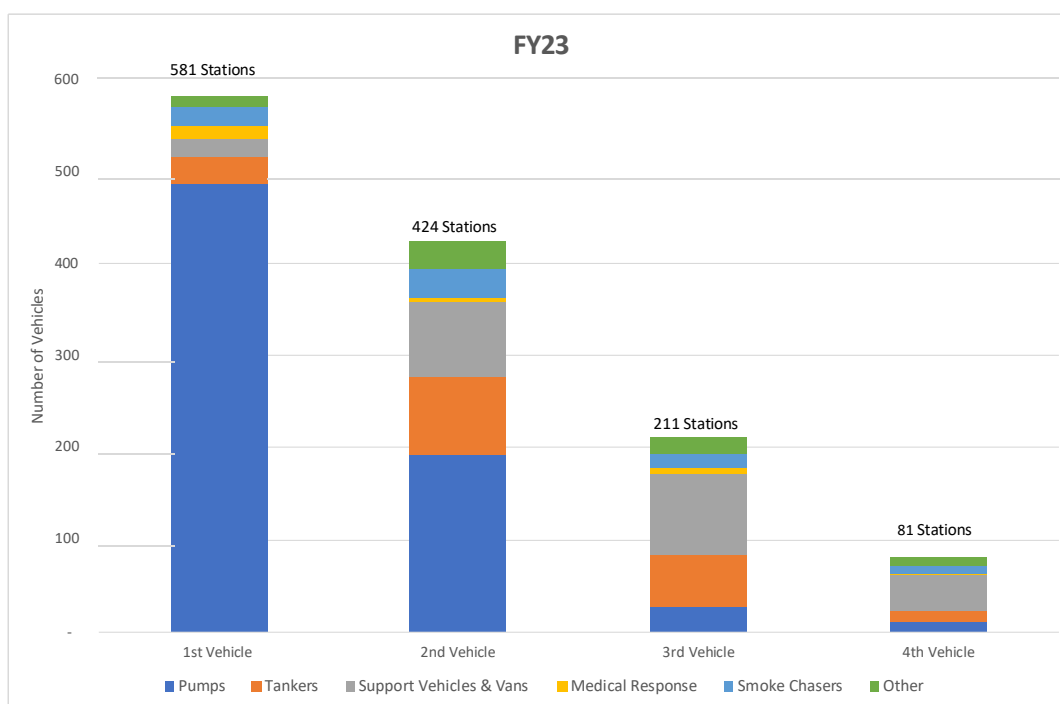
The single vehicle stations tend to be smaller rural stations, while the stations with four or more vehicles tend to be based in major urban centres or larger provincial cities. For Composite stations the data is only included for the volunteer crews.

Figure 10 shows the distribution of types of vehicles by the number of stations with one or more vehicles. This ranking of vehicles has been estimated by the rate of use by each volunteer station as noted above. For example, 83% of stations (487) have a pump vehicle as it is most commonly used vehicle, however, 2.4% of stations (14) have medical response vehicles as their most commonly used vehicle. For stations with a third or fourth vehicle the most commonly used are support vehicles and vans.

⁶ These terms are defined in the FENZ & NZ Professional Firefighters' Union Collective Agreement 1 July 2022 to 30 June 2024

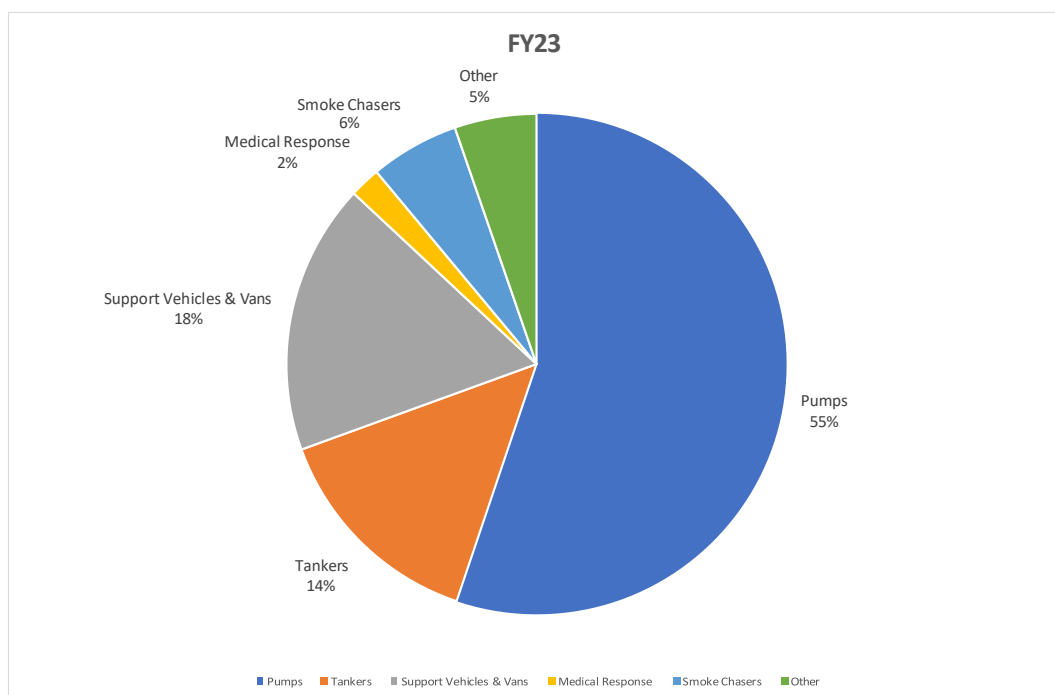
⁷ Esperance is advised that 13 rural volunteer brigades did not have vehicles or responded to any incidents in FY23, in aggregate 220 volunteers. These brigades have been removed from the analysis in this section.

