

Fire and Emergency New Zealand Integration Blueprint Summary

2017 - 2020



1. Introduction

1.1 Purpose of the Integration Blueprint

The Integration Blueprint (the Blueprint) covers the second phase of establishing Fire and Emergency New Zealand (NZ). This is called the integration phase. It starts with the first day of the organisation on 1 July 2017 and ends three years later in June 2020.

The integration phase follows the amalgamation of 40 organisations into one. It integrates the organisation's rural and urban systems, processes and tools, to build a single organisation and lay the foundations for unification.

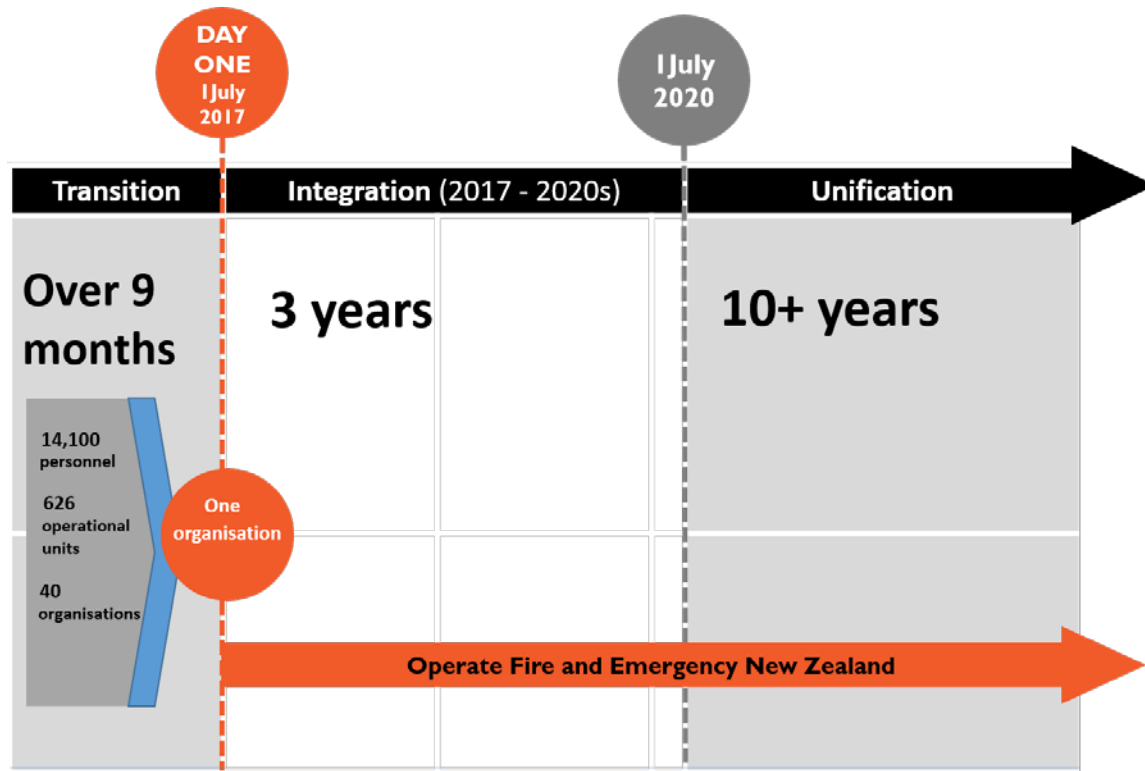


Figure 1: Phases of the transition programme

The purpose of the Blueprint is to set out Fire and Emergency NZ's work programme for the integration phase. It will be used to:

- Focus Fire and Emergency NZ on what the organisation needs to do to successfully deliver the objectives and outcomes expected by the Board and Cabinet, and set out in the Fire and Emergency NZ Act.
- Support the transition funding request for 2017/18
- Provide a basis for monitoring progress during integration, and for evaluating the benefits expected from establishing Fire and Emergency NZ
- Establish a basis for operating the integration project in a way that incorporates appropriate governance and management.

The Blueprint will support achievement of the outcomes for New Zealanders that are described in Fire and Emergency NZ's Statement of Intent (SOI) 2017-21. These are:

- Reduced likelihood of unwanted fires
- Reduced consequences from emergencies
- Increased community resilience
- Improved organisational health and capability.

2. Benefits for the integration phase

The Blueprint provides a number of benefits for the integration phase.

2.1 A strategic plan

The Blueprint provides an opportunity to build the new organisation

The Blueprint sets out a work programme to integrate the functions and activities of urban and rural fire services, and deliver the expectations of Fire and Emergency NZ that are set out in the legislation.

