



Leaders Pack – Part 2

A resource providing information on transition progress

March 2017

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.

PROGRESS & NEXT STEPS - SUMMARY

Upcoming decisions & milestones

UPCOMING MILESTONES



Achievements to date include:

- Completed the Blueprint for Day One (Phase 1).
- Completed 7 workstream plans
- Blueprint for Phase 2 (integration) underway
- Completed 9 high level designs (HLDs)
- Confirmed ICT scope and design
- Completed high level organisational structure
- Health, Safety & Wellbeing action plan confirmed, and working groups
- Established Volunteer Reference Group
- Day One events planning underway
- Gathered significant volume of data, primarily in rural sector, to inform planning and design
- Completed assessment of rural fire costs
- Transition MoU between Board and DIA signed
- Established a Performance Framework
- Scope of Statement of Intent; Statement of Performance Expectations, agreed
- Operational Service Agreements with DoC and NZDF underway
- Agreements for working with forestry sector underway
- Continue support development of new legislation and regulations
- Established Local Advisory Committee pilots
- Started work with 'affected entities'
- Independent QA provider appointed
- New intranet and website being developed
- New identity work (including stocktake and logo design) underway
- Undertaken some 300 engagements with stakeholders (Jul – Dec 16)
- Restructured project website and launched Facebook page
- Developed information collateral, presentations, speeches, talking points etc to support stakeholder events and people leaders

A significant amount of work has been undertaken since the Transition Project team was stood up in August 2016.

This has included establishing the Project, confirming workstreams, scoping the requirements of each to deliver for Day One (1 July 2017) and beyond, and pulling together a dedicated Transition team. This is some of the work done to date:

Project management

- The Project received its first set of funding in September, and the second tranche in early December.
- Project Mandate completed

Scoping and planning

- Completed 7 workstream plans setting out the scope of the work to be done
- Completed the Blueprint for Day One (Phase 1).
- Started work on the Blueprint for Phase 2 (integration)
- Completed 9 high level designs for operational policy and processes *[see below for more detail]*
- Confirmed scope and design of the ICT required for Day One, and started implementing plan
- Confirmed framework for supporting people through the transition
- Options for Day One organisational design approved, completed high level structure, and now working on developing guiding principles and exploring resourcing requirements
- Health, Safety & Wellbeing action plan confirmed, and working groups to develop supporting IT solutions established
- Established Volunteer Reference Group to co design Volunteer Strategy
- Day One events planning underway

Information gathering

- Gathered significant volume of data, primarily in rural sector, to inform planning and design
- Completed assessment of rural fire costs

Governance and monitoring

- Transition MoU between Board and DIA signed
- Established a Performance Framework to measure outputs, impacts, and outcomes

- Started work on the inaugural Statement of Intent; Statement of Performance Expectations
- Operational Service Agreements with DoC and NZDF underway
- Agreements for working with forestry sector underway
- Continue to provide advice on the development of the new legislation and regulations
- Established Local Advisory Committee pilots
- Started investigating requirements of 'affected entities' in preparation of transferring rural fire service responsibilities to Fire and Emergency NZ
- Independent QA provider appointed

Engagement and communication

- Some 300 engagements with stakeholders (Jul – Dec 16)
- Restructured project website and launched Facebook page
- Developed information collateral, presentations, speeches, talking points etc to support stakeholder events and people leaders
- Fire and Emergency NZ intranet and website being developed
- Fire and Emergency NZ identity work (including stocktake and logo design) underway

High level designs x 9

The Day One Blueprint identified the following nine functional areas, for ensuring operational policies and processes are in place for Day One. Each of these were described in a High Level Design (HLD) document.

1. Local Committees
2. Response
3. Reduction
4. Readiness
5. Recovery
6. Disputes resolution
7. Compliance and enforcement
8. Dispute Resolution Scheme
9. Levy

These HLDs are used by the Project team to guide development, with stakeholders, of more detailed design. These have been approved by the Board.

