



**FIRE
EMERGENCY**

NEW ZEALAND

LEADERS' BRIEF

To	Strategic Leadership Team; Operational Leadership Team; Area Managers; Principal Rural Fire Officers; Assistant Area Managers; Deputy Principal Rural Fire Officers; CFOs; Tier 3 managers
Copied to	BSMs (urban and rural); NZPFU, UFBA, FRFANZ, FECA, PSA, RPA
Date	2 March 2018
Topic	Fire and Emergency New Zealand's Operating Model
Action for leaders	<ol style="list-style-type: none">1. This communications material has been developed to help you as a leader understand the work underway to develop our organisation's proposed Operating Model – what we will do, how we will do it and the way we will work.2. Please read this Brief about the first stage of developing the Operating Model– the 'high level design'.3. It's really important that you understand what we're doing because it shapes the future of our organisation.4. We want you to help communicate to our people why we're developing an operating model and the process we're going through.5. If there is anything that you don't understand or that is unclear, please talk to your manager or email myvoice@fireandemergency.nz6. Use this Brief as the basis for talking to your people. You can do this at the regular meetings you have with them or in general conversation and discussions over the next month.7. You might like to print out the three attachments to this Brief to put on your noticeboard or coffee table to generate discussion.8. Please encourage your people to provide feedback and ideas about the initial concepts of the Operating Model (i.e. the 10 key topic areas outlined below). They can do this by talking to you as their manager and/or by emailing myvoice@fireandemergency.nz9. If you receive verbal feedback from your people about the Operating Model, it would be appreciated if you could submit it to myvoice@fireandemergency.nz
When	From March 2018
Key messages	CORE MESSAGES

What we are doing and why

- Our new organisation has a strong foundation of passionate, committed and skilled people who have earned the trust and respect of New Zealanders.
- In lots of ways we do a great job now and we want to maintain the trust and confidence our communities have in us.
- We have a once in a generation opportunity to create a unified fire and emergency organisation that is flexible, adaptable and efficient.
- The scene is set for us to build on what we're doing well and explore new ways of working to better meet the changing risks and needs of our communities.
- We're in the process of determining exactly what we will do, how we will do it, and the way we will work - called the Operating Model.

- We know that we need to do more to:
 - build the risks of each community into the way we work
 - operate as one organisation, where safety, health and wellbeing is at the centre of everything we do
 - build an inclusive workplace and a diverse workforce; and
 - provide more tailored support and different ways people can contribute and volunteer.
- With a working group of about 40 people from across Fire and Emergency New Zealand, (including unions and associations) we held a series of workshops prior to Christmas.
- We've come up with a 'high level design' that will guide what we will do, how we will do it, and the way we will work. This is the first step in the development of our Operating Model.
- This is not a cost-cutting exercise – it's about working out how we operate as one organisation, improving on the reduction, readiness, response, and recovery functions we already provide.
- Our Operating Model will help us become a connected and responsive national fire and emergency service to better serve communities now and in the future.
- All our activities will be focused on the safety, health and wellbeing of our people, the people we work alongside and our communities.
- It's a really exciting time for our organisation. As an individual you can shape our future – how we operate and develop. We want people to be involved in the discussions and be part of the work underway to help make a rich future for our organisation to stand the test of time.

The process

- We've committed to developing proposals for a new Operating Model by 30 June 2018.
- Over the next few months we want to collect ideas and get input from as many people as possible to help us develop these proposals. We encourage you to discuss your ideas with your colleagues and managers as part of your normal meetings.
- We encourage everyone to ask any questions they might have and provide feedback to your manager or by contacting myvoice@fireandemergency.nz
- Once we've developed proposals for a new Operating Model we will need to formally consult on it with all personnel and unions and associations. Consultation will enable everyone to see the proposals, ask questions and provide feedback. We are planning that this will start as soon as possible after July 2018.
- We'll be working with unions and associations on the detailed process and timing for consultation, and will provide more information about this in the next month.