Figure 10 - Vehicle Deployment FY23



The data in Figure 10 is summarised in Figure 11 which shows the distribution of vehicles across all volunteer brigades shown in Table 6. Unsurprisingly, pump vehicles make up the majority of the vehicles deployed, with specialist vehicles such as medical response and smoke chasers comprising a small, but important part of the overall fleet.

Figure 11 – Consolidated Vehicle Data



Complement Required

To estimate the overall complement required to attend incidents we have taken the crew needed per vehicle type to estimate an overall minimum complement needed per brigade based on the of deployment of each vehicle type. Esperance has assumed that where only one vehicle is needed, for example in the case of a medical emergency, then only the crew required for that vehicle will be alerted.

Figure 12 – Estimated Crewing Requirement

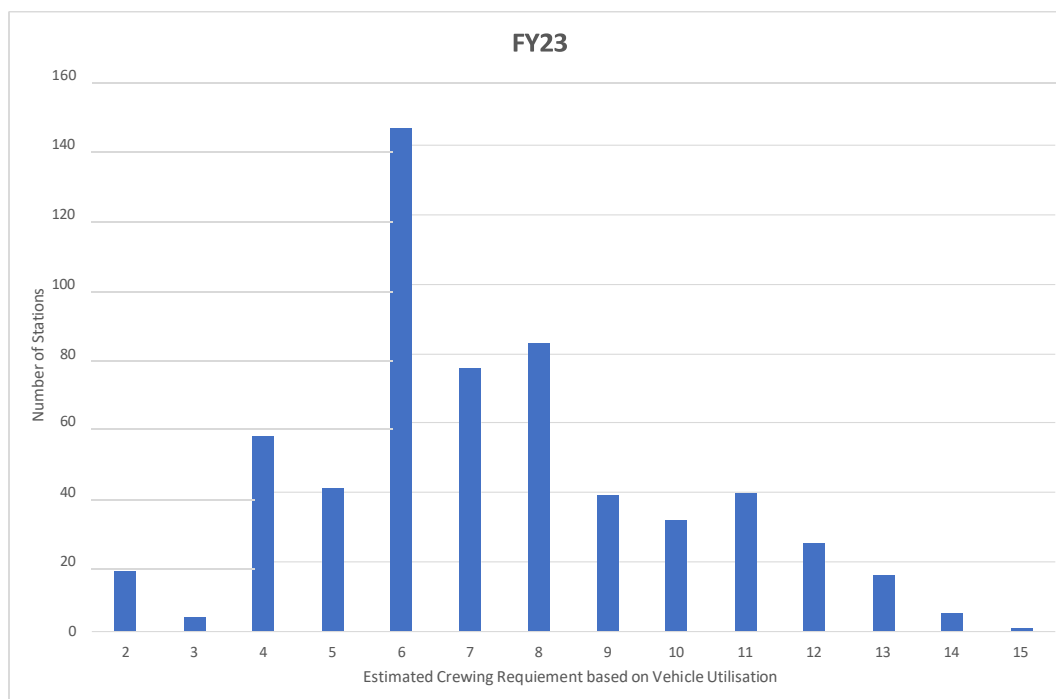


Figure 12 shows that the most common average callout requirement per response is six people, with seven and eight person callouts the next most common, representing just over half the volunteer stations. Generally, rural stations will have fewer crew needed per response (five or less) and the busy urban stations will have ten or more needed per response.

This data has been combined with the assumed time requirement of each type of incident / response, including the time required by volunteers to arrive (get to the station) and the reset of equipment at the end of a call out. Combined with the number of responses this provides the number of hours that the deployed crew were engaged on incidents / responses over FY23.

This is a greater level of detail in terms of volunteer deployment than has previously been available, thus the data for the 2024 assessment is not directly comparable with data from previous assessment prepared by Esperance. Esperance considers that this updated data more accurately reflects the work done by the Volunteer Fire Force when responding to incidents and thereby better values the contribution.

Training Hours

For training time, Esperance has adopted the number of hours used in previous assessments, being three hours per week for combined stations, two hours per week for urban volunteer stations and one hour per week for rural volunteer stations. The hourly rates set out above have been used to cost the time engaged in training, being the same cost as employed for the time spent on responding to incidents.

Esperance considers that ongoing training and maintenance of skills is of equal importance to deployments. Therefore, the hourly rates used are the same for both activities.

Administration

For equipment maintenance and administration time the same rationale has been adopted as used in previous assessment. This is estimated on how busy a station is in terms of the number of incidents / responses over FY23. The least active stations are estimated to require 20 hours per month for maintenance and administration rising in steps to 80 hours per month for the most active stations.

The hourly rate adopted for this work in the valuation is based on the rates set out in the FENZ & NZ Professional Firefighters' Union Collective Agreement 1 July 2022 to 30 June 2024 for communications staff and shift managers, or an average of \$45.00 per hour.