A HLD has also been developed for Industry Fire Brigades, and an initial impact assessment of Corporate policies and processes has been completed.

Read the *End of Year Progress Summary* on www.fenzproject.co.nz for more.

Board decisions

Confirmed for Day One

Structure

- National leadership structure
 - 3 new roles (CE, NCU, NMR)
- Regional leadership structure
 - Regional Managers report to NCU
 - PRFOs report to new Regional Manager
 - Rural roles (x 5)
 - RMRs report to NMR
- Responsibility for rural fire transfers from RFAs and ERFDs to Fire and Emergency NZ
- Agreement in place with DoC and NZDF

Funding

- Current levy increase on 1 July 2017 – first in 8 years
- New levy system in place from 1 July 2018

People

- Principles for transferring people
 - Employees that come under the “transfer” definition of the Bill will have equivalent employment terms and conditions
 - All urban and rural volunteers will become Fire and Emergency NZ “personnel” on 1 July 2017
- Some volunteer support initiatives will be in place, with more to come in next 3 years
- Interim disputes resolution process in place

Identity

- New logo available on some collateral, and applied fully over next 3 years

A number of decisions have already been made by the Board about what the new organisation – Fire and Emergency Services NZ – will look like from Day One. The key ones are listed here. Remember that more decisions are yet to occur, some of which are identified in the earlier “timeline” slide. These will be based on the results of the detailed investigation and planning that is currently underway.

Leadership structure

- The national leaders of Fire and Emergency NZ will be: Chief Executive, National Commander Urban, and National Manager Rural. These are new roles.
- A new role - Regional Manager Rural – has also been created. There will be five of these, reporting to the NMR.
- Appointments will be made in April/May, ready to take up the roles on 1 July.
- More detail in following “Workstream: People & Change” slides

Rural Fire Authorities (RFAs) and Enlarged Rural Fire Districts (ERFDs)

- With the responsibility for rural fire being transferred to Fire and Emergency NZ, the rural fire functions of RFAs and ERFDs will cease as at 30 June 2017.
- Councils will no longer be required to rate for rural fire, with the costs of rural fire being funded by Fire and Emergency NZ.
- Councils currently involved in rural fire, will be encouraged to continue with their involvement as part of their focus on the safety of their local communities.
- The Transition Project team is working closely with affected authorities to ensure the smooth transition of responsibilities.

Forest owners

- From 1 July, forest fires will be the responsibility of Fire and Emergency NZ.
- However, forest owners have indicated their intention to assist with forest fires through the ownership of strategic assets, and the maintenance of industry brigades, where appropriate.
- Agreements on how forest owners and Fire and Emergency NZ will work together are currently being drawn up.

Department of Conservation (DoC) and New Zealand Defence Force (NZDF)

- Three year agreements between Fire and Emergency NZ, and DoC, and NZDF, will be in place. These will outline the services that Fire and Emergency NZ will provide to DoC and NZDF, and vice versa. This are currently being finalised.

Funding

- An increase in the fire levy based on the current system, the first in 8 years, take effect on 1 July.
- A new levy system will be in place from 1 July 2018 to fund Fire and Emergency NZ into the future

Transfer of personnel

- All personnel that come under the “transfer” definition of the Bill will have equivalent terms and conditions
- All urban and rural volunteers will become Fire and Emergency NZ “personnel” on 1 July 2017. The Transition team is working with key stakeholders, such as UFBA and FRFANZ, to determine how best to achieve this.
- We are in the process of looking at all the existing arrangements of personnel that may be involved in supporting fire-related activities (e.g. part-time, contractors and casual staff).

Volunteer support

- Some volunteer support initiatives will be in place on Day One. These are currently being considered by a working group of urban and rural volunteers. Decisions about what these will be are expected in May.

Disputes resolution

- An interim disputes resolution process will be in place from Day One.