Timeline

From now – 30 June 2018

- There will be a range of workshops and engagement over the specific components and functions that will guide exactly what we will do, how we will do it and the way we will work (our Operating Model).
- Feedback will be received and there will be regular communications, discussions and updates about the development of proposals for a new Operating Model.
- Proposals for a new Operating Model will be endorsed by the Strategic Leadership Team and the Board, to enable formal consultation to begin as soon as possible after July 2018.

Post 1 July 2018

- Formal consultation on proposals for the new Operating Model will begin.

PRIMARY MESSAGES

- We've identified the key things that will guide what we will do, how we will do it and the way we will work. This is the first step in the Operating Model work.
- We have selected 10 of these key topics for discussion:
 - Building the risks and needs of communities into the way that we work
 - Unifying our service delivery
 - Developing a shared and inclusive identity that celebrates our diversity
 - Enabling sustainable volunteerism
 - Partnering with key sector groups and organisations to jointly deliver co-ordinated services
 - Collaboratively reducing risk, the impacts to people, property and the environment
 - Being a fit-for-purpose organisation
 - Creating a strategic national organisation
 - Ensuring appropriate needs-based investment across the organisation
 - Becoming intelligence led; technology enabled.
- You can learn more about these key topics by reading **Attachments 1 and 2**.

Discussion questions

Questions to help leaders generate discussions and encourage feedback about what we do and how we do it (the Operating Model)

- What are the three things that matter the most to you from what you know about the Operating Model, and why?
- What would you like to see in the new way of doing things?

In the key areas of interest to your people, you could ask them these questions:

- What would you do differently if we were to change or improve in this area?
- What things would you keep?
- Are there other people, places or organisations we can learn from?

Want to know more?

- Talk to your manager.
- Watch Rhys' video where he talks about the proposed Operating Model: <https://portal.fireandemergency.nz/notices-news-and-events/ce-blog/ce-video-update-west-coast-february-2018/>
- Read the Fire and Emergency New Zealand – High Level Design Summary document <https://portal.fireandemergency.nz/documents/target-operating-model-high-level-design/>
- Visit the Operating Model Portal page: <https://portal.fireandemergency.nz/projects-and-programmes/integration-phase/workstreams/integrated-organisation-and-operating-model/>
- Look out for more information about the development of the proposed Operating Model and the engagement process. This will be available on the Portal and leaders can get more information in the fortnightly *Leaders Updates* - <https://portal.fireandemergency.nz/notices-news-and-events/leaders-update/>.

Attachments

Please feel free to print out all three attachments to put on your noticeboard or coffee table:

- 1. 10 key topics from the high level design of the operating model**
- 2. Further information on 10 key topics from the high level design**
- 3. Questions and Answers**

Attachment 1: 10 key topics of the Operating Model’s high level design

<p>Building the risks and needs of the community into the way that we work</p>	<p>Unifying our service delivery</p>	<p>Developing a shared and inclusive identity that celebrates our diversity</p>	<p>Enabling sustainable volunteerism</p>	<p>Partnering with key sector groups and organisations to jointly deliver coordinated services</p>
<p>We will develop evidence based community profiles, and continually adapt to ensure that internal and external capability is fit for purpose to address community risks and needs, informed by our mandate</p>	<p>The organisation will operate as one organisation, in a unified way. We will utilise a single incident management approach, with control and leadership roles assigned based on the right mix of capability, competency, capacity and merit</p>	<p>We will celebrate and prioritise our diversity and inclusiveness across locations, cultures and functions; align our people around a shared purpose, and build on our need to be influential, so we are invited to the right tables</p>	<p>We will value volunteers and recognise their unique contributions. We will enable local interpretation of how best to strengthen connection with our volunteers, provide greater flexibility in how people volunteer and increase tailoring of support</p>	<p>We will proactively develop and manage relationships, and tailor partnership models to best reflect community needs and deliver shared community outcomes</p>
<p>Collaboratively reducing risk, the impacts to people, property and the environment</p>	<p>Being a fit-for-purpose organisation</p>	<p>Creating a strategic national organisation</p>	<p>Ensuring appropriate needs-based investment across the organisation</p>	<p>Being intelligence led; technology enabled</p>
<p>We will commit dedicated and specialist resources to risk reduction, influence government policy, invest in risk strategy nationally; establish compliance and enforcement; and use evidence based information to drive investment decisions and monitor success</p>	<p>In being fit-for-purpose, we will enable regions to make decisions against national intent, retain deep and relevant connection to our communities, and allow local flexibility while retaining interoperability</p>	<p>We will invest in centrally led, organisation wide strategic capability, will formalise our innovation capability and take a strategic approach to work with communities, the emergency response sector and levy setting</p>	<p>We will proactively prioritise investment based on evidence, strategic outcomes local risks and needs, and current inequities. Strategic decisions are held nationally with some local flexibility</p>	<p>We will use data and intelligence (both internal and external) as a core part of our business to support strategic and tactical decision making, and will actively seek opportunities for technology and automation</p>

