



DAY ONE PREPARATION SESSIONS

LEADERS GUIDE

Version 0.2

Contents

Opening and Welcome (for Leaders' Sessions only)	5
Session 1: Opening and Welcome	9
Session 2: Change Overview - Where are we going?	11
Session 3: Volunteer Support	23
Session 4: Safety, Health and Wellbeing	35
Session 5: Authorisations and Delegations	45
Session 6: Command and Control	49
Session 7: Inspector Powers	64
Session 8: Who we are – Our identity	68
Session 9: Recap and Review	77
Leading Sessions – Guidance and Skills	80



OPENING AND WELCOME – LEADERS SESSIONS

Fire and Emergency New Zealand



Approach

Today we will walk you through the sessions you will be delivering to your people, (and that those people will deliver to their people in turn in some cases), using the resource that has been developed as a guide

- There has been considerable input into this session resource from a range of people
- This is the first opportunity we have had to get your input and feedback so this will also be a workshop session
- In addition to the session resource there are some resources and tips to pass on to your people about how to run these sessions
- The session resource has to cover a wide range of needs and groups
- We are working on the basis that your knowledge of your people will enable you to customise this to their needs
- We need you to think about how you will use this material to meet the information needs you know are out there

Fire and Emergency New Zealand

Opening and Welcome (for Leaders' Sessions only)

Audience(s)	All managers and leaders of operational personnel
Delivery method(s)	Slides, presentation.
Total timeframe	15mins
Key messages	Delivering the Day One Preparation sessions effectively throughout our region is critical to our readiness on Day One, and a key aspect of leading our people through the change.
Key points	<p>Opening and Welcome</p> <p>Purpose</p> <p>To brief you on the Day One preparation sessions, and enable you to prepare your people with the key information and skills they need to deliver the session to their people in turn.</p>
Key points	<p>Approach</p> <p>Over the course of this session we will:</p> <ul style="list-style-type: none">• Walk through the sessions you will be delivering to your people and that those people will deliver to their people, using the resource that has been developed as a guide.• While there has been considerable input into this resource from a wide range of people, this is the first opportunity we have had to get your input and feedback on the resource that has been put together.• We will also provide you with some resources and tips to pass on to your people about how to run these sessions. These resources are intended to provide support, and tips for people less familiar with presenting longer information-based sessions than this group.• The material we have put together for you to use has to cover a wide range of needs and groups. Rather than developing different versions, we are working on the basis that your knowledge of your people will enable you to customise this to their needs. (For example, working with a mixed group, running the material over several sessions).• We will have some time at the end of the day for you to give us feedback, to talk about how you will use this material, and to talk about planning for how you will deliver this in your area.

Timing

The sessions you will run in May for your people will follow essentially the same session outline as we are using today, and are timed for around 3 hours. This can be run in a modular format to accommodate different needs.

Slide: Session Outline – Day One Preparation

This is an area you should discuss with the people doing the delivery. While the 3-hour session is ideal, getting people along to the sessions, and having them go through all of the material is the main aim, no matter how this is run. You and they need to make it work for your people.

The key resources you will have are:

- A Leader Guide which contains all of the information required to deliver the session. This has slides and a delivery script which covers key points, activities etc.
- Consistency is important, so we need you to cover off the information in the guide as a minimum. As you and others run the session, you may want to add in specific situations or examples that make the information relevant to your people. We will discuss this more during the day.
- There are Session Notes available which contain supporting information for the session - slides, information and other resources.
- The Leader Guides will be produced centrally.

Notes



Session outline – 3 hours in total

5mins	Session 1	Opening and welcome
15mins	Session 2	Where are we going? – change overview
35mins	Session 3	Volunteer support
35mins	Session 4	Safety, Health and Wellbeing
15mins	Session 5	Authorisations and delegations
45mins	Session 6	Command and control
15mins	Session 7	Inspector powers
10mins	Session 8	Who we are – Our identity
5mins	Session 9	Recap and Review

Session 1: Opening and Welcome

Audience(s) All operational personnel

Delivery method(s) Talk

Total timeframe 5mins

Key messages **Welcome and Introductions**

Follow your usual format.

These Day One preparation sessions are an important part of understanding what will be different for you from Day One, and what is coming up after Day One.

Expectations

As a participant in these sessions, you will:

- Know the purpose and objectives of the change, and get an idea about next steps coming up post-Day One.
- Get a consistent understanding of what you need to know for operations from Day One and what will be the same/different about what you will be doing.
- Get answers (where we have these) to questions you have about what is changing.
- Feel like you are being heard.
- Know where you can go for more detailed information.

Check for anything to add to that.

Discuss the timeframe for the session – either using **Slide: Session Outline**, or if you are running several sessions over an extended time, let the group know the order of topics.