Identity

- Work on developing an identity for the new organisation is well underway. This is being done in consultation with groups of fire fighters, support services, and other stakeholders.
- The Board is expected to make a decision about what the new identity – including a logo - will be in April.
- New templates for stationary, signage etc will be developed incorporating the new identity, and made available from Day One onwards. The new identity will not be applied to uniforms and fleet paint colours, for example, on Day One. That work will commence in the integration phase.

Board decisions

Confirmed for Day One (cont)

Polices & processes

- Urban/rural fire boundaries will remain
- Reporting lines up to, and including, RMs and PRFOs remain
- However both boundaries and management structure will be reviewed as part of the first 12 months of the integration of urban and rural
- Interim arrangement for issuing fire permits
- Authorisations will be in place for fire investigations
- Most corporate policies will be based on NZFS policies, as an interim measure.

Systems & assets

- Agreements will be place with each RFA to allow access to rural fire assets from 1 July, with more permanent arrangements sorted in next 3 years.
- Local Advisory Committees to be formed later, after consultation on boundaries completed.

Reporting lines

- For urban
 - there is no change for those up to, and including, Region Managers (RMs), on Day One.
 - Region Managers will report to the NCU
- For rural
 - There is no change for those up to, and including, Principal Rural Fire Officers (PRFOs), on Day One.
 - Given that the Rural Fire Authorities will be dissolved as at 30 June 2017, PRFOs will report to the newly created roles of RMR.
 - There will be 5 of these, the regions will be similar to the 5 urban fire boundaries.
- Delegations will be in place from 1 July to ensure that the current command and control arrangements can continue.
- National urban and rural managers will work closely together during the integration phase – the next 3 years – to form the Fire and Emergency NZ command and control structures.

Urban and rural fire boundaries

- For operational reasons, these will remain in place from 1 July.
- However, during the integration phase – the 3 years from Day One – the distinction between urban and rural fire boundaries will disappear. They will be replaced by Fire and Emergency NZ boundaries, once the Fire and Emergency NZ Command and Control structures are in place.

Fire permits

- An interim arrangement will be in place for issuing fire permits from Day One. A more permanent solution will be in place 12 months later.

Fire investigations

- Delegations will be in place to ensure fire investigations continue from Day One.

Policies

- NZFS corporate policies will become Fire and Emergency NZ policies from 1 July, but will be prioritised, for review over the integration phase.

Access to rural fire assets

- Agreements will be in place with RFAs to allow Fire and Emergency NZ access to rural fire assets from 1 July.
- Long term arrangements for those assets will be worked through in the integration phase.

Local Advisory Committees (LACs)

- By Day One, we will have a good idea of how Local Advisory Committees should be set up and run.
- One pilot is being conducted in Greater Auckland now, a second will be in Mid-South Canterbury, and a third will start in the second half of this year, in the Hawkes Bay.
- Consultation on the new LAC boundaries will take place in the integration phase, that is after 1 July 2017.
- Once the LAC boundaries have been established, the Board will begin to appoint people to the committees, with Terms of Reference that have been developed as a result of the pilots.
- The LACs have no responsibility for operations. Fire and Emergency NZ will be responsible for all operations, with delegations in place to the appropriate personnel from 1 July.

NEXT STEPS – BY WORKSTREAM

Workstream: **Governance & Strategy**

Next steps:

- Finalise **Blueprint for Phase 2** (the plan for integration)
- Finalise **Statement of Intent** and **Statement of Expectation**, and provide guidance on business planning for 2017/18
- Finalise Fire and Emergency NZ **Performance Framework**
- Finalise **Operational Service Agreement** with Conservation and Defence
- Finalise agreements with forestry industry body, and individual companies
- Formalise any current, informal arrangements that need transferring to Fire and Emergency NZ (eg access to helicopters)



The Governance and Strategy workstream's activities for the next few months include:

- **Finalising the Statement of Intent (Sol) and Statement of Performance Expectations (SPE)**
 - These are the Board's accountability documents to the Minister. They set the strategic direction and priorities for the organisation over next 3 years (integration phase), which are focused on:
 - implementing the legislation
 - achieving integration
 - planning and preparing for unification
 - These priorities will:
 - guide the organisation's choices about how it spends time and money
 - help guide your business planning
- **Finalising the Blueprint for Phase 2**
 - The Phase 2 Blueprint (Integration Blueprint) covers the second phase in establishing Fire & Emergency New Zealand. This starts with the first day of Fire and Emergency NZ on July 1st 2017 and ends when the available transition funding ceases on 30 June 2020.

Note that

- We are currently delivering Transition through a separate governance structure, not the NZFS governance structure. However, from 1 July 2017, all activity will be delivered within a single organisation
- 2017/18 is the design year for unification. We have a good idea of what this will require. We know better than 80:20 what we need to do
- Phase 2 Blueprint includes the activities and outputs in the SOI. It will enable us to make intelligent decisions about how to sequence the work, and where sponsorship and ownership of all work should be moved to where it is best suited.
- The development of the Phase 2 Blueprint is not just about what, but also how delivery will take place.

Workstream: **Operational Policy & Process**

Next steps:

Work and engagement underway on:

- Day One Command and Control
- Fire permits
- HazSubs notification and reporting
- Giving effect to interim fire plans
- Improved understanding of rural personnel responding to non-fire incidents
- Inspector powers and appointments
- Delegations (statutory) and authorisations (authorised person, FD&D in emergencies, issuers of fire permits, evacuation schemes)
- Interim dispute resolution processes
- Develop forms and guidance on 2017/18 Levy
- Develop Policy Framework, document standards, and templates, and start work on corporate policies



The Operational Policy & Process workstream works closely with the Subject Matter Experts that have been brought into the project team, and wider sector experts, with working groups established to assist in the design and development.

In addition to the work listed on this slide, the is also developing the following **corporate policies**, with the aim to have these at least 50% complete by Day One:

- Purchases, contracts, & claims policies and procedures
- Revenue, grants, and Treasury policies and procedures
- Technology policies and procedures
- Records and information requests policies and procedures
- Legal, risk, and regulatory policies and procedures
- Property, plant, and equipment policies and procedures
- Decommission cost recovery processes.

Workstream: Infrastructure & Technology

Next steps:

Work and engagement underway on:

- Adapting and centralising, developing, migrating data to, and testing:
 - Corporate finance, HR, and training, systems (using NZFS systems, if fit for purpose), including:
 - Alternative to Aerik (NZFS's safety, health and welfare system) being considered
 - First parts of a self service KIOSK, linked to NZFS's HR and Payroll system.
 - Operational systems (aiming to make minimal changes) including:
 - SMS to enable incident reporting, record HazSubs data
 - Interim solution for fire permitting
- Standardising technology and support
- Ensuring access to rural fire assets from Day One.
- Ensuring vehicles and equipment are compliant on Day One.
- Buildings, vehicles, and equipment are insured by Fire and Emergency NZ from Day One.



To operate effectively and efficiently from Day One, Fire and Emergency NZ needs infrastructure and technology. This workstream is focusing on:

Technology

- Computers, phones, internet access, email, network connectivity, file storage, etc. (Note: no changes to radio equipment within project scope)
- The principle we are using is to standardise for Day One: Infrastructure for new or transferred employees to Fire and Emergency NZ will be based on NZFS standards (E.g. new employees transferred from rural will be provided with new personnel computing equipment).
- The work is divided into:
 - **Corporate finance systems**, which we will centralise for Day One, based on NZFS systems if fit for purpose.
 - **Corporate HR and training systems**, which we will centralise for Day One, based on NZFS systems if fit for purpose. This includes using the following systems as the basis, adjusting where necessary, and migrating as much data as possible from rural sector in time for Day One:
 - NZFS HRMIS/Payroll system (PSe)
 - Introduce the beginnings of a self service KIOSK, linked to NZFS HRMIS/Payroll system, which will be further developed in the Integration Phase.
 - We will not be using the NZFS SH&W system (Aerik) as it is not fit for purpose. A working group has been established to identify alternative solution.
 - NZFS training systems (LSM/OSM)
 - **Ops systems**, which will aim to make minimum changes to for Day One. This includes:
 - Making changes to the SMS to enable Incident Reporting (eg, allowing vegetation fire entry for rural, and ability to record data for HazSubs to enable the required reporting). A working group has been established to

help design this.

- An interim solution for Fire Permitting. A new, national system is required but, for Day One, an interim solution is in progress. A working group has been established to help design this.
- Checking what other Ops Systems are in use in the rural sector, and working out if they can be used where they are currently hosted or, if not, transferring them to be hosted on Fire and Emergency NZ platforms (eg Fire Weather, GIS, inventory and fleet management, training execution etc)
- Technology and support, which will be standardised for Day One. This includes:
 - All transferred paid employees have new personal computing equipment, a standard set of software tools, and access to the systems they need to perform their roles.
 - All Fire and Emergency NZ employees (including volunteers) have a Fire and Emergency NZ email address
 - ICT capacity has been assessed and upgraded to ensure it can support a national organisation, of 14,500 people. This includes network performance, file storage capacity, server performance, backup facilities etc.

Rural fire assets

The workstream's focus over next few months is:

- Agreements in place to ensure Fire and Emergency NZ has access to rural fire assets from Day One, and then ongoing work to make more permanent arrangements
- Ensuring vehicles and equipment comply with NZTA standards (ie they have Certificates, and Warrants of Fitness, and Road User Charges are paid so operational personnel can be confident that these are safe to roll out of the door on Day One
- Buildings, vehicles, and equipment are insured by Fire and Emergency NZ, from Day One.

Workstream: People & Change

Next steps:

Work and engagement underway on:

- Overarching Day One organisational structure
- Transition arrangements
- HR policies and procedures for Day One
- Address any capability gaps
- Setting up working group to develop Volunteer Strategy
- Defining and agreeing the volunteer and Fire and Emergency NZ relationship
- Defining and implementing initial suite of advocacy and support services for volunteers
- Finalising the interim volunteer dispute resolution process
- Confirm health, safety and wellbeing approach
- Provide leadership change readiness support



The People & Change workstream will be focusing on:

- Finalising overarching Day One organisational structure
- Making arrangements with current fire services workforce about transitioning to Fire and Emergency NZ
- Putting in place HR policies and procedures for Day One
- Determining any capability gaps as a result of any new functions and powers, and addressing these
- Setting up working group to develop Volunteer Strategy
- Defining and agreeing the volunteer and Fire and Emergency NZ relationship
- Defining and implementing initial suite of advocacy and support services for volunteers
- Finalising the interim volunteer dispute resolution process
- Finalising approach to how Fire and Emergency NZ will meet its health, safety and wellbeing responsibilities
- Leadership change readiness support available

Workstream: **People & Change**

Leadership structure on Day One

- New roles created, and start on 1 July 2017:
 - Chief Executive (CE)
 - National Commander Urban (NCU)
 - National Manager Rural (NMR)
 - Appointments in April/May
- Current roles disestablished on 30 June 2017:
 - NZFS Chief Executive & National Commander
 - National Rural Fire Officer
 - Deputy National Commander
- Remaining NZFS SLT roles will transition to Fire and Emergency New Zealand



* NOTE: This is a substantive position. Currently replaced on interim basis by Director Business Effectiveness

Given the changes in the sector being planned from 1 July 2017, the Board considers it extremely important that our core services continue with minimal disruption. On Day One, the leadership of Fire and Emergency New Zealand will be a mix of the old and the new. We are currently in the first phase in which we are amalgamating 40 organisations and 14,500 people from 1 July onwards. It is in the three years after that, that we are integrating the systems, tools, and processes required for a single, unified organisation. As a result, there may be further changes to the leadership structure in the second phase.