Attachment 2: Further information on 10 key topics from the high level design

The information below includes examples of work we are currently doing or will do to achieve the aims of these 10 key topics.

Building the risks and needs of the community into the way that we work

We will develop evidence based community profiles, and continually adapt to ensure that internal and external capability is fit for purpose to address community risks and needs, informed by our mandate.

Examples:

- *The four Rs (reduction, readiness, response, and recovery) will be a priority for Fire and Emergency across the country. Operating within national guidelines, regions will be able to tailor how this is delivered in a way that best meets local needs and risks.*
- *Once established, Local Advisory Committees will provide advice to the Board and Fire and Emergency about communities' risks and needs. It's our job to engage with our communities so we can understand their risks and needs. The Committees will be made up of people who can help with this. They will not be involved in making any operational decisions.*
- *We will continue to work with Safer Community groups - a coalition of agencies and groups working together to promote community safety and to reduce harm.*

Unifying our service delivery

We will operate as one organisation in a unified way. We will use a single incident management approach with control and leadership roles assigned based on the right mix of capability, competency, capacity and merit.

Examples:

- *Working in collaboration with unions and associations, we will build a single command and control structure that is organised around appropriate geographic boundaries.*
- *Combined training of career and rural volunteer personnel will become more widespread. In Whanganui, for example, career crews already train with rural volunteers on their training nights. This includes combined practical exercises, especially working with helicopters.*

Developing a shared and inclusive identity that celebrates our diversity

We will celebrate and prioritise our diversity and inclusiveness across locations, cultures and functions; align our people around a shared purpose and build on our need to be influential, so we are invited to the right tables.

Examples:

- *We will recognise the importance of our diverse workforce and proactively foster diversity.*
- *We will ensure the design and delivery of our services are informed by the views of Māori.*

Enabling sustainable volunteerism

We will value volunteers and recognise their unique contributions. We will enable local interpretation of how best to strengthen connection with our volunteers, provide greater flexibility in how people volunteer and increase tailoring of support.

Examples:

- *There have been a range of initiatives put in place since 1 July 2017 to better support volunteers as well as a number of whole of organisation changes, including:*
 - *Safety, health and wellbeing initiatives*
 - *A single online information source (Portal) with ongoing improvements*
 - *A Volunteer Issues Process*
 - *An Interim Dispute Resolution Process*
 - *Advocacy and Support services.*

Further work is progressing in the areas of leadership development, enhanced training, recognition for volunteers, and financial training and support.

Partnering with key sector groups and organisations to jointly deliver co-ordinated services

We will proactively develop and manage relationships and tailor partnership models to best reflect community needs and deliver shared community outcomes.

Example:

- *We have an agreement with the Ministry of Civil Defence and Emergency Management (MCDEM), focused on the improved national public warning system. Our communication centres (Comcens) send national alerts on behalf of MCDEM, if for any reason they are unavailable.*

Collaboratively reducing risk, the impacts to people, property and the environment

We will commit dedicated and specialist resources to risk reduction, influence government policy, invest in risk strategy nationally, establish compliance and enforcement and use evidence based information to drive investment decisions and monitor success.

