



Leaders Pack – Part I

A resource providing background on the transition and project

March 2017

Overview


- We are pleased to provide you with the background information you may need to answer questions from your teams and other interested parties
- An update on progress, and next steps, is included in Part 2 of this Leaders Pack.
- If you or your team have any questions about the content of this presentation, get in touch with your leaders or the project team (myvoice@fenzproject.co.nz).
- If you haven't already, follow the project on Facebook so you can keep up to date with the latest news.



Key messages

- On 1 July 2017, New Zealand's urban, rural, paid and volunteer fire services will be combined into a single organisation, in the biggest fire service reform in 70 years.
- Our focus is on ensuring core services continue with minimal disruption. Over the next three years, urban and rural fire services will gradually integrate, and full unification is expected from 2020.
- On Day One, there won't be much change internally, and the public won't see much change at all.
- The majority of existing structures and roles will remain unchanged from 1 July 2017
- Overall fire services will be better supported under the new organisation, and better resourced.
- Current functions will still be done under the new organisation.
- A lot of progress has already been made to establish the new organisation. This includes confirming the leadership structure for Day One. Many more decisions will be made over the next four months, with stakeholders' input, and these will be shared with you.

Context and background messages

- In November 2015, Internal Affairs Minister Peter Dunne announced the reform that would combine the fire services into a single entity by mid-2017.
 - New legislation is being developed that recognises the greatly expanded role of the fire services.
 - Feedback highlights the need for change, and for modernisation, recognising the passion and commitment of our fire services, and the importance of fire services to communities.
 - The Government is expected to allocate \$303 million of new funding over four years to support the amalgamation, creating the new Fire and Emergency New Zealand organisation.
 - Most of the funding for Fire and Emergency NZ will come through the fire levy. This covers the costs of fire service callouts to car crashes, medical emergencies and natural disaster, as well as extra investment in historically underfunded rural fire services.
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BACKGROUND

Fire services legislation and structure needs updating




What you told us: Top 5 themes from Review 2015 consultation

- **Community:** Importance of retaining community involvement and local identities
- **Service delivery:** Increase effectiveness by leveraging national opportunities, give clarity on non-fire responsibilities, recognise the differences between rural and urban fire delivery in any new model
- **Volunteers and rural fire services:** Need better support
- **Funding:** Clarity around how funding is allocated, who should fund (particularly rural fire) and how, a need for fairness and equity
- **Transition:** There is an appetite for change, the importance of a well managed transition, and importance of keeping stakeholders involved.



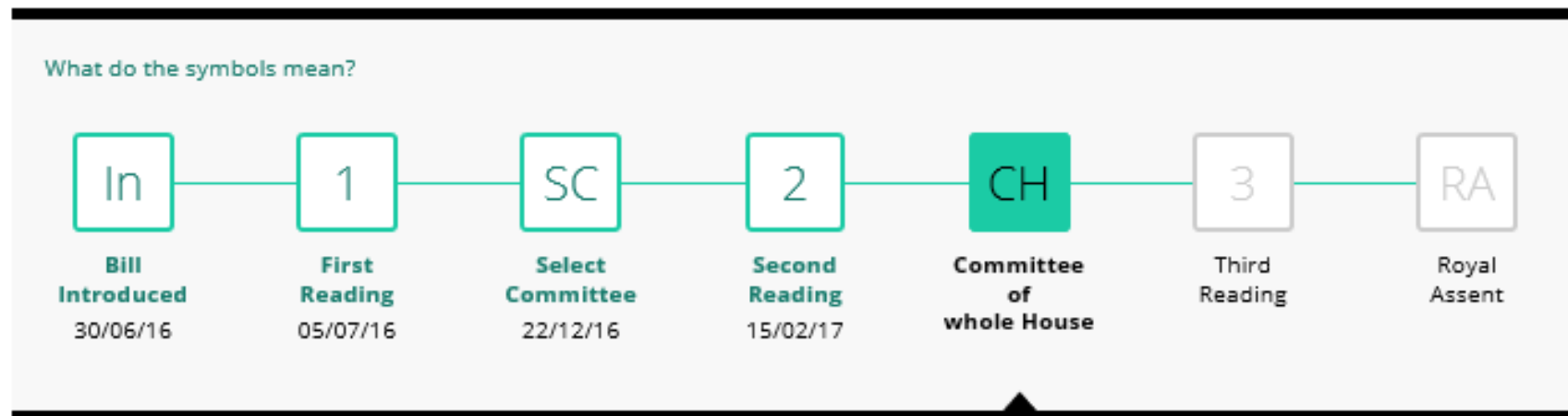
Where we've come from: Key dates

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1. **2012 – Fire Review Panel** report paved way for legislative change; 2014 election interrupted progress
 2. **2015** – Cabinet agrees to **Fire Services Review** (FSR), and for it to include funding and overall effectiveness of fire services
 3. **Jun 2015** – Public consultation on **Discussion Document**
 4. **Nov 2015** – Government announces a **unified fire services organisation** to be set up with local committees, subject to funding
 5. **Apr 2016** – new **Board appointed**
 6. **Apr 2016** – Government announces **name** (Fire and Emergency New Zealand); detailed government **policy design**, and **funding package** of \$303 million to implement reforms
 7. **Jun 2016** – **Draft legislation** introduced in the House, and Discussion Document for Tranche 1 **Regulations** released for public consultation
 8. **Jul 2016** – **Transition Director appointed**, and project gears up
 9. **Aug 2016** – Select Committee consults on proposed legislation
 10. **Sep 2016** – **Day One Blueprint** (Phase 1) shared with sector
 11. **Nov 2016** – NZFS consults on **levy**
 12. **Dec 2016** – Board announces new **leadership structure**
 13. **Dec 2016** – Select Committee **reports back** on the Bill
 14. **Feb 2017** – Bill passes its **2nd reading**

New legislation & regulations:

Fire and Emergency New Zealand Bill

Progress of the bill



- Repeals two Acts governing fire services
- Reflects modern legislation
 - enabling vs prescriptive to allow fire services to be responsive to changing risks and needs of communities it serves
- Creates single, unified fire services organisation – 1 July 2017
- Expected to pass in March/April 2017
- Board responsible for implementing the legislation

Regulations: existing & new

The Bill provides **new** regulation making powers to:

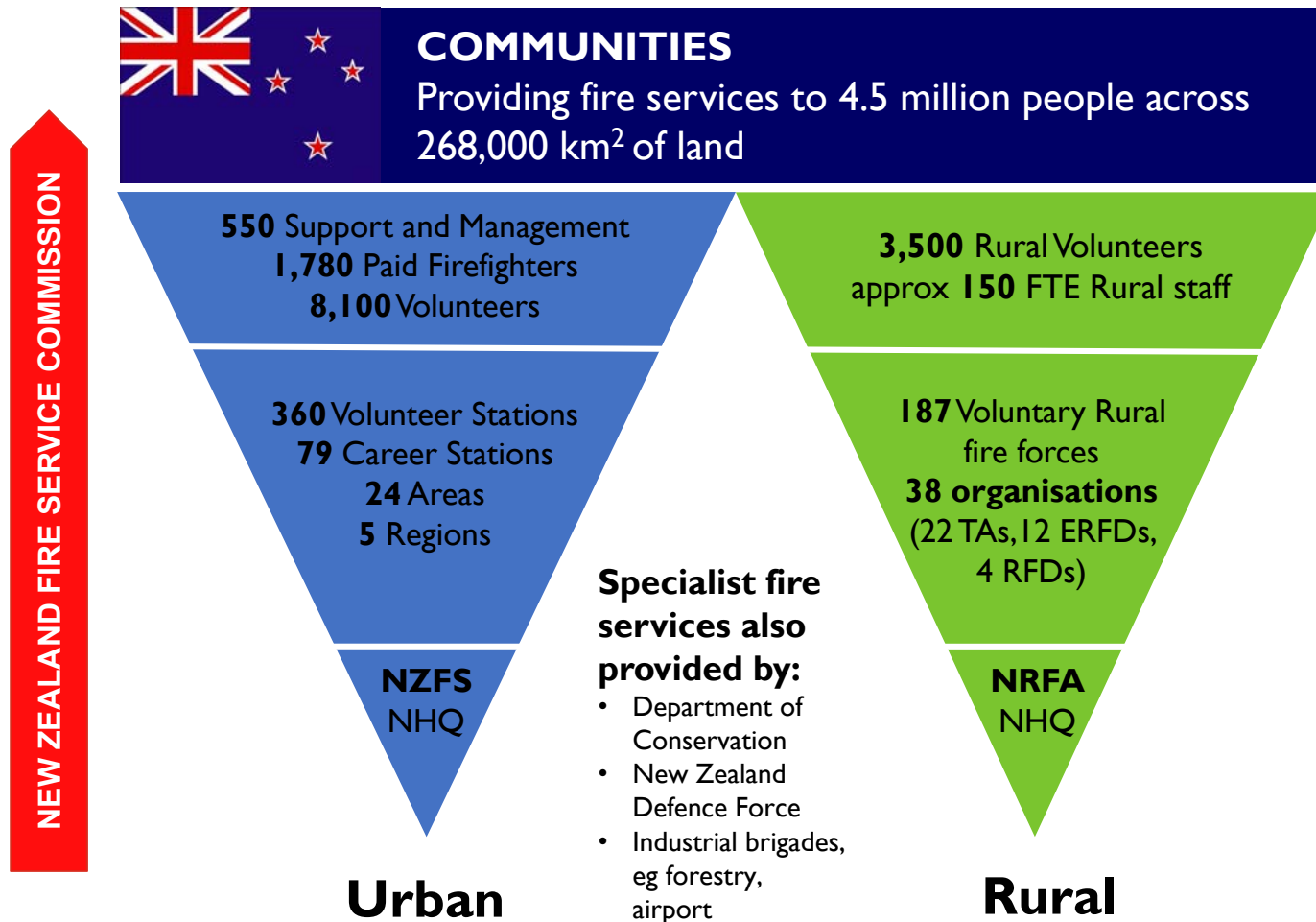
- **set different levy rates** for residential and non-residential levy payers, and to cap levy payments
- **exempt different types of property** from the levy
- **establish a disputes resolution process** for levy disputes
- **prescribe details for the infringement offence scheme** (including offences, and penalties)
- specify requirements on **operating processes for local advisory committees**

The Bill **keeps** many existing regulation making powers:

- the **collection, receipt and payment of levy**, and the requirement to make returns and keep books and accounts
- **fire plans and permits**
- **fire safety in and around buildings** (including offences for breaching fire safety requirements), and **evacuation schemes**



Fire services in NZ: Now



Day One: Amalgamating 40 entities into 1 by 1 July 2017

New Zealand Fire Service Commission (2)

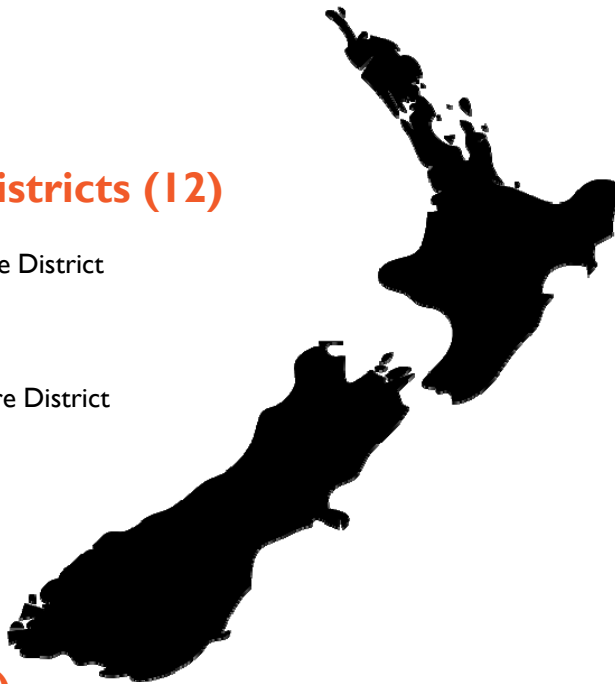
1. National Rural Fire Authority
2. New Zealand Fire Service