SESSION 2 WHERE ARE WE GOING? – CHANGE OVERVIEW

Fire and Emergency New Zealand



Why we are creating Fire and Emergency NZ Top issues identified by reviews of fire services

- **Our firefighters do a great job but demands on them are changing.** There is more non-fire response, changing weather patterns, changing population
- **Everyone will have equitable access to funding, equipment and support.** There has been inconsistent investment especially across rural areas
- **One organisation will be integrated and well-coordinated.** Across 40 organisations there's been a lack of coordination, unclear accountability and variable leadership
- **We'll make it easier for firefighters to do what they do best.** For urban and rural, and volunteer and career firefighters to continue to a great job for their communities, we have to overcome our differences and focus on what we have in common.

Fire and Emergency New Zealand

Session 2: Change Overview - Where are we going?

Audience(s)	All managers and leaders of operational personnel All operational personnel
Delivery method(s)	Presentation, slides
Total timeframe	15mins
Key messages	Firefighters do a great job already but their job is changing all the time. This new organisation – Fire and Emergency New Zealand – will give our firefighters the support they need to protect and help prepare their communities now and into the future.
Videos	'Message from the Minister' - the Minister speaking at the national forum on April 27 explaining why we need to change (2min 30) 'Where we're going' - the Chair talking about the change (1min 20)
Key points	Change narrative and rationale The Government is combining nearly all organisations with firefighting and fire control responsibilities into a single organisation and also giving them the legislative mandate to perform certain non-fire-related work.
Slide: Why we are creating Fire and Emergency NZ	Why we are creating Fire and Emergency NZ Key message: There are many reasons, but in summary, they come from issues and opportunities discovered during reviews in 2012 and 2015. The reviews highlighted that there were things that worked well and things that needed fixing, and an opportunity to do so. This is an opportunity to fix these See the slide

More information

Changing expectations

Our firefighters do a great job but the demands on them are changing.

Originally firefighters just focused on fire. Now they do a whole lot more, such as responding to motor vehicle crashes, medical emergencies, hazardous materials spillages, storms, floods, earthquakes and a wide range of rescue situations.

In addition to the ongoing fire risk and these extra demands, there are more extreme weather events, and the population is ageing and changing. This is changing the work we do and how we approach it.

Integration and coordination.

The reviews found:

- Poor coordination between Rural Fire Authorities and NZFS brigades and between brigades.
- Lack of national oversight of rural fire governance and the NRFA has limited ability to respond when a Rural Fire Authority or ERFD is falling below expected standards.
- Not enough national information systems and support for fire services. This means communities receive very different services, depending on whether they are urban or rural. Sometimes these differences do not make a lot of sense.

Equitable access to funding.

Some areas have been better resourced than others and we need to reduce that imbalance.

We also have the opportunity to change the way we collect the levy so that there is a clearer connection between how much different groups pay and how much it costs to provide services to those groups, for example levy payers.

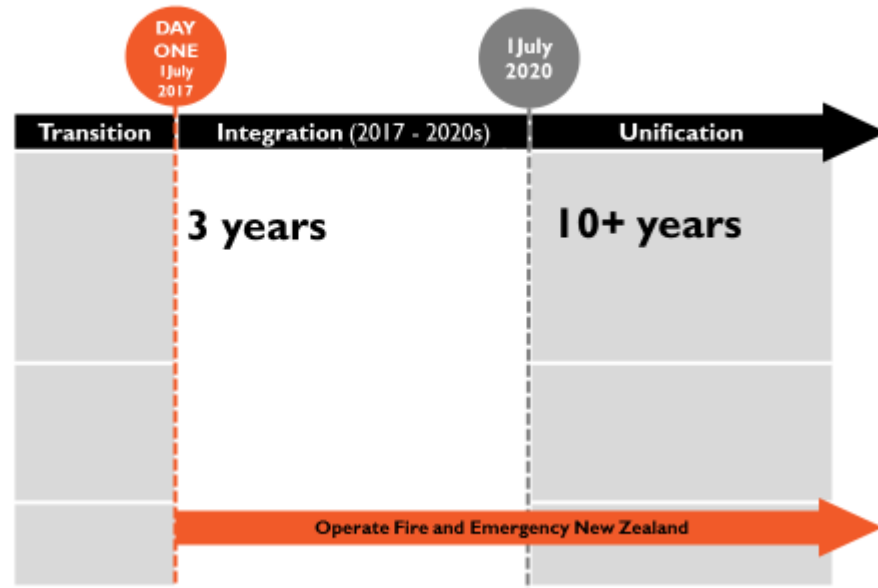
Differences

The reviews identified cultural differences between urban and rural, and volunteer and career firefighters, that could cause grievances and operational issues. That has to change – it will take time to get to know each other and work out we can make it easier for all of us to do our best, but we have to put aside our differences and focus on what we have in common.

What we have in common is our commitment to serving our communities.

Notes

How we're doing this: 3 phases



Fire and Emergency New Zealand

Phase 1: Amalgamating 40 entities into one 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

Fire and Emergency New Zealand

Slide: How we're
doing this - 3 Phases

Key message:

- To do the work and make it manageable, we've broken it into three chunks.
- Phase 1 – Amalgamation to 1 July (current phase)
- Phase 2 – Integration for 3 years.
- Phase 3 – Unification for 10+ years

More info:

Because we want to get this right and we'll only get it right by taking things slowly and in a well-planned way.