Figure 13 – Time Engaged

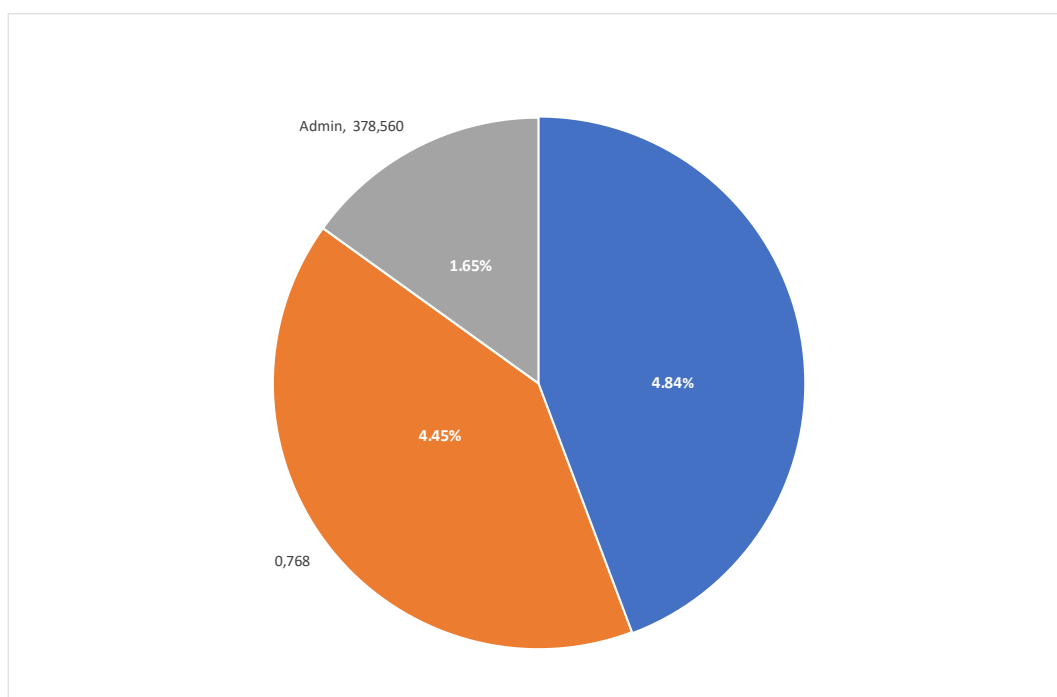


Figure 13 shows the hours employed by the Volunteer Fire Force in attending to incidents / responses, training and attending to administration and equipment. Overall, this represents 10.95% of the total hours of availability for the Volunteer Fire Force based on Esperance's analysis of activity and Standby Time. This metric is discussed in greater detail below. Figure 13 shows that 44.3% of time engaged is utilised responding to incidents, 40.6% on training and the balance of 15.1% on administration.

Limb Two – Standby Time

This limb assesses the value of the Volunteer Fire Force being capable, sufficiently skilled, and most importantly, available to respond to incidents as they arise. Training and responding to incidents create skills and overall preparedness creates capability that jointly reflect more than the time taken to be trained and skilled.

Paid crews are contracted to be on-station during their contracted hours, whereas volunteer complements can be at work / home or other locations when on standby. This difference in location simply reflects the reality of life as a person being on call; not dissimilar to doctors being on call for a hospital.

The importance is that sufficient crew are available at a moment's notice when needed for an incident. As the future is inherently uncertain, it is availability of volunteers that is critical rather than merely the level of activity undertaken at a particular volunteer station. Activity can fluctuate, required volunteers cannot.

How Much Availability?

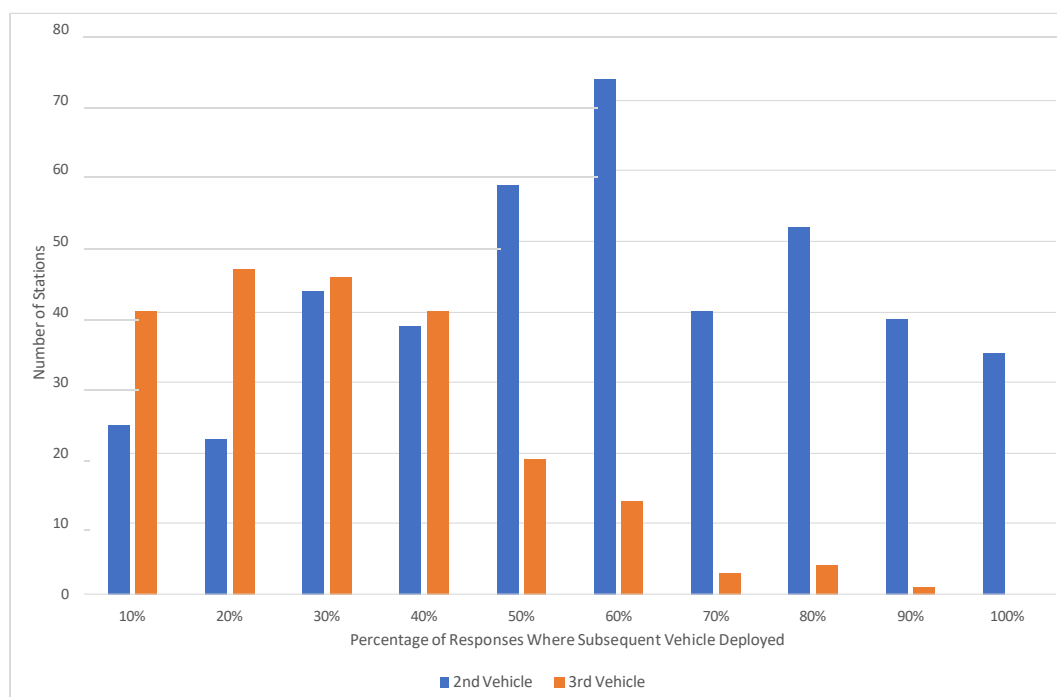
Esperance has considered how much time a volunteer could reasonably allocate to being available. This has been assessed as 12 hours per day, seven days per week for 48 weeks a year, or 4,032 hours per year. This anticipates a semblance of volunteer rostering rather than everyone being available all of the time every day. Esperance is not aware of there being data to hand on the actual level of availability provided by the Volunteer Fire Force recorded by FENZ.

In essence Esperance's assessment is determined by the number of vehicles per station as discussed above, and the need to have those vehicles available and appropriately crewed 24/7/365. As no-one can know what the next incident will be it must be an assumption that all vehicles will be required. Therefore, sufficient crew must be on standby to respond to whatever the incident may be.

The analysis of vehicle usage undertaken by Esperance from the data provided by FENZ suggests that a second vehicle will be deployed for approximately half of the incidents across the Volunteer Fire Force and a third vehicle for approximately a quarter of incidents. Note however, that there is a high degree of variability across volunteer stations with no trend visible across stations for each subsequent vehicle being called between stations.