- The national leaders of Fire and Emergency NZ will be: Chief Executive, National Commander Urban, and National Manager Rural. These are new roles.
- The new leadership structure allows the **Chief Executive** to focus on things like the changes needed to establish a unified urban and rural fire and emergency service, the introduction of the new levy system, and the establishment of local advisory committees.
- It also allows the operational leaders of both urban and rural fire and emergency services to focus on operational issues, making sure the community continues to receive the excellent services that our people currently deliver. Remember that creating a unified organisation is a long term, phased activity.
- A new role of **National Commander Urban (NCU)** will start on 1 July. This role will be responsible for strategic and operational service delivery of urban fire and emergency services. This is a fixed term, two-year appointment.
- There will be no change to the organisational structure for urban fire operations up to, and including, Fire Region Managers (FRMs). Area Managers (AMs) in each existing Fire Service Region will continue to report to the appropriate FRM. The FRMs will report to the new National Commander Urban (NCU) role.
- A new role of **National Manager Rural (NMR)** will start on 1 July. This role will include the current National Rural Fire Officer (NRFO) responsibilities, as well as having operational/management responsibilities for rural fire service delivery across the country. This is a fixed term, two-year appointment.
- Five new, fixed term roles of **Regional Manager Rural (RMR)** will be established. This is an interim arrangement following the disestablishment of Rural Fire Authorities on 1 July. RMRs

will be responsible for a geographical area similar to the current urban fire regional boundaries, and will report to the new National Manager Rural role. They will be appointed, and trained, by 1 July.

- There will be no changes to the roles engaged solely on rural fire operations up to, and including **Principal Rural Fire Officers (PRFOs)**. PRFOs will report to the relevant RMR.

In the meantime, from 6 March – 1 July 2017:

- Chief Executive/National Commander = Paul McGill
- Deputy National Commander = Kerry Gregory
- NRFO = Kevin O'Connor

More about the new leadership structure is in the [Board's statement](#) of 16 December 2016, available from the project website.

Workstream: **People & Change**
Regional Manager Rural

- Establish five fixed term roles for two years
- Reporting to National Manager Rural
- Responsible for geographical area similar to current urban regional boundaries
- Will be responsible for a group of PRFOs
- Seconded from existing PRFOs or recruited from roles which have rural fire experience



Workstream: **People & Change**

Safety, health and wellbeing

Intent

- Support and enable Fire and Emergency NZ to meet its duty of care for all personnel from 1 July
- 3 areas:
 - Governance
 - Essential systems and processes,
 - Engagement

Progress so far

- Overview paper approved by Board in December 2016
- Plan and work organisation structure agreed February 2017
- Key pieces of work allocated and work underway
- Short-listed vendors for new technology support solution

Next steps

- Complete allocated work to schedule for recommendations
- Transition Committee/Board updates and decision requests as planned
- Engagement and communication with leaders and personnel

Workstream: Implementation & Pilots

Next steps:

Work and engagement underway:

- Location of 2nd Local Advisory Committee (LAC) pilot will be located in Mid-South Canterbury, and a 3rd pilot (to start in the 2nd half of 2017) will be run in the Hawkes Bay.
- 1st LAC pilot in Greater Auckland underway
- Identification of any interim arrangements that need to be put in place for Day One, and working with local government on these
- Initial thinking around events and activities to mark Day One