Enlarged Rural Fire Districts (12)

1. Auckland Council
2. Marlborough/Kaikoura Rural Fire District
3. Northern Rural Fire District
4. Otago Rural Fire District
5. Puncelands Rural Fire District
6. Mid- South Canterbury Rural Fire District
7. Southern Rural Fire District
8. Taranaki Rural Fire District
9. Waimea Rural Fire District
10. Wairarapa Rural Fire District
11. West Coast Rural Fire District
12. Wellington Rural Fire District

Rural Fire Districts (4)

1. Ashley Rural Fire District
2. Bay Forests Rural Fire District
3. Eastland Rural Fire District
4. Thames Valley Rural Fire District

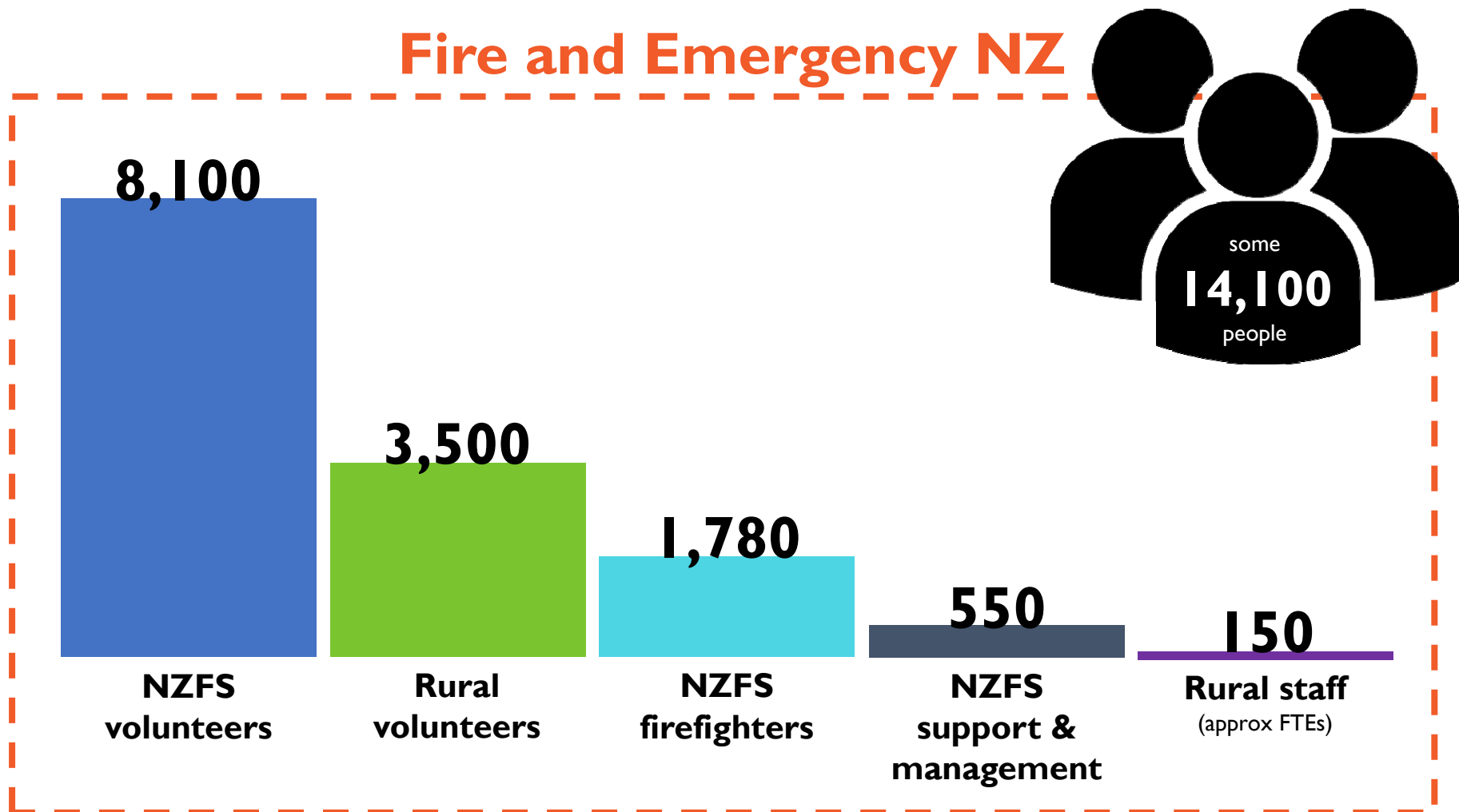


Territorial Authorities (22)

1. Central Hawkes Bay District Council
2. Chatham Islands Council
3. Christchurch City Council
4. Gisborne District Council
5. Hastings District Council
6. Horowhenua District Council
7. Hurunui District Council
8. Kaipara District Council
9. Manawatu District Council
10. Otorohanga District Council
11. Palmerston North City Council
12. Rangitikei District Council
13. Ruapehu District Council
14. Selwyn District Council
15. Tararua District Council
16. Waikato District Council
17. Waimakariri District Council
18. Waipa District Council
19. Wairoa District Council
20. Waitomo District Council
21. Wanganui District Council
22. Whangarei District Council