Examples:

- *We are developing two high level documents – the Risk Reduction Strategy and the Compliance and Enforcement Strategy. The Risk Reduction Strategy will outline the emphasis we are placing on reducing the risk and impacts of fire and other emergencies and will describe what we are going to do to achieve this.*
- *The Compliance and Enforcement Strategy will describe how we will use education and information in the first instance to help the public comply with fire safety requirements and outline how we intend to use our enforcement tools in a proportionate way as and when necessary.*

Being a fit-for-purpose organisation

In being fit-for-purpose, we will enable regions to make decisions against national intent, retain deep and relevant connection to our communities and allow local flexibility while retaining interoperability.

Example:

- *We do not currently have a consistent approach for deciding what capabilities our brigades and fire forces need. We need to move away from a one size fits all tendency and have a more flexible approach so that a brigade or fire force can tailor its capabilities to meet the risks and needs of the community it serves.*

Creating a strategic national organisation

We will invest in centrally led, organisation wide strategic capability, will formalise our innovation capability and take a strategic approach to work with communities, the emergency response sector and levy setting.

Examples:

- *With the amalgamation of organisations on 1 July 2017, Fire and Emergency needs an integrated national strategy that takes into account relevant trends such as demographic, social and environmental. By developing a strategy, and the capability to support it, we will better understand our future environment and be better able to address the risks and needs of communities.*
- *We can work to help influence local, regional and national planning around reticulated water in new property subdivisions to support access to water supplies for brigades and fire forces.*

Ensuring appropriate needs-based investment across the organisation

We will proactively prioritise investment based on evidence, strategic outcomes, local risks and needs and current inequities. Strategic decisions are held nationally with some local flexibility.

Example:

- *We are building our business intelligence at a national and local level so that we have a more consistent understanding of the risks and needs of our communities. We will use this information to better inform investment decisions.*

Being intelligence led; technology enabled

We will use data and intelligence (both internal and external) as a core part of our business to support strategic and tactical decision making and will actively seek opportunities for technology and automation.

Examples:

- *The Mobility Project is focused on making Fire and Emergency's frontline response more effective. It involves the increased use of technology to make up-to-date, trusted information available to frontline staff.*
- *By December 2018, all fire forces and brigades will be on the same radio system, improving our ability to respond to fires and emergencies as one organisation. All urban brigades other than the Chatham Islands, now have new, portable Incident Ground Communications (IGC) radios. Auckland and Wellington Rural fire forces, all rural tankers located in urban brigades, and all Principal Rural Fire Officers and Deputy Principal Rural Fire Officers also now have IGC radios.*

Attachment 3: Questions and Answers

GENERAL

Why should I care about this?

It's a really exciting time for our organisation. As an individual you can shape our future – how we operate and develop. We want people to be involved in the discussions and be part of the work underway to help make a rich future for our organisation to stand the test of time.

What does this mean for me?

The new Operating Model will set out how the organisation will work and as a result what it needs to look like and how we all work together as one. This will include some structural realignment but we've not designed this yet. It may also include some new roles that are required to enable the organisation to function better. It will not touch crewing of appliances or rosters. The Operating Model needs to be designed in a way that will work on the ground and so it will be important for everyone to take the opportunity to contribute so that we can achieve the best end result.

We want to hear your feedback and ideas. You can talk to your manager and/or email myvoice@fireandemergency.nz

Is this cost cutting?

This is not a cost-cutting exercise – it's about working out how we operate as one organisation, improving on the reduction, readiness, response, and recovery functions we already provide.

ROLES & RESPONSIBILITIES

Will my job change?

We don't know yet. At this stage we're focused on developing what we will do, how we will do it and the way we will work. This will help us decide what if any changes we need to make to structures and roles i.e. what the organisation needs to look like.

At this stage we think that for the majority of people there will be minimal change to their roles. However, where there are proposed changes to jobs, our approach will in the first instance be to look at how we retain expertise and knowledge in the organisation and how we can support people to remain in the organisation.

