



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.

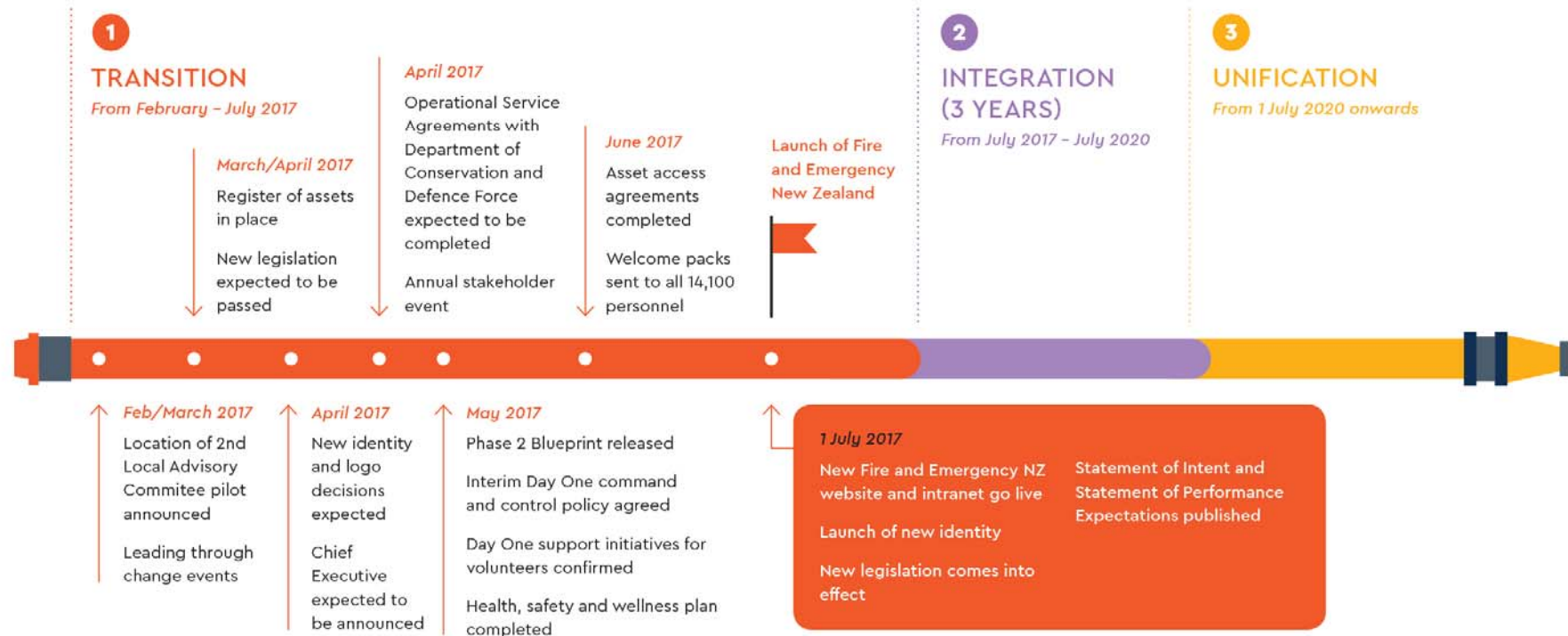
Context and background messages

- 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.
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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
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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
 - 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

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.



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)



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



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.