Day One: Transitioning some 14,100 people by 1 July 2017

Fire and Emergency NZ



By the numbers

14,100

total personnel

626

operational units

40

organisations

1

Fire and Emergency NZ

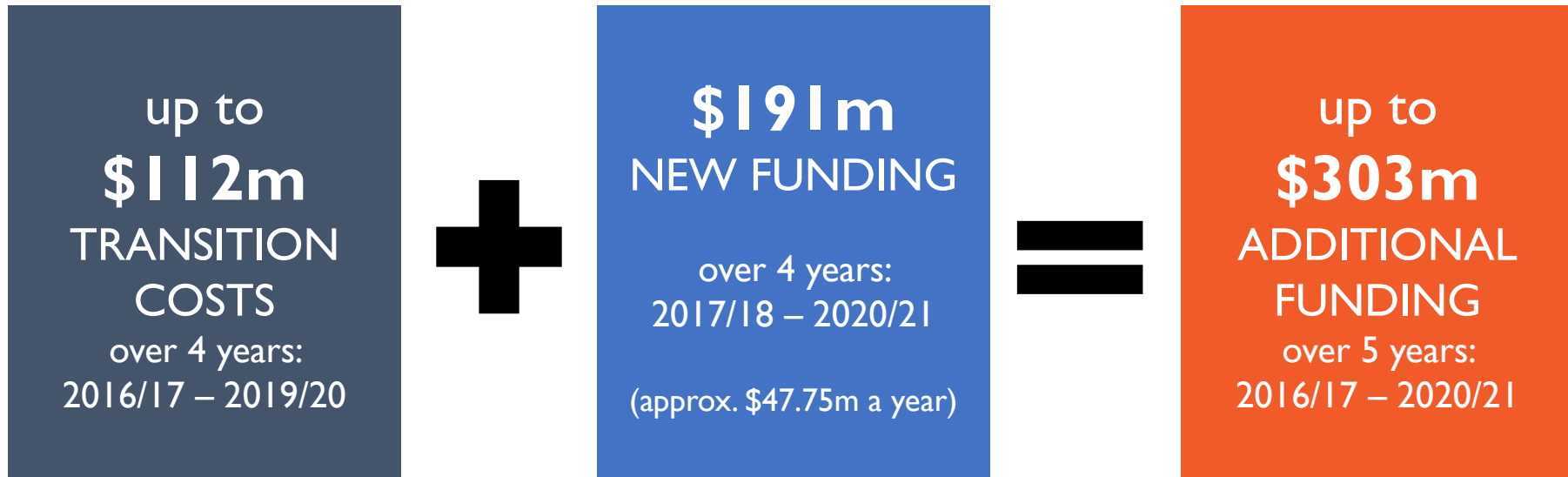
serving
4.5 million
New Zealanders

Fire and emergency in NZ: Future



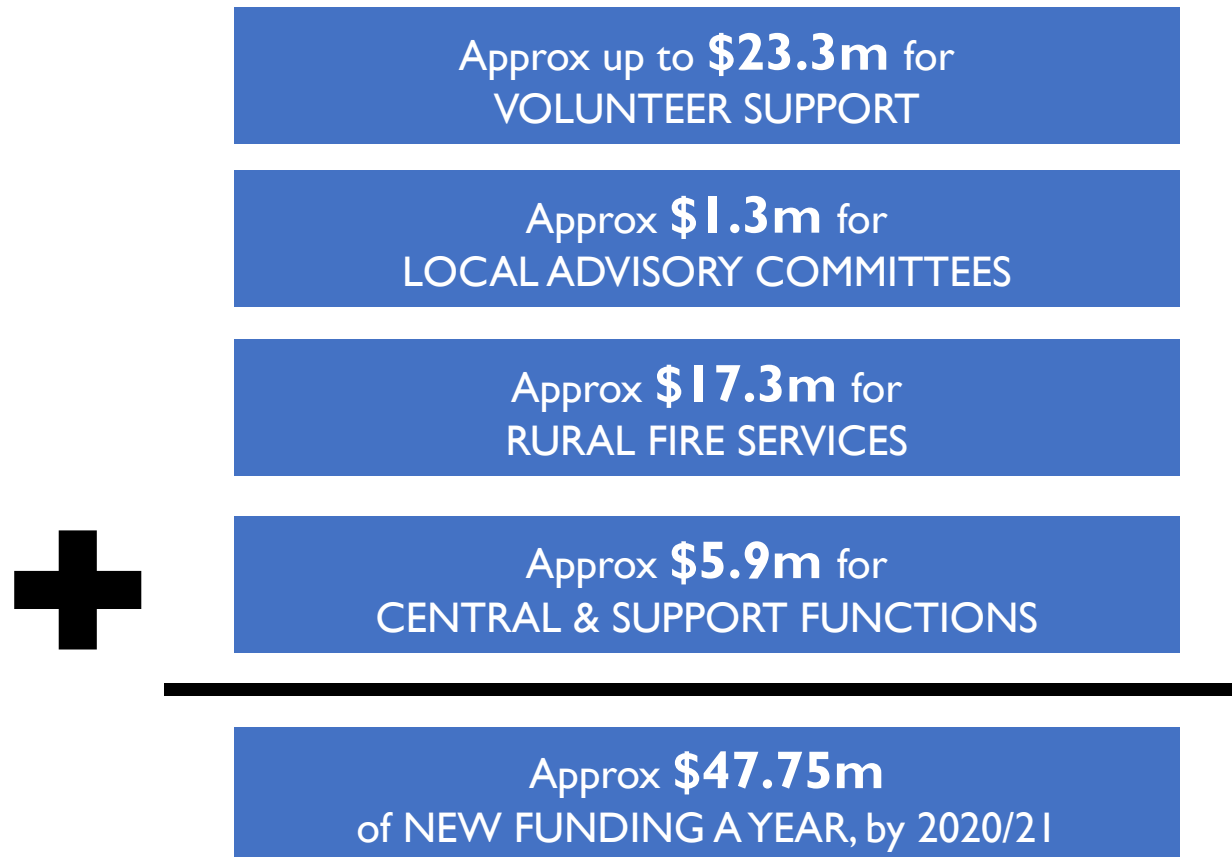
Total additional investment over 5 years