We'll be complying with employment legislation, your employment agreement and consulting with you about any potential changes.

Will there be fewer frontline staff?

No, this is not about reducing numbers, it's about doing things better so we continue to meet the needs of our communities into the future.

The Government has approved up to \$303 million of additional funding over five years (2016/17 – 2020/21) to build our new organisation.

Will ranks and roles be changing?

We'll be working with key people across the organisation, including unions and associations, to develop consistent leadership competency levels (that may result in a new rank structure) that fit the needs of our new organisation. This is because we're now one organisation, combining both urban (ranked) and rural (non-ranked). We need to design how this will work to operate effectively and to appear as one unified organisation to ourselves and others.

When will we know what the Operating Model will be and if there are changes to my job?

Once we've developed a proposed Operating Model we'll start a process of consultation where we will share the proposed model and the rationale for any proposed changes to our current Operating Model. Consultation gives everyone an opportunity to fully understand what is being proposed, get further clarification if necessary and provide feedback. All this information can then be reviewed and considered before any final decisions are made. In the coming weeks we'll be working with unions and associations on the details of the consultation process including timing and will look to share these with you as soon as possible.

How can I influence or have a say on this?

Over the next few months there will be workshops on specific areas of focus that will involve subject matter experts. At the same time, we want ideas, feedback and experiences from everyone about the components of the Operating Model. We'll use this feedback to develop a proposed Operating Model – which will be consulted on from July 2018. You can provide feedback to your manager or by emailing myvoice@fireandemergency.nz. There is more detail available on the Portal <https://portal.fireandemergency.nz/projects-and-programmes/integration-phase/workstreams/integrated-organisation-and-operating-model/> about the intent of the Operating Model.

What is an Operating Model?

It's a framework for describing how Fire and Emergency New Zealand will operate in the future. It covers things like strategy and governance, service delivery, people, policy and process, performance management, technology and innovation.

Why do we need an Operating Model?

Following two reviews of the fire services (between 2012 and 2015), the Government agreed to unify urban and rural fire services, use a new funding model, repeal two Acts, and create a new law for fire services in New Zealand. We're now in the process of building a new organisation that will help us become a connected and responsive national fire and emergency service to better serve our communities. We have a plan, called the Blueprint, which sets out what we will do to become an integrated organisation by 2020.

Part of this plan is about considering what we will do as an organisation, how we will do it and the way we will work – called an Operating Model.

We're building on what we're doing well, and exploring new ways of working to better meet the changing risks and needs of our communities.

It's normal practice to have a clear Operating Model that allows an organisation to meet its objectives and be accountable for the services it delivers, its expenditure and its results.

The work we do on the Operating Model to confirm what we need to do and how we want to do it will help us make the right choices when it comes to things like designing organisation structures and boundaries.

We already do a lot of the things the Operating Model is outlining. What will be different?

We're building on the good things we're already doing as well as improving and developing what we do. The review process that started around three years ago identified a number of areas where we can do better. The new legislation reflects this, and that means there are different functions we need to provide. Our Operating Model work is taking all of this into account.

To operate as one organisation we should look the same. When are we getting our new uniform?

The focus for the next three years will be on developing our Working Dress which will be worn on-station, at incidents and in the community. Other uniform, such as PPE or dress uniform, will remain the same at the moment while we focus on the Working Dress.

The Portal will continue to provide up-to-date information about the development of our uniform.

When will the new Incident Ground Communications (IGC) radios be available to everyone?

By December 2018, all fire forces and brigades will be on the same radio system, improving our ability to respond to fires and emergencies as one organisation.

The roll out is progressing well, with all urban brigades, other than the Chatham Islands, getting their new, portable Incident Ground Communications (IGC) radios. The roll out to rural forces has started with all Principal Rural Fire Officers (PRFOs) and Deputy Principal Rural Fire Officers (DPRFOs) already having received theirs.

The roll out to individual rural fire forces will begin in April 2018. Details of the roll out are on the project's Portal page.