The scope of the Blueprint is on activities that specifically contribute to enabling the new legislation, for which additional funding has been provided. It does not include all activities that will be performed by Fire and Emergency NZ during the integration phase.

The Blueprint sets out the strategic plan for Fire and Emergency NZ for the next three years

The Blueprint is a strategic plan to develop, define and achieve the new vision, strategy, and objectives of Fire and Emergency NZ. It provides a roadmap for delivering the changes that Government expects from the creation of Fire and Emergency NZ.

The Blueprint defines objectives and measures for the integration phase, and activities to monitor benefits

The Blueprint includes activities to refine (or define) objectives specific to the integration phase, and the development of measures that supplement those in the Fire and Emergency NZ 2017/18 Statement of Performance Expectations (SPE), focusing specifically on the benefits expected from the integration phase.

The Blueprint includes activities to establish a new approach to monitoring and evaluation through benefits management and reporting, aligned to the outcomes and measures in the SOI and SPE. It will allow Fire and Emergency NZ to track progress towards benefits, not just outputs, and to demonstrate the value of the additional funding that it is receiving from the government.

2.2 What the Integration Blueprint delivers by 2018

Successful implementation of the legislation

The Blueprint considers those activities specifically prescribed in the legislation as ‘must-do’ activities. This includes activities to:

- Consult on and implement the new levy regulations, in conjunction with the Department of Internal Affairs
- Design the new penalties and offences regime according to the legislation, as well as an effective monitoring and enforcement function
- Begin the alignment process between the different organisations, with equivalent employment and volunteer terms and conditions
- Consult on and develop new local advisory committees (LACs), to support decision-making in communities served by Fire and Emergency NZ
- Design and consult on a new disputes resolution scheme
- Define and consult on a new Code of Practice for Firefighting Water Supplies.

A target operating model, and an organisation prepared to implement it

The primary focus of effort in the first year of the Integration Blueprint is the development of a new target operating model. This involves reviewing and potentially adjusting aspects of Fire and Emergency NZ, from the way it interacts with stakeholders and New Zealanders, to how it organises itself internally to deliver services. The target operating model is more than a new organisation structure. It will encompass every aspect of Fire and Emergency NZ, from its strategy and processes to its people and capabilities, and its culture. This includes how a flexible brigade model should operate, and the integration of urban and rural boundaries, management structures, and the operation of command and control.

Accelerated investment in capability to improve the new organisation's health and sustainability

A series of activities are set out in the first year to improve the organisation's capability and capacity over the short term.

This includes developing new safety, health and wellbeing tools, accelerating the organisation's use of mobile technologies, commencing re-investment in fleet and equipment to support closing the rural fire gap, and providing improved support for the volunteer workforce.

A project team and new structure that supports integration

Given the amount of work required for the integration phase, a dedicated integration project team will be established to work with other parts of the organisation to implement the Blueprint. The Blueprint does not prescribe how the integration project team should be structured. Work will be undertaken to establish a robust management structure and the roles and accountabilities of the team to implement the Blueprint. The current governance structure and ways of operating will be retained, including the Transition Committee which will become the Integration Committee (with some changes) for the first three months of the new organisation, during which time the Board will engage with the Chief Executive to determine the structure following that period.

2.3 What Fire and Emergency NZ will have achieved by 2020

Fire and Emergency NZ will be a successfully integrated organisation

A new set of leadership capabilities will have been built in Fire and Emergency NZ, with integrated systems, processes and tools, and a common identity amongst paid and volunteer staff of Fire and Emergency NZ.

Fire and Emergency NZ will have implemented a new operating model that enables improved services, flexibility, and stronger connection with communities

Implementation of the new operating model will require the development of new capabilities, and the expansion of certain capabilities, such as new community and stakeholder engagement mechanisms. The new operating model will include:

- A clear understanding of its role in the broader emergency services sector, and better linkages to local communities and their needs
- An improved focus on prevention and risk reduction

- Consistency between what historically were the ‘urban’ and ‘rural’ parts of the organisation, and gradually removing the distinction between the two areas
- New leadership capabilities and competencies, and a new organisational structure to support these new capabilities
- All Fire and Emergency NZ personnel will have access to new tailored training and capability building programmes
- New and more flexible processes, which can be adapted to better suit bespoke community needs.

The volunteer workforce will be better supported

One of the key intents of the legislation is to provide better support to volunteers. The Blueprint provides a series of activities to improve volunteer support, through dedicated training and capability development activities.

3. The Plan

3.1 Nine categories of work

The Blueprint is organised into nine categories of work. Six of these categories are strategic priorities. The remaining three categories are enablers, critical to the delivery of the strategic priorities. The enablers also lay the foundation for activities during Fire and Emergency NZ’s unification phase post-June 2020.