On top of current funding for NZFS and NRFA, and the estimated additional \$35 million cost for funding rural fire



Proposed annual allocation of the new funding, by 2020/21

There will be more investment in volunteers, rural fire, and supporting a single unified organisation that represents broad community interests



This is not then

1990s



Funding cuts

Firefighter disestablishment

Political agenda

Three person crews

Now

\$303m additional investment for Fire and Emergency NZ

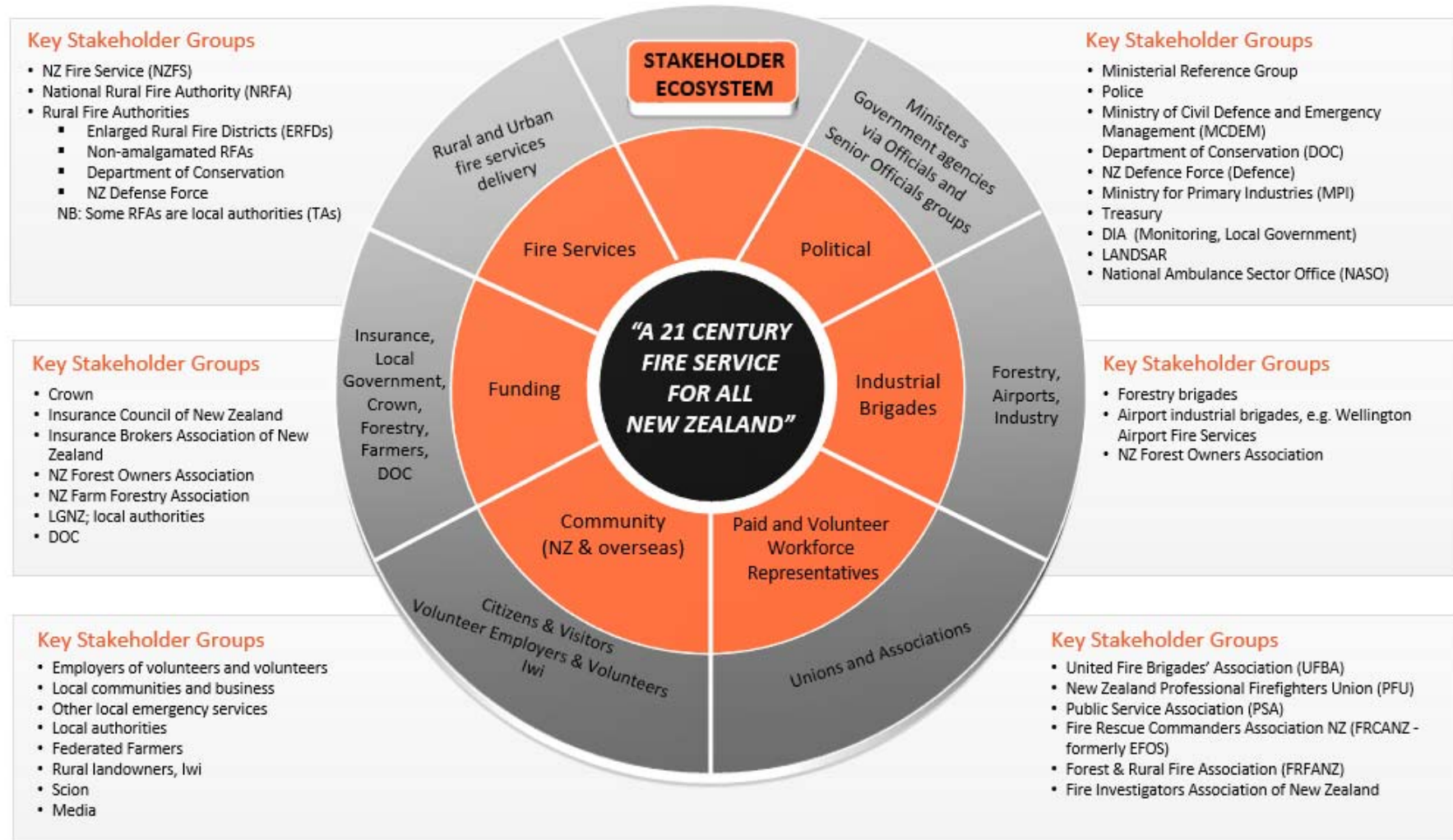
All personnel (paid, volunteer, urban, rural) become part of Fire and Emergency NZ from 1 July 2017

Cross party support for unified fire AND emergency services

No intention to move away from four person model

Working with stakeholders

Who has a stake in this transition?



ABOUT THE PROJECT

Transition overview

Objectives

- Establish new organisation by 1 July 2017 (Phase 1)
- Design future state for Fire and Emergency NZ beyond 1 July 2017 (Phase 2)