Figure 14 shows this graphically, with the data for the second vehicle showing no trend. The level of use of second vehicles is similar for usage 30%, 40%, 70%, 80 and 90% of the time. For three vehicles the usage is similar when called 10% to 40% of the time.

Figure 14 – Additional Vehicle Deployment



This means that any forecasting of expected vehicle usage/deployment is in effect impossible on a per incident basis; nobody can know. Therefore, the only reasonable outcome is to assume that all vehicles at a station will be deployed for the next callout. The volunteer complement required to deploy the vehicles needs to be sufficient to meet that expected need.

As a further complication, the timing of callouts cannot be known in advance. Although not all available complement may be required for a specific incident the time at which the next callout occurs is unknown. As large events such as campaign fires in the summer, the response to Cyclone Gabrielle and large events such as the Loafers Lodge fire in Wellington demonstrate things can just “happen” that simply cannot be foreseen in advance. In some cases, these events can be planned for, for example from weather forecasts, but not scheduled or rostered for.

How Much Value?

Esperance’s base premise is that the value of a volunteer on standby is 50% of the value of a paid firefighter. Stations equipped for paid crews are furnished with beds, showers, and other accoutrements necessary to cater for crew members to be housed at the station for the entirety of their multi-day shift. Volunteer stations are not equipped in this way. Necessarily, volunteer firefighters cannot be at the station for any extended period and must reside elsewhere while they are available.

Being available creates certain limitations on a volunteer’s freedom of movement, level of socialising and potentially employment for the time they make themselves available. Paid crews are fully paid while at the station, even if they are sleeping or during other down times. Esperance considers that the value of a volunteer on standby, no matter where located, is equivalent to 50% of the assessed hourly rate adopted for Limb One of this Valuation Report.

To be clear, brigade support volunteers are not included in this assessment of Standby Time; Esperance has assessed that their work can generally be done during normal business hours, and in a part-time capacity, therefore there is no assessed Standby Time or value attributed for these volunteers.

Adjustment 1 – Hours of Availability

In adopting the standard hours of availability of 4,032 hours per volunteer per annum Esperance has identified two necessary refinements recognising that some stations that are shorthanded and some stations are very busy in comparison to others.

Shorthandedness is measured by two metrics, first, the level of complement implied by the equipment on hand and second, by comparison to the FENZ required complement, as extracted from the activity spreadsheet provided by FENZ for the purposes of this Valuation Report. By degrees, if the actual complement is less than 90% of the implied or required complement then adjustment is made to the necessary hours of volunteer availability (4,032 base case) to effectively remove the shortage of complement.

If the FY23 actual volunteer complement is greater than 90% of both these measures, then no adjustment to available hours is made. This allows for assumed workarounds and other short-term adjustments that brigades can make as required to ensure that a full complement is available when needed.

For stations that are shorthanded the number of hours of availability per volunteer is increased up to a maximum of 8,064 hours per annum. This is in effect 24-hour availability for 48 weeks of the year. Only one station actually reaches this maximum level: Kaiangaroa Station in the Bay of Plenty.

Table 7 – Complement Shorthandedness Assessment

Stations before 90% Adjustment Factor	Based on Equipment	Based on FENZ Complement
Number of Stations with Complement above Requirement	191	186
Number of Stations with Complement below Requirement	345	328
Number of Stations with sufficient Complement	45	67
Number of Stations	581	581
Number of Complement above Requirement	1,079	546
Number of Complement below Requirement	-2,452	-1,166
Overall Complement Shortfall Across Volunteer Stations	-1,373	-620

Averaging the two complements shows that 58% of volunteer stations have a shortage of complement, 32% have a surplus of complement and 10% have sufficient complement. The overall effect is a shortage of between 5.2% and 10.8% of the number of volunteers needed to fully crew the available equipment and meet the complement required by FENZ, as set out in the data provided to Esperance. The average shorthandedness is 8% across both measures.

This analysis shows that 125 stations have a level of shorthandedness that requires an adjustment to the total available hours for their complement of deployed volunteers.

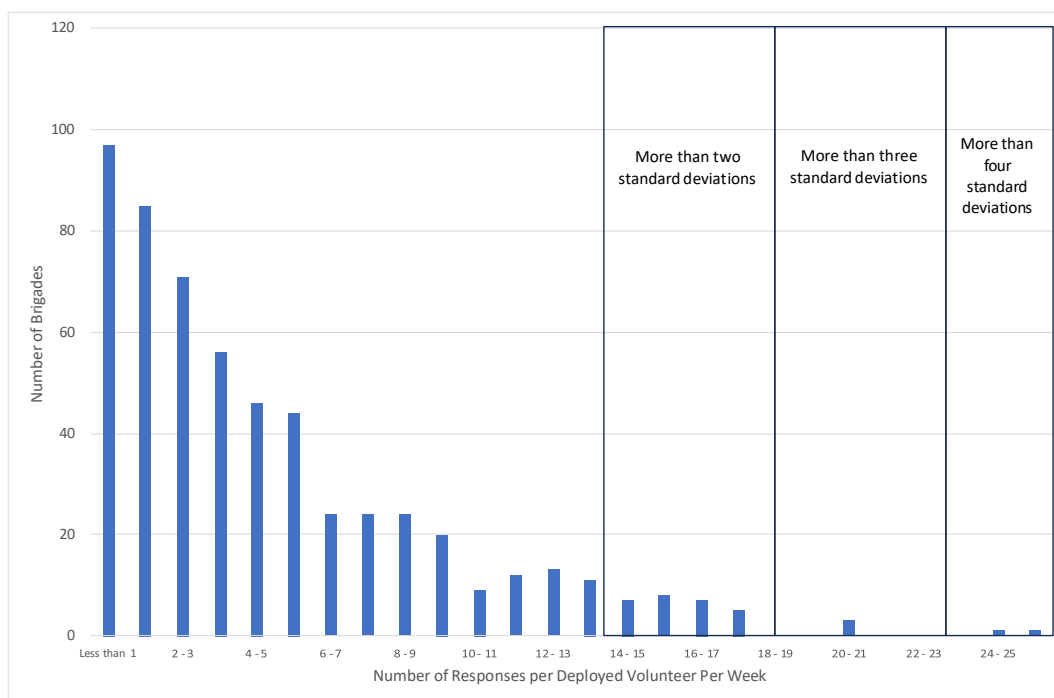
Table 8 - Regional Breakdown of Shorthanded Stations