Workstream: **People & Change**

Next steps:

Work and engagement underway on:

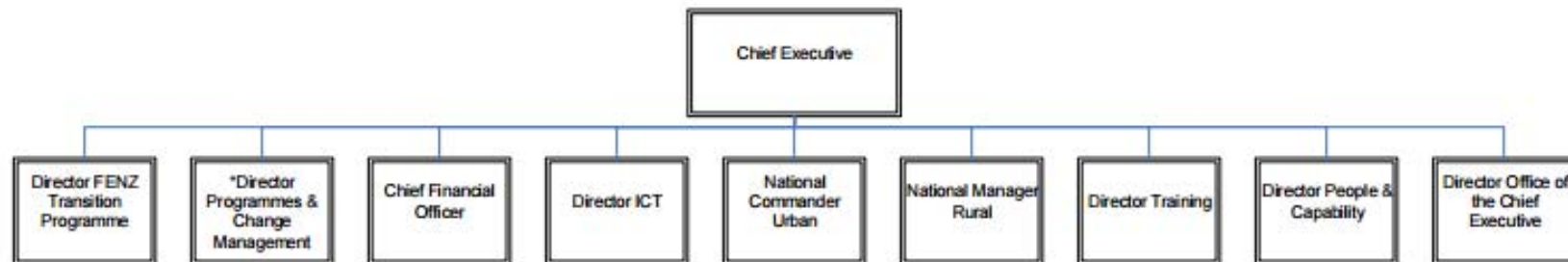
- Overarching Day One organisational structure
- Transition arrangements
- HR policies and procedures for Day One
- Address any capability gaps
- Setting up working group to develop Volunteer Strategy
- Defining and agreeing the volunteer and Fire and Emergency NZ relationship
- Defining and implementing 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



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 substantive position.
Currently replaced on interim
Basis by Director Business
Effectiveness

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
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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