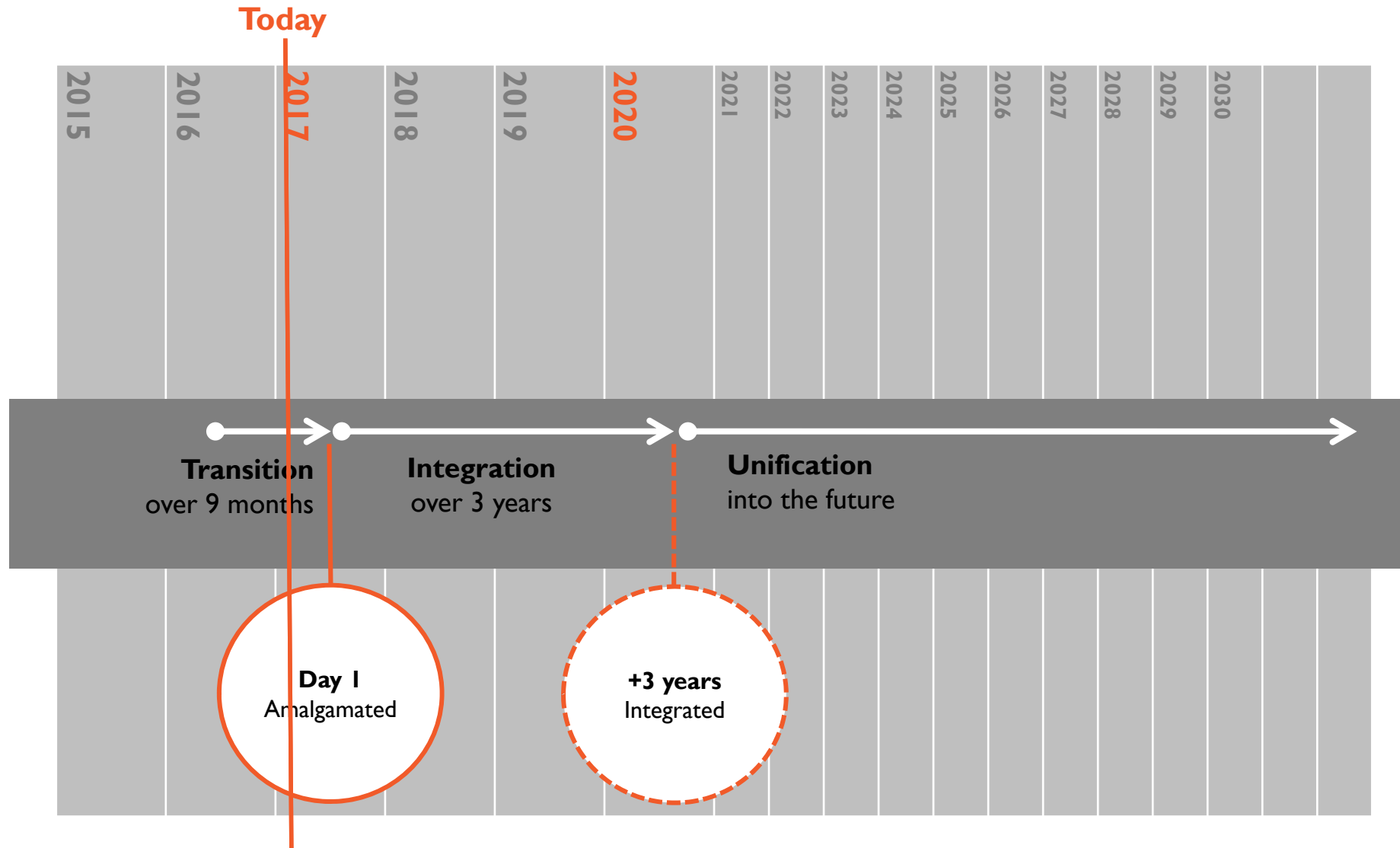


Principles

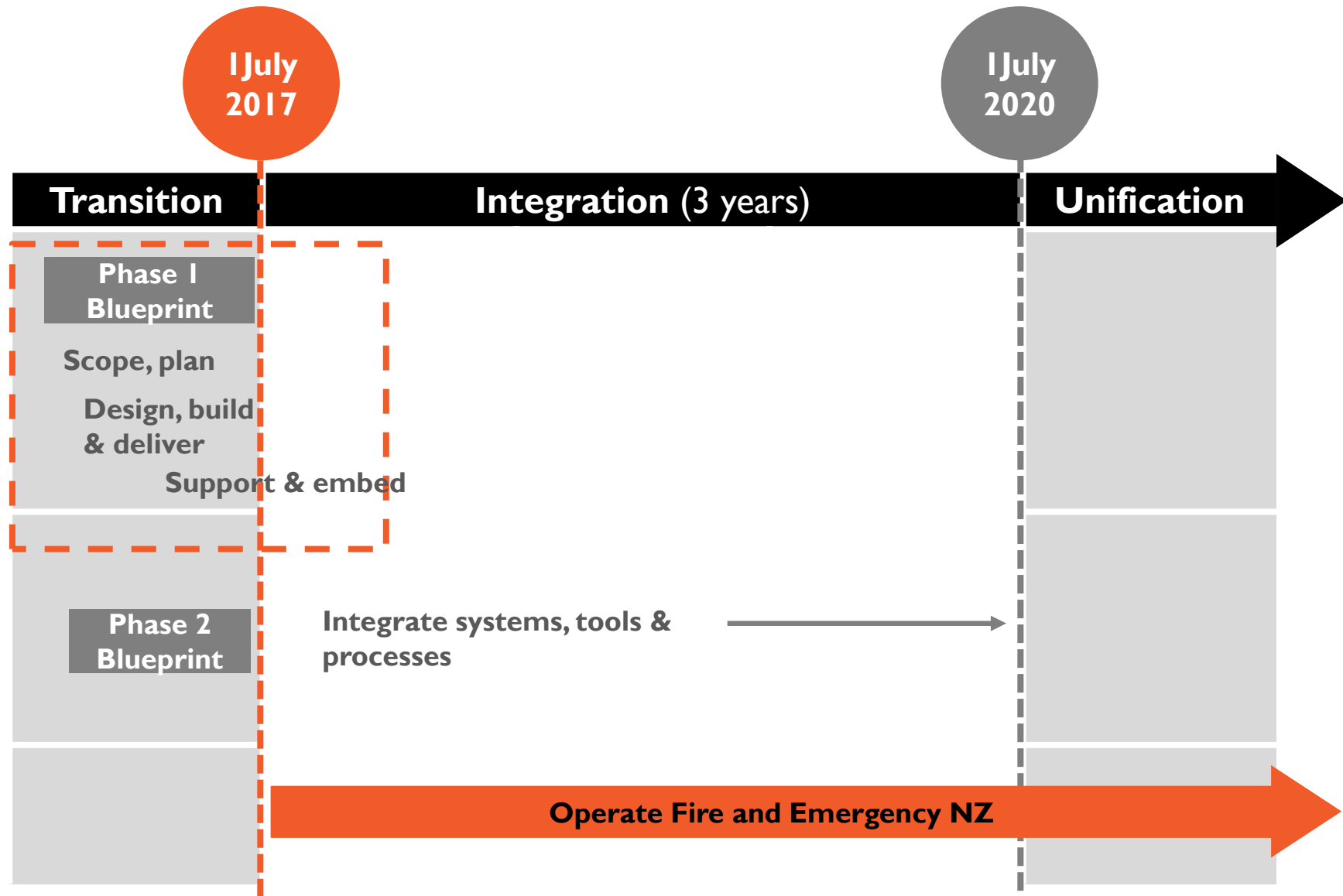
- Focus on the objective
- Collaboration
- Transparency
- Impartiality
- Momentum
- Leader-led
- Mutual respect
- Maintain health & safety