Shorthanded Stations Breakdown				
Region	Shorthanded Stations	Share of Stations	Number of Responses	Share of Responses
Northland	11	26.2%	913	12.4%
Auckland	4	5.9%	521	0.9%
Waikato	9	16.1%	805	5.1%
Bay of Plenty	11	31.4%	1,500	12.9%
Manawatu - Whanganui	22	40.7%	1,282	15.1%
Taranaki	4	20.0%	254	5.8%
Hawke's Bay	5	11.6%	580	8.8%
Gisborne	6	40.0%	105	6.3%
Wellington	4	9.3%	105	0.5%
Marlborough	4	21.1%	204	15.4%
Tasman	5	27.8%	347	18.9%
West Coast	8	28.6%	375	26.3%
Canterbury	13	13.5%	1,484	7.7%
Otago	10	16.9%	602	6.0%
Southland	9	22.5%	662	15.1%
New Zealand	125	21.1%	9,739	15.0%

Adjustment 2 - Busyness

The “busyness” of a brigade is determined with reference to the number of responses per deployed complement member. The average number of responses across all deployed volunteers was 4.92 responses for FY23 with a median of 3.50. Only brigades with the number of responses measurably greater than the average are adjusted for busyness. Figure 15 shows the number of brigades that qualify for the busyness premium compared to all volunteer brigades.

Figure 15 – “Busyness”



This adjustment is made to recognise that some brigades are very busy based on the overall number of incidents / responses and by reference to the total deployed complement for FY23. For these brigades the \$57.01 hourly rate is increased, based on the level of busyness measured with reference to the band the brigade sits in.

Brigades that are in the first band (light yellow) have a 25% premium added to the hourly rate (23 brigades), brigades in the second band (light red) have a 37.5% premium added (2 brigades) and stations in the third band (light green) have a 50% premium added (2 brigades). Table 9 provides details on each busy brigade.

Based on Esperance’s metric, Cambridge brigade is the busiest station in New Zealand, followed by Silverdale and Rollerston. Each station is near a major urban area and is located in a rapidly developing community with strong migrant inflows from other parts of New Zealand. The challenge for FENZ and the UFBA is how and when these brigades should transition to paid brigades with the attendant requirements to rebuild the physical structures to accommodate overnight stays by staff. For FY23 Cambridge has 24 volunteers, Silverdale has a complement of 48 volunteers and 3 full time staff and Rollerston has 36 volunteers. None of these stations are short-handed.

Table 9 - Busy Stations

Busy Stations				
Station Name	Region	Crew	Responses	Hours Premium
Dargaville Volunteer Fire Brigade	Northland	23	403	25.0%
Kaikohe Volunteer Fire Brigade	Northland	25	363	25.0%
Kerikeri Volunteer Fire Brigade	Northland	24	422	25.0%
Kaitaia Volunteer Fire Brigade	Northland	33	564	25.0%
Whangarei Kaipara Operational Support Unit	Northland	11	165	25.0%
Kumeu Volunteer Fire Brigade	Auckland	31	504	25.0%
Silverdale Station	Auckland	45	422	50.0%
Warkworth Volunteer Fire Brigade	Auckland	26	376	25.0%
Ngaruawahia Volunteer Fire Brigade	Waikato	28	493	25.0%
Te Aroha Volunteer Fire Brigade	Waikato	23	329	25.0%
Matamata Volunteer Fire Brigade	Waikato	30	477	25.0%
Cambridge Volunteer Fire Brigade	Waikato	24	612	50.0%
Waihi Volunteer Fire Brigade	Waikato	22	374	25.0%
Pokeno Volunteer Fire Brigade	Waikato	19	291	25.0%
Tuakau Volunteer Fire Brigade	Waikato	28	464	25.0%
Pukekohe Volunteer Fire Brigade	Auckland	44	882	37.5%
Kaingaroa Volunteer Fire Brigade	Bay of Plenty	5	83	25.0%
Putaruru Volunteer Fire Brigade	Bay of Plenty	32	528	25.0%
Tokoroa Volunteer Fire Brigade	Bay of Plenty	30	489	25.0%
Whakatane Volunteer Fire Brigade	Bay of Plenty	32	512	25.0%
Feilding Volunteer Fire Brigade	Manawatū - W	37	606	25.0%
Blenheim Volunteer Fire Brigade	Marlborough	43	669	25.0%
Motueka Volunteer Fire Brigade	Tasman	27	396	25.0%
Rolleston Volunteer Fire Brigade	Canterbury	33	686	37.5%
Ashburton Volunteer Fire Brigade	Canterbury	43	658	25.0%
Rangiora Volunteer Fire Brigade	Canterbury	38	578	25.0%
Port Chalmers Volunteer Fire Brigade	Otago	17	262	25.0%
New Zealand		773	12,608	28.6%

Busy and Shorthanded

Eight brigades are defined as being both busy and shorthanded with details set out in Table 10.