And the government has funded us with a capital injection for the first 3 years.

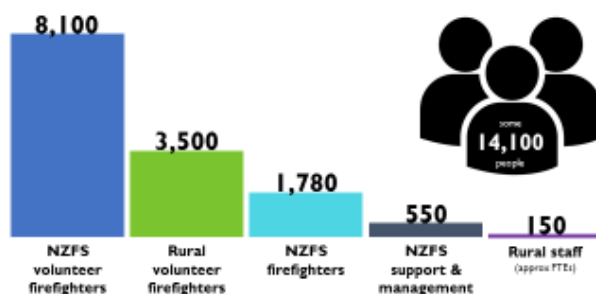
Slide: Amalgamating
40 entities into one

- Day 1 is about amalgamating 40 fire services entities into 1, by 1 July.
- This slide shows who they are at a glance.

More info:

Each has a responsibility for fire-fighting and has people and assets that need to be understood and accounted for in order to transfer them into a new organisation.

Phase 1: Transitioning some 14,100 people By 1 July 2017



Fire and Emergency New Zealand

Phase 1: The big five



- Safety, health and wellbeing of our people
- Ability to respond on Day One
- People know who they report to
- Pay people
- Maintain the reputation of the fire services

Fire and Emergency New Zealand

Slide: Day One
Transitioning

Key Message:

- We're transitioning some 14,100 people from the 40 organisations.
- This is how we see them.

Slide: The Big Five

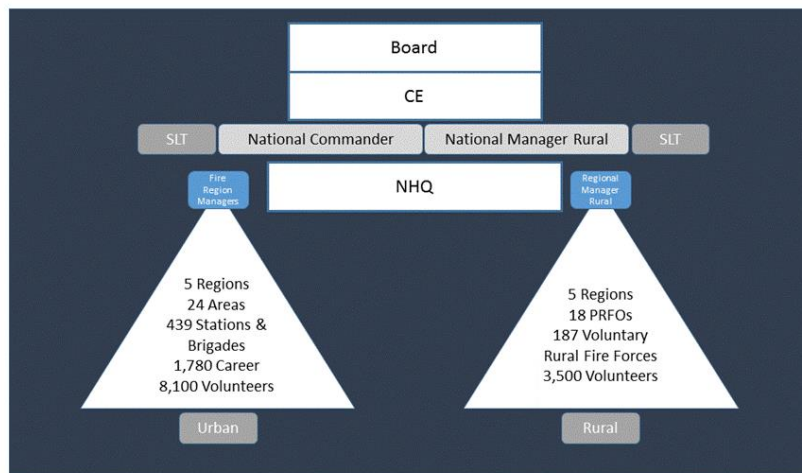
Key Message:

- In order for the organisation to operate on 1 July, there's a lot to be done.
- Amongst all of these, we've developed five **"must haves"** for Day One.
- We'll talk through these today.

More info:

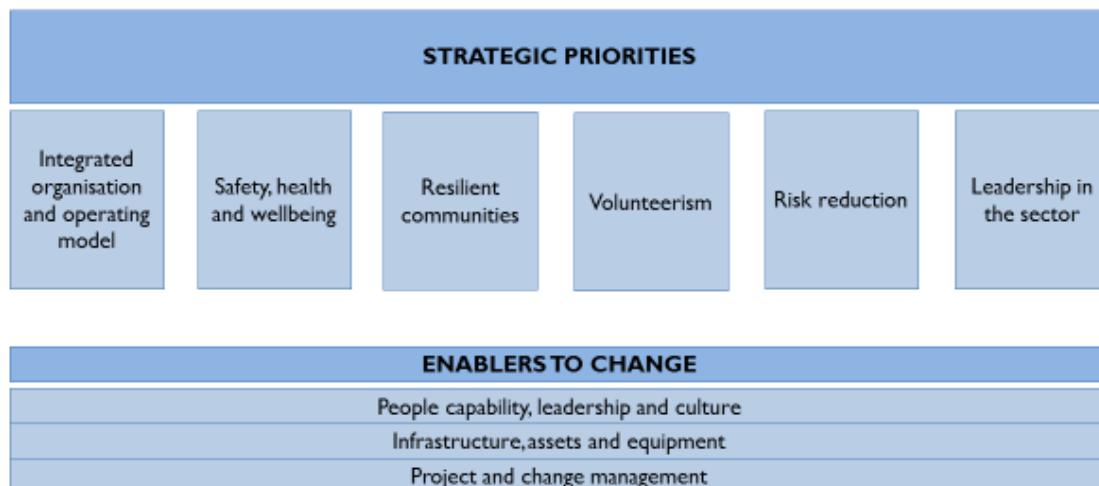
- 1 **The health and safety of our people.**
 - This is paramount.
- 2 **The ability to respond on Day One.**
 - Beat lists, first response, boundaries stay the same
- 3 **People know who they report to.**
 - For most of us, who we report to today is the same on 1 July. No change.
 - Some change is