Workstream: Implementation & Pilots

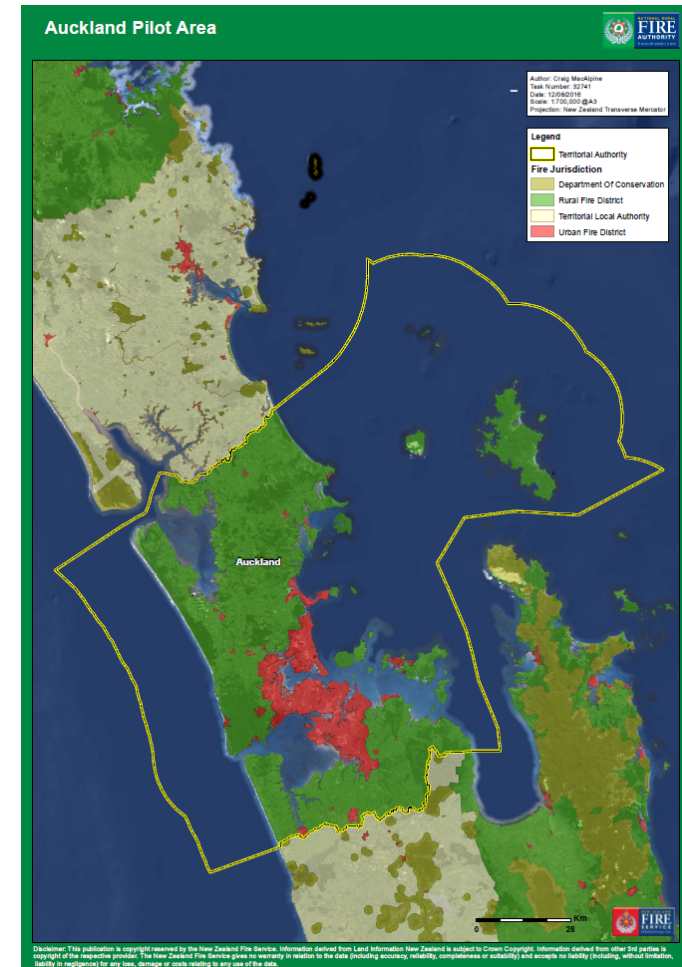
LAC Pilot 1: Greater Auckland

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



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

Help us **build an intranet** that meets your needs

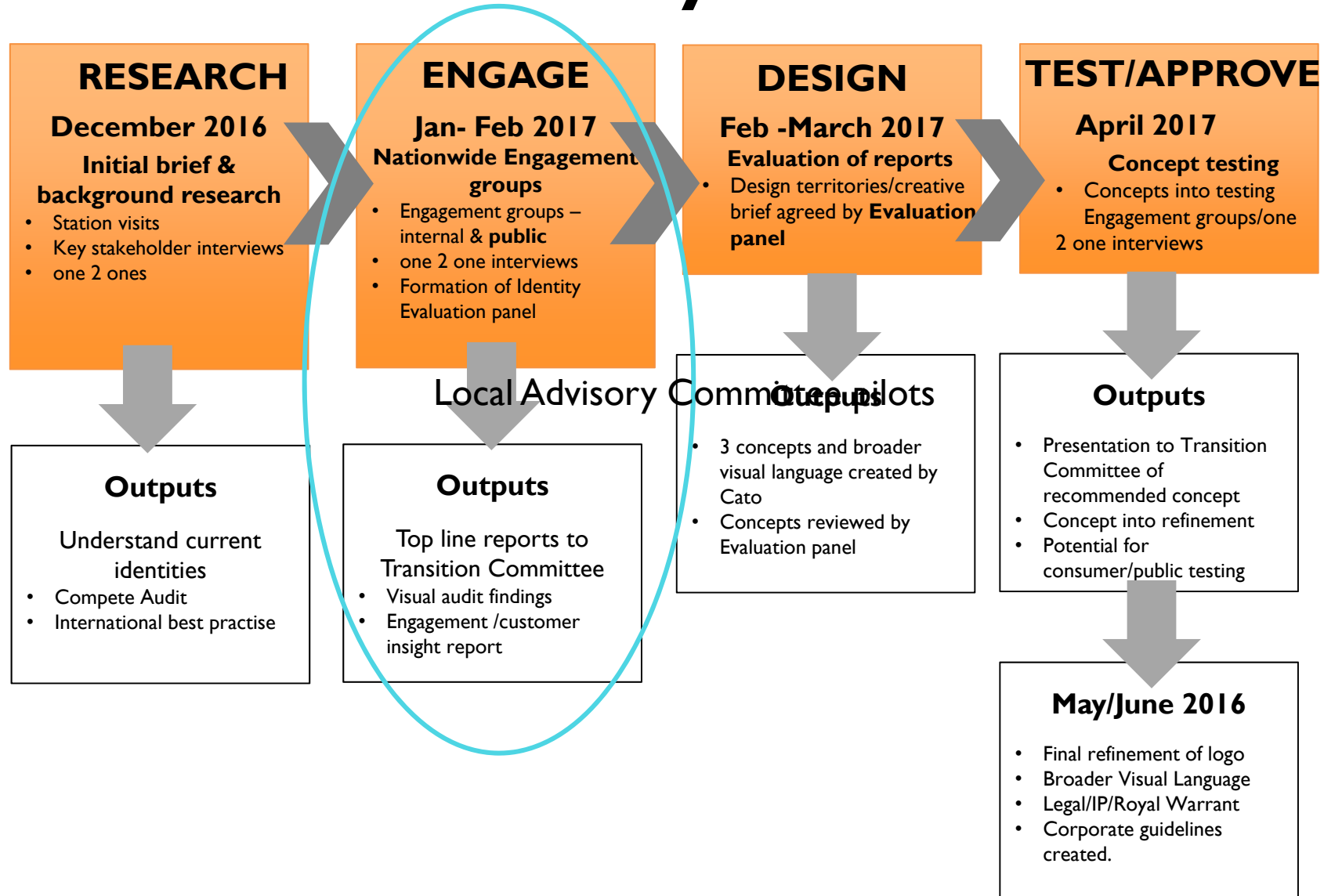
Fill in our online survey
by 17 March

**fenzproject.co.nz/
yourvoice**

Fire and Emergency New Zealand's new intranet will be an online, internal tool
for its people, to be used every day, anywhere in the country, from 1 July 2017.

myvoice@fenzproject.co.nz fenzproject.co.nz

Workstream: Identity



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