Table 10 - Busy & Shorthanded

Busy and Shorthanded Stations				
Station Name	Region	Crew	Responses	Hours Premium
Dargaville Volunteer Fire Brigade	Northland	23	403	25.0%
Kerikeri Volunteer Fire Brigade	Northland	24	422	25.0%
Kaitaia Volunteer Fire Brigade	Northland	33	564	25.0%
Whangarei Kaipara Operational Support Unit	Northland	11	165	25.0%
Te Aroha Volunteer Fire Brigade	Waikato	23	329	25.0%
Kaingaroa Volunteer Fire Brigade	Bay of Plenty	5	83	25.0%
Tokoroa Volunteer Fire Brigade	Bay of Plenty	30	489	25.0%
Motueka Volunteer Fire Brigade	Tasman	27	396	25.0%
Totals		176	2,851	25.0%

Each station is somewhat remote in terms of location and are in areas where finding and training new volunteers is or has been difficult over the past few years. An ongoing challenge for FENZ and the UFBA is recruitment in areas of New Zealand that are remote or where finding suitable, and sufficient available people has been challenging.

Application of Adjustments

Table 11 sets out three examples of how these two adjustment measures are applied in the overall valuation assessment.

Table 11 - Valuation Assessment

Station	Vehicles	FENZ Defined Complement	Calculated Complement	Actual Complement	Average Shortfall	Available Hours	Busy	Busy Premium
Dargaville	4	28	44	23	13	6,311	Y	25%
Beachlands	3	27	35	27	0	4,032	N	0%
Raglan	3	26	35	22	9	5,590	N	0%

Dargaville Station has a noticeable shortfall with a complement of 23 compared to the FENZ recommended complement of 28 and the vehicle calculated complement of 4, with an average between these two measures being a shortfall of 13 people. To account for this the number of total available hours for the deployed brigade complement has been increased by 57%. Further the station is busy with a 25% premium allocated to the hourly rate adopted for total deployed complement at the station⁸.

Beachlands Station does not have a shortfall in its deployable complement, is not busy, thus no adjustments are made. Raglan also has a complement shortfall, although not as severe as Dargaville; however, it is not busy, thus the only adjustment made is to the number of available hours allocated per deployable crew member.

Table 12 shows the level of activity for all volunteer stations based on the type of adjustment made.

Table 12 - Adjustment Breakdown

Station Description	Number	Share of Stations	Number of Responses	Share of Responses	Share of Standby Value \$M
No Adjustments	432	74.4%	42,517	65.5%	\$411.8
Increase in Standby Hours	122	21.0%	9,740	15.0%	\$196.6
Increase in Hourly Rate on Standby	19	3.2%	9,757	15.1%	\$37.5
Increase in Both Standby and Hourly Rate	8	1.4%	2,851	4.4%	\$24.3
Totals	581	100.0%	64,865	100.0%	\$670.2

⁸ Note that the brigade support members of the complement are not included in the number of available hours, nor the busyness premium applied. Esperance assesses these people as effectively working during normal office hours on largely admin functions.

6. Valuation

June 2023

Esperance values the annual contribution of the Volunteer Fire Force to Fire & Emergency New Zealand to be \$823 million in the year to 30 June 2023. As noted in previous sections, the value of the annual contribution is the sum of the assessed Work Done by the Volunteer Fire Force and the value of being on Standby; the value of being ready to act when called. Table 13 sets out the valuation breakdown.

Table 13 - Valuation Summary

Item	\$M	Share of Contribution
Responding to Incidents	\$77.919	9.5%
Training & Readiness Preparation	\$57.830	7.0%
Brigade Administration	\$17.033	2.1%
Sub-Total – Work Done	\$152.781	18.6%
Standby	\$670.188	81.4%
Totals	\$822.969	100.0%

Esperance understands that FENZ makes available a partial reimbursement of costs incurred by volunteers in offering their services to cover items such as petrol, childcare and the like. The reimbursement amounts to \$380 per volunteer, per annum, or \$4.5 million across all volunteers. We believe that, in keeping with the ethos of the volunteers, very few claims are made for this reimbursement. Esperance has not made a deduction for this reimbursement as it has no data on the actual amount claimed/paid in FY23.

FENZ also offers reimbursement of costs related to volunteers attending offsite training at national centres, such as loss of income, family support allowance, training-related expenses, and travel. As these are hours where the volunteers that attend these training courses are not available no adjustment is made to the valuation for this reimbursement.

In prior valuation reports the contribution of the Volunteer Fire Force has been separated into sub-totals for the rural, urban volunteer and combined stations. As the data is calculated at the brigade level it can be broken down into any number of 'buckets', for example by region, territorial local authority, level of activity, number of vehicles. While this data is 'interesting' it does not materially add any additional value to the question posed by the UFBA.

Comparison to 2019 Valuation

The value of \$823 million is almost 25% greater than the valuation struck in Esperance's 2019 report. The Table 14 sets out the breakdown on the components in line with Table 13.

Table 14 - Valuation Comparison

Item	2023 Valuation \$M	2019 Valuation \$M	Difference %
Responding to Incidents	\$77.919	\$28.824	170.3%
Training & Readiness Preparation	\$57.830	\$44.720	29.3%
Brigade Administration	\$17.033	\$13.972	21.9%
Sub-Total – Work Done	\$152.781	\$87.516	74.6%
Standby	\$670.188	\$527.292	17.1%
Totals	\$822.969	\$659.808	24.7%

The reasons for the differences are as follows:

Increase in Paid Remuneration. The collective employment contract for the period 2021 – 2024 has seen the remuneration paid to full time firefighters increase by 30% on average compared to the 2019 valuation. This factor alone accounts for the majority of the change in value for Training and Standby set out in Table 14. Further, Esperance has noted the length of service metric provided by the Volunteer Fire Force and has accordingly increased the number of senior volunteer firefighters responding to incidents compared to earlier valuations.