Road map: the long term view



Road map: Transition



The big five: Our focus for Day One

- Health & safety of our people
- Ability to respond on Day One
- People know who they report to
- Pay people
- Maintain the reputation of the fire services



Transition governance & management

Governance

THE BOARD OF THE NEW ZEALAND FIRE SERVICE COMMISSION

Paul Swain
Chair

Nicola Crauford
Deputy Chair

Peter Drummond

Te Arohanui Cook

Angela Hauk-Willis

TRANSITION COMMITTEE

Nicola Crauford
Chair

Peter Drummond

Angela Hauk-Willis
Deputy Chair

Paul McGill
(ex officio)

*Expert advisors
(as required)*

Management

TRANSITION DIRECTOR David Strong

TRANSITION REFERENCE GROUP

David Strong
+ 3 team

Cam Sherley

Kevin O'Connor

Kerry Gregory

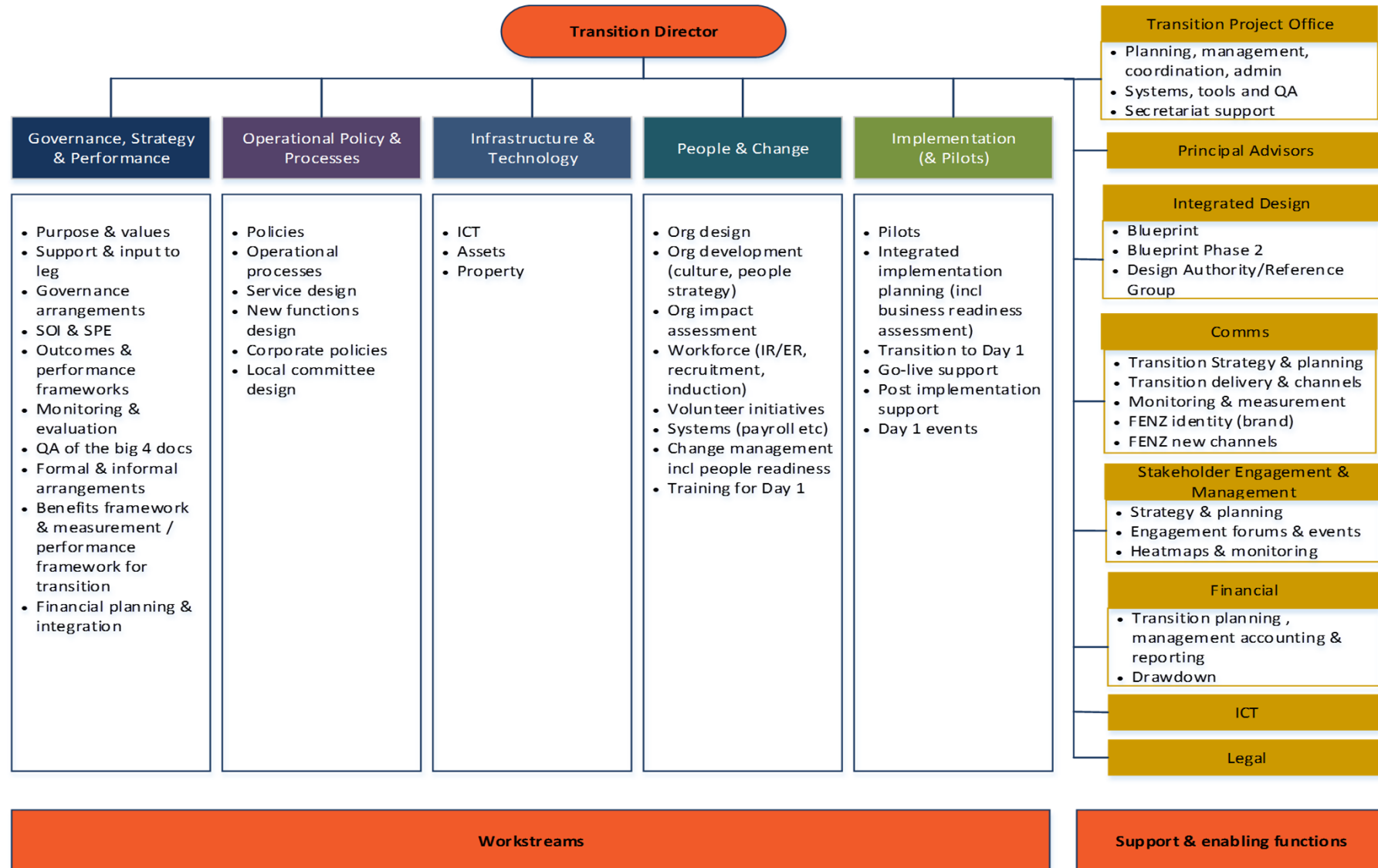
Daryl Sayer

Gary Simpson

TRANSITION LEADERSHIP TEAM

Transition Director, Workstream Leads, Principal Advisors (n=10)

Transition project structure



Working together

Fire and Emergency NZ is being created in collaboration – **firefighters and other stakeholders with skills and expertise are involved** in helping shape the decisions, and this co-design approach will continue after Day One. This includes: development of the organisation's strategies, policies, processes and systems.