Local Advisory Committee pilots

- The pilots approach involves working with non sector stakeholders, effectively leaders in the local community to help us to design what Local Advisory Committees should be (in a working group forum) as aligned with the Bill (and any future regulations).
- Greater Auckland was chosen as the first location. Two 1x day workshops have been held in GA with local community stakeholders to discuss:
 - Making local advisory committees successful
 - The functions of local committees – advisory NOT governance
 - The Charter – operating principles and behaviours (NB: the participants talked about developing a Charter instead of a Terms of Reference - a less formal/definitive document which is more relevant to an advisory group).
 - Connections to communities of interest – ensuring members are connected to community and utilise those connections
 - FENZ relationship, roles and support to local committees or to the Pilot?
 - The nomination and selection process including skills and competency assessment
- A second pilot will be located in Mid-South Canterbury - a location very different to Greater Auckland to better understand the range of opportunities and challenges for LACs.
- We will be bringing together the working groups from both pilots, in the next few months, to work through conclusions.
- A third pilot, in the Hawkes Bay, will be run in the second half of this year.
- Note that, in the report back on Fire and Emergency NZ Bill in late December, the name was changed from **Local Committees** to **Local Advisory Committees**.

Territorial Authorities (affected rural fire authorities)

- The Transition Project team will be working with DIA to confirm an approach with LGNZ in the coming weeks to support local authorities in the transition.
- We are in the early stages of developing a 'work plan' that will set out the activities either the TA/s or the project have to do in the lead up to amalgamation and those early transitional months. This will be further developed with Tas, and and the Project team will work with them to firm up transitional relationships, actions etc.

Workstream: **Implementation & Pilots** LAC Pilot 1: **Greater Auckland**

Local Advisory Committees (LAC):

- Included in proposed legislation
- Local advisors to Fire and Emergency NZ on community fire and emergency risks
- No governance, management, or operational control
- New concept

Greater Auckland selected because of:

- Diversity of community
 - 1.57 million people, 130 ethnic groups
- Diversity of land use
 - Farming
 - Forestry
 - Conservation land
 - Urban (cities and towns)
 - Industrial areas
- Variety of fire-related risks and needs
- Governed by single unitary authority



In summary

Greater Auckland has been chosen as the location for the first of two pilots to develop and test processes for Local Advisory Committees. Local Advisory Committees are proposed under the Fire and Emergency New Zealand Bill as local advisors to Fire and Emergency New Zealand (FENZ) on their community's fire and emergency risks and needs across urban and rural areas. This is a new concept in the Fire and Emergency NZ legislation. Local Advisory Committees won't be appointed until after the public consultation on local committee boundaries which will not start before 1 July 2017. They will have no governance, management, or operational control.

A temporary working group of people from across the Greater Auckland community has been established. The working group is working with the Fire and Emergency NZ Transition Project Team to develop processes such as how local committees are established, what their terms of reference will be, how to select members, and how advisory functions will work between committees and Fire and Emergency NZ. Auckland's Principal Rural Fire Officer, Bryan Cartelle, and NZFS Fire Region Manager, Kerry Gregory, are key advisors on the pilot.

Why was Greater Auckland selected for the first Local Advisory Committee pilot?

Greater Auckland was selected as the first pilot location by the Board because it has New Zealand's most diverse community, contains a variety of fire-related risks and needs; ie cities, towns, an industrial sector, diversity in farming/land use, forestry plantations, and conservation land.

Greater Auckland also has the benefit of being governed by a single unitary authority.

Greater Auckland statistics

Auckland's population is 1.57 million people covering over 130 ethnic groups. Greater Auckland stretches from Wellsford in the north to Waiuku in the south including 24 Hauraki Gulf Islands and the Kermadec Group.

Greater Auckland land use

422,000 Ha of rural land within the rural fire district

70,000 Ha of urban fire districts

95 forest owners with plantations over 20ha covering 54,000 ha of forest plantation within Greater Auckland.