The Increase in Brigade Administration value is lower than the percentage increase in the remuneration of Paid firefighters as Esperance has changed the basis of calculation from the paid firefighter's remuneration rate to the administration remuneration rate as set out in the current collective employment contract. This reflects better information regarding the number and deployment of Brigade Support volunteers and that these individuals will not be deployed on vehicles to attend to incidents.

Access to Vehicle Data. Esperance has been given data on the availability of vehicles and vehicle deployment across all responses over the period from 1 July 2018 to 30 June 2023. This has enabled an assessment of the average deployment of vehicles for FY23 resulting in a determination of an increased number of volunteers deployed for each incident / response compared to the 2019 valuation.

For FY23 the average deployment for all incident responses by the Volunteer Fire Force was seven volunteers per incident. For the 2019 valuation the average number of volunteers Esperance assessed as attending per incident was five on average. This is an increase in deployment of the Volunteer Fire Force of 32.4% based on more detailed data than previously made available.

More Detailed Assessment of Standby Time. The vehicle data noted above has enabled Esperance to review the methodology for assessing the amount of Standby Time, including a reassessment of the number of standby hours per volunteer required per station to meet incident activity and to recognise a value for stations deemed excessively busy. That said, only 4% of all volunteer stations qualify for the "very busy premium" and only eight, or 1% qualify for the additional hours of required standby time by each volunteer based on vehicle deployments.

The hourly rate adopted for Standby Time is 50% of the rate adopted for the calculation of deployed hours and training hours. Volunteers, by making themselves available on call are restricting their

freedom of movement and committing to, when called, abandoning what they are doing. Full time crew are based at their respective station, where facilities are available for this to occur. Volunteer stations do not have these facilities; however, this does not detract from the ability of the Volunteer Fire Force to be available and respond as and when required.

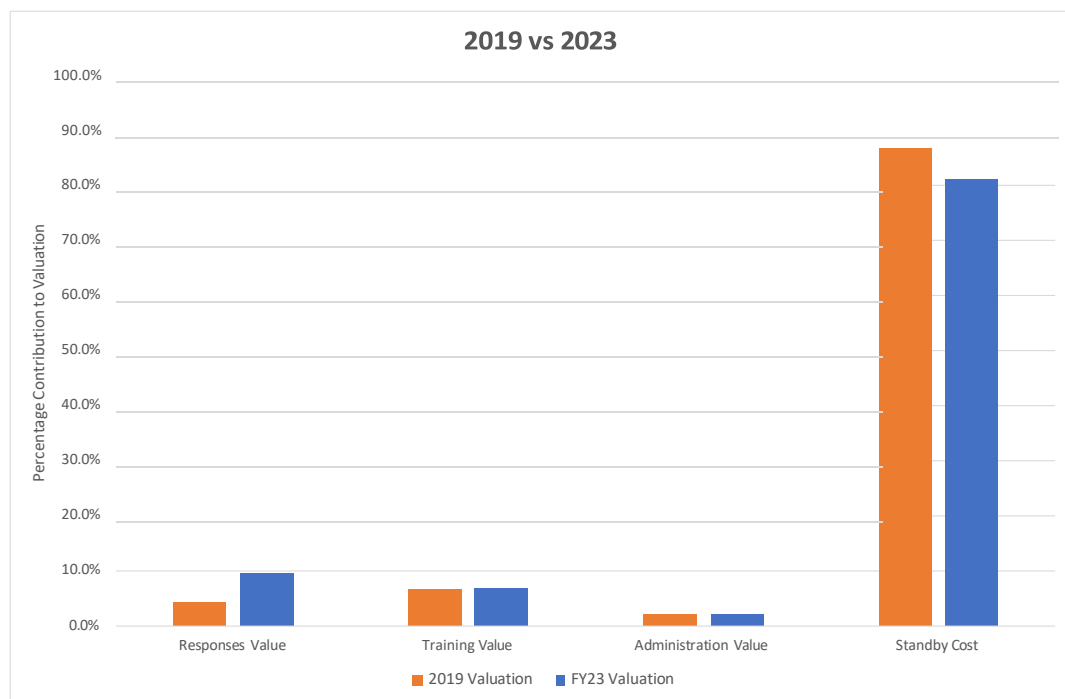
Esperance's previous methodology ranked the value of standby time based on the level of activity of each station. However, this is now recognised as being a flawed approach. The Volunteer Fire Force stands ready to be deployed 24/7/365.

Overall Increase in Activity. The number of incidents has increased by 14.4% between FY19 and FY23, from 79,721 to 91,214. This increase in activity is reflected in all parts of the valuation other than Brigade Administration.

Figure 16 shows the contribution of the valuation elements to the overall valuation assessed for 2019 and 2023. The share of the value contributed from Responding to Incidents has increased from 4.4% to 9.3%, while the share of valuation contributed from Standby Time has fallen from 86.7% to 81.9%. The contribution from Training and Brigade Administration has each moved marginally.

Esperance considers that the 2023 valuation, albeit significantly higher than the 2019 valuation is nevertheless more robust due to the quality of the data sourced from FENZ and the UFBA.

Figure 16 - Valuation Breakdown



7. Conclusion

The Valuation of the annual contribution made by the Volunteer Fire Force, whether it be to FENZ to meet its statutory obligations, to government to provide security to the population in times of need or to society to provide safety and wellbeing, is large and getting greater. It is perhaps unrecognised and, given it is hidden in plain sight, highly underappreciated. This needs to change at all levels.

The value of the existence of a well-trained, capable, and available Volunteer Fire Force is not without risks. FENZ, and by extension, the paid force must be willing to put the time, effort, and resources into maintaining the capability and availability of the Volunteer Fire Force.

Esperance considers that the delivery of fire services in New Zealand is best met by a volunteer model supported by a paid force providing specialist skills and training capability. It seems inherent in the current structure and operational activities of FENZ that the opposite is the preferred state.