Strategic priorities					
Integrated organisation and operating model	Safety, health, and wellbeing	Resilient communities	Volunteerism	Risk reduction	Leadership across the sector
Enablers	People capability, leadership, culture				
	Infrastructure				
	Project and change management (including communications and stakeholder engagement)				

The activities within the strategic priorities include:

- **Integrated organisation and operating model**, which captures activities that bring all the components of rural and urban fire services into one organisation, as well as defining and implementing the operating model of the new organisation, and aligned processes and policies
- **Safety, health and wellbeing**, which includes activities that design and implement safety, health and wellbeing ownership, standards, and support services at Fire and Emergency NZ
- **Resilient communities**, which includes activities to implement the code of practice for fire-fighting water supplies, local risk assessments, modular operating standards, Local Advisory Committee boundaries and establish Local Advisory Committees
- **Volunteerism**, which includes implementing the volunteer strategy
- **Risk reduction**, which includes implementing new regulations on evacuation schemes, the compliance and enforcement strategy, the disputes resolution scheme, and other fire reduction and prevention initiatives
- **Leadership across the sector**, which includes defining Fire and Emergency NZ's future role as a leader in the emergency services sector, as well as implementing partnerships and levy consultations.

The activities within the enabling categories of work include:

- **People capability, leadership, and culture**, which captures defining and implementing leadership, talent development, and reward strategies, as well as shifting Fire and Emergency NZ's culture towards one of an integrated organisation
- **Infrastructure**, which includes designing and implementing technology for a modern, mobile organisation, asset management, property and fleet strategies, and refurbishing equipment to support an integrated organisation

- **Project and change management** (including communications and stakeholder engagement), which covers the totality of the project and change management activities necessary to enable a successful transformation project. This includes investment in change capability.

3.2 High level plan summary

The Blueprint identifies nearly 200 activities, aligned to the activities in the Statement of Intent. These activities were grouped into approximately 70 projects under major deliverables.

Major Deliverables

The table below outlines major deliverables included within each of the nine categories of work – the six strategic priorities and the three enablers.

Category of Work	Category of Work
Integrated Organisation and Operating Model <ul style="list-style-type: none"> • Develop an integrated organisation • Define and understand our customers • Build a new operating model for Fire and Emergency NZ • Develop a new organisational structure 	Risk Reduction <ul style="list-style-type: none"> • Implement activities to reduce the likelihood and impact of fire • Implement new regulations on evacuation schemes • Implement new disputes resolution scheme
Safety, Health and Wellbeing <ul style="list-style-type: none"> • Define Safety, Health and Wellbeing leadership and resourcing model • Develop Safety, Health and Wellbeing Standards • Implement new Safety, Health and Wellbeing Programme 	Leadership Across the Sector <ul style="list-style-type: none"> • Define Fire and Emergency NZ’s role in the emergency sector • Implement key partnerships • Implement partnership approach for hazardous substances • Consult on levies and develop supporting technology

<p>Resilient Communities</p> <ul style="list-style-type: none"> • Dissolve Rural Fire Authorities • Establish Local Advisory Committees (LACs) • Implement modular operational standards • Implement local risk assessment processes • Implement new code of practice for fire-fighting water supplies • Develop tailored customer offering 	<p>People, Capability, Leadership and Culture</p> <ul style="list-style-type: none"> • Define people strategy • Implement leadership capability framework • Deploy culture development and strengthening activities across Fire and Emergency NZ • Implement future workforce model and specialisation • Implement reward and recognition strategy • Complete Day 1+ launch activities
<p>Volunteerism</p> <ul style="list-style-type: none"> • Implement Volunteer Strategy 	<p>Project and Change Management</p> <ul style="list-style-type: none"> • Implement project management to support transformation • Implement change management to support transformation
<p>Infrastructure</p> <ul style="list-style-type: none"> • Develop an integrated asset strategy for Fire and Emergency NZ • Refurbish equipment to support the new organisation • Develop a technology strategy for Fire and Emergency NZ • Develop a business intelligence capability • Upgrade and refresh the corporate technology for Fire and Emergency NZ • Implement technology for personnel in the field 	

3.3 Funding and resources

The costs of the integration phase are funded from three main sources:

- Transition funding approved by Cabinet - up to \$38.4 million is available in 2017/18 as transition funding which is part of the overall transition funding of \$112 million approved for the four years ending June 2020
- \$47.4 million per annum of new funding approved by Cabinet, primarily to provide support for volunteers and address gaps in investment between the urban and rural fire sectors
- Existing baseline funding.

Budgets for 2018/19 and 2019/20 have yet to be developed. These budgets will be informed by the planning and design work that will be undertaken during FY 18.