The Department of Conservation has 32,300 ha of public conservation land

Greater Auckland rural fire services

Prior to establishment of Auckland Council and ERFD there were 9 Rural Fire Authorities within this area

11 Voluntary Rural Fire Forces

17 Voluntary Rural Fire Force stations

286 volunteers

Greater Auckland urban fire services

68 stations made up of:

- 29 Career Fire Stations with 547 paid fire fighters

- 39 NZFS Volunteer Fire Stations with 921 volunteer fire fighters

54 management and support staff

Other fire services in Greater Auckland

- 4 Industry Brigades
- DOC has 40 trained fire fighters in Greater Auckland.
- The NZDF Whenuapai airforce base is located within the rural fire district.
- The NZDF Devonport Naval Base is located within the urban fire district.

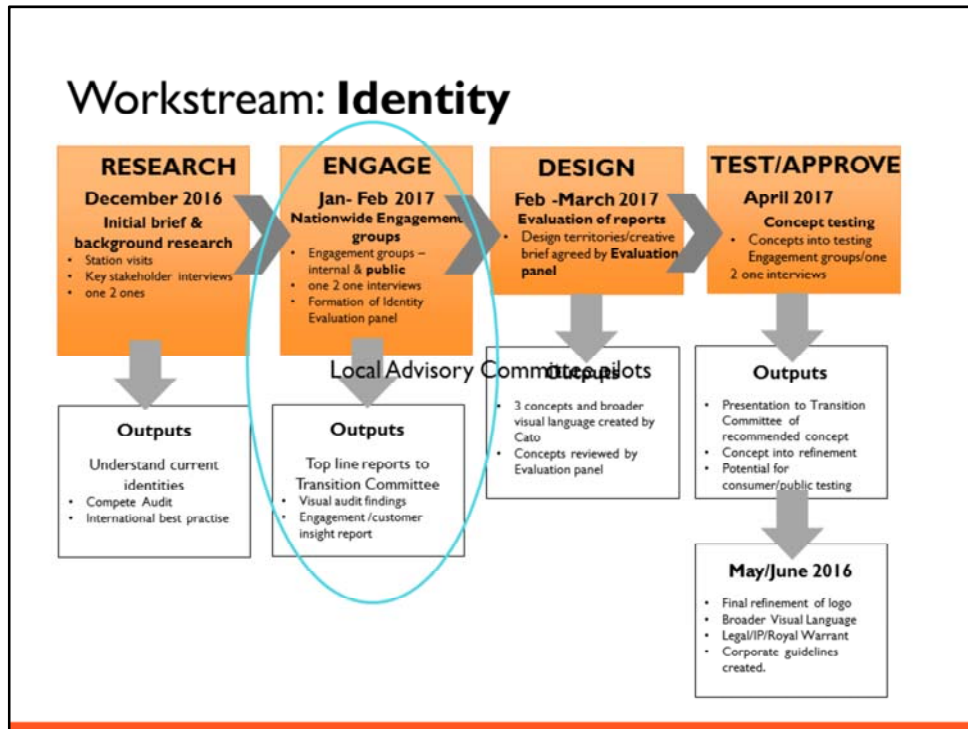
Find out more about the LAC pilots at <http://fenzproject.co.nz/information/>

Supporting activities

The project team is also working on:

- Ensuring alignment with draft legislation and regulations
- All current branded equipment and materials identified, and plan for next steps shared, new logo design in development
- Work has started on building new website and intranet
 - Intranet survey closes 17 March





The process for developing the Fire and Emergency NZ identity. The next steps are Design & Testing

- Three concepts and broader visual language developed for review by stakeholder Identity Evaluation panel – 13 March
- Testing via public and internal engagement session to begin late March - Early April
- Ability to test concepts wider with fenzproject.co.nz/myvoice survey - tbc

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



Let's keep the conversation going. You can:

- Talk to me
- Email the project team on myvoice.fenzproject.co.nz
- Check out the website
- Follow the project on Facebook
- Or pop in and see them when next in Wellington.

We're in this together. Together we can make this transition a success. For us, our teams, and most importantly, for our communities. Keeping them safe is why we're all here.