Esperance considers that the valuation derived of \$823 million for FY23 is a fair reflection of the contribution of the 11,832 individuals comprising the Volunteer Fire Force.

As became apparent in 2023 on more than one occasion the Volunteer Fire Force was the first, last and only line of defence in dealing with unexpected events.

Acknowledgements

Esperance wishes to acknowledge the help and guidance we have received from UFBA and the CEO, Bill Butzbach, in particular and various staff of FENZ who have helped with explanations, insights and key data and information.

8. Appendix 1 – Terms of Reference

Valuation Report

Engagement

Esperance Capital Limited ('Esperance') has been engaged to prepare a valuation report ('the Valuation Report') for the United Fire Brigades' Association of New Zealand ('UFBA') on the annual contribution made by the Fire and Emergency New Zealand volunteer fire force.

Background

UFBA represents 615 operational brigades of the 638 brigades and depots operating in New Zealand by FENZ. The firefighting complement comprises around 1,807 paid firefighters, 11,832 volunteers, being 8,547 firefighters, 1,168 Operational Support staff and 2,117 Brigade Support staff representing the New Zealand Fire Services. The 611 brigades and forces represent paid, volunteer, rural, industrial, and defence firefighters, of whom over 87% are volunteers.

The breakdown of brigades by type is:

Paid firefighters only	43	(6.8%)
Composite (paid and volunteer)	36	(5.7%)
Urban Volunteers only	358	(56.0%)
Rural Volunteers only	201	(31.5%)

UFBA seeks the opinion of Esperance as to the monetary value of the annual contribution made by the volunteer firefighters to Fire and Emergency New Zealand and hence to New Zealand.

Personnel

Paul Hocking and Bruce McKay of Esperance will undertake this assignment.

Purpose

The Valuation Report will determine the monetary value of the annual contribution made by the volunteers. It will not comment upon the effectiveness or capability of the volunteers or comment upon the structure or oversight of these voluntary brigades, or the important role played by the UFBA.

The Valuation Report will present the background, reasoning, and information sources relevant to reaching that monetary value of the annual contribution.

Information Sources

Esperance, in preparing its report, will rely on information provided by UFBA and information from publicly available sources, being:

- Background Notes provided by UFBA.
- Excel spreadsheet titled FENZ Incident Data for UFBA 2018_19.xlsx
- Excel spreadsheet titled Incidents Attended Vol vs Paid vs Shared 2018-19.xlsx
- Excel spreadsheet titled Rural –VRFF Grant Calculations July-Sep 2019.xlsx
- Excel spreadsheet titled Urban Brigade Grants Calculations (3) + establishments.xlsx

- Excel spreadsheet titled Emergency Response Trends NZ.xlsx
- Excel spreadsheet titled Volunteer Training frequency by location provided by UFBA.xlsx
- Excel spreadsheet titled Volunteer Valuation Data 2020 to 2023 – Stats by Station.xlsx
- NZRDA & 20 DHB Multi Employer Collective Agreement 17 May 2021 to 31 March 2024
- STONZ & 20 DHB Multi-Employer Collective Agreement 14 Dec 2021 to 13 Dec 2023
- RNZCGPs & NZRDA Collective Employment Agreement 31 Jan 2022 to 26 Jan 2024
- Allied, Public Health, Scientific & Technical Multi-Employer Collective Agreement & 17 DHB Expires 30 June 2023
- FENZ Annual Reports dated June 2020, 2021, 2022, 2023.
- FENZ National Strategy 2019 – 2045
- FENZ 10yr Plan 2020-2030
- FENZ National Research and Evaluation Strategy 2022 – 2032
- FENZ Statement of Intent 2020 - 2024
- FENZ 2022/2023 Statement of Performance Expectations
- FENZ Why We 360 – An investigation of psychological distress, injury, and suicide within FENZ 27 March 2019
- FENZ Ready to respond: Impact of illness, injury, and death incidents on firefighter wellbeing Oct 2018
- FENZ Medical Response Update 08/06/2018
- FENZ Volunteerism Strategy 2019 – 2029
- FENZ Volunteerism Strategy Six Month Progress Report Dec 2020
- FENZ Report 187 Understanding the Volunteer Journey Oct 2021
- Fire and Emergency New Zealand Act 2017
- UFBA 2019/2020, 2020/2021 and 2021/22 Annual Reports
- New Zealand Search and Rescue Council Annual Report 2022 - 2023
- Terms of Settlement for 2022 CEA between NZPFU & FENZ
- FENZ & NZPFU Collective Agreement for Uniformed and Communications Centre Employees 1 Jul 2021 to Jun 2024
- FENZ & NZPFU Collective Agreement for Uniformed and Communications Centre Employees 1 Jul 2021 to Jun 2024 Part 3 & 5
- MBIE & PSA Collective Agreement 2022 – 2024
- FENZ media releases on MOU with St John's Feb 2023 and May 2023
- UFBA Submission ACC additions to Occupational Diseases Schedule 2 of ACC Act 2001
- Te Kawa Mataaho Public Service Commission Report assessing FENZ Workplace Culture and handling of complaints of bullying and harassment Nov 2022
- TDB Advisory Funding Regime for Fire & Emergency New Zealand 5 Oct 2017
- Internal Affairs Briefing to the Incoming Minister of Internal Affairs Nov 2023
- Coalition Agreement New Zealand National Party & New Zealand First 54th Parliament
- Various reports on volunteering and the NGO/Charity sector in New Zealand & Australia

Esperance will also rely upon information provided during meetings with UFBA personnel and people delegated by UFBA to provide background information.

Bill Butzbach, CEO, will be the primary contact on behalf of UFBA for Esperance during the course of the engagement.

Dated: February 2024





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EEV 1200





We invite further queries on this story or any other stories on volunteer firefighters.

Please contact UFBA Communications Manager, Tayla August
tayla@ufba.org.nz | 027 669 9026