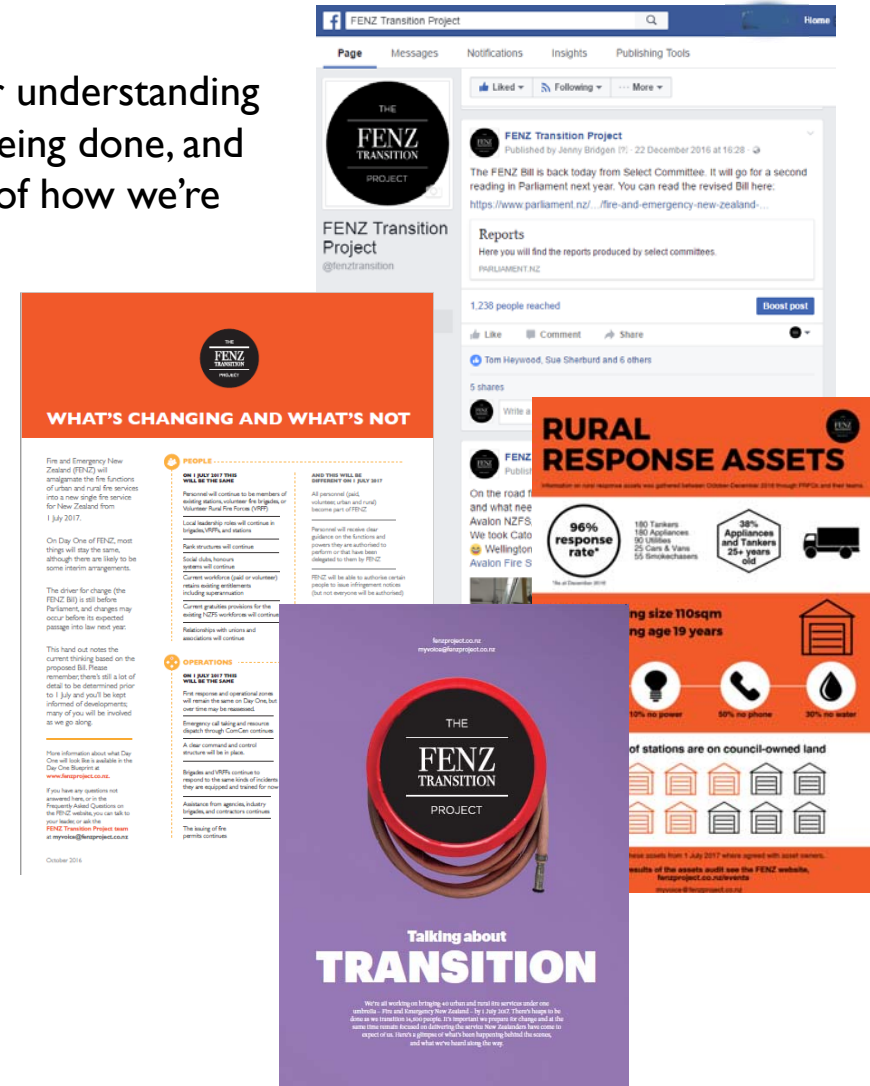
Some examples of how we're working collaboratively:

- Having fire services **subject matter experts** (SMEs), **principal advisors**, and **senior advisors** as part of the project team
- Establishing **reference and working groups** to further inform development of specific Fire and Emergency NZ strategies, policies, processes and ICT systems
- Holding **dedicated transition events** and information sessions
- Attending **existing meetings and conferences**
- **Visiting brigades, stations, training centres, teams** etc throughout the country to provide information about the transition, and its progress, and find out more first hand
- Seeking input through **surveys** eg:
 - Intranet content

Communicating with stakeholders

Our aim is to ensure that stakeholders have a clear understanding of the transition, why its happening, what work is being done, and when any changes will take place. Some examples of how we're communicating:

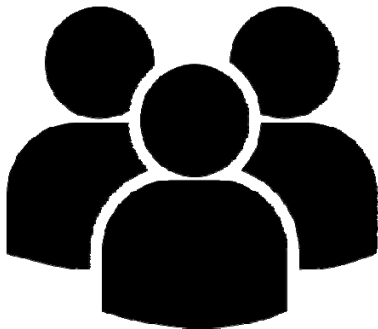
- Providing information about the transition through, eg:
 - Dedicated transition content eg **emails, fact sheets, flyers**
 - **Facebook** updates
 - Resources on the project **website** eg FAQs, videos
 - **Articles** and inserts in stakeholders' newsletters
- Providing opportunities for anyone to directly ask the project team questions, eg
 - MyVoice email address
 - Facebook



What Day One may look like for ...

Community

- Continue to **call 111** for fire and emergency services
- New **national website**
- **Fire Permitting process** in place
- New **identity known**
- New **email addresses**
- Interim **community relationship arrangements** post ERFD / pre Local Advisory Committee establishment



Operations

- **Minimal change** to Ops systems
- **Same ComCen** emergency turnout processes
- Same local turnout processes for rural contractors
- **Access to rural response assets**
- **Operational Service Agreements** in place with DOC & Defence

FENZ central

- Statement of Intent, Statement of Performance Expectations in place
- **Single corporate systems & business processes**
- **New intranet**
- Cost of rural fire factored into Levy setting processes

Workforce

- Confirmed **leadership structure for Day One**
- **People clear** on their functions, powers, delegations, and who they report to
- **Mobile access** to Fire and Emergency NZ network for transferring rural employees; includes new laptops, cell phones, etc)
- **Endorsed Health Safety & Wellbeing system(s)**
- **Volunteer strategy** in place, and progress on better support for volunteers
- **HR self service kiosk**

Let's keep the conversation going

- Email
 - myvoice@fenzproject.co.nz
- Follow
 - @fenztransition on Facebook
- Visit
 - 88 The Terrace, Wellington
- Find out more
 - www.fenzproject.co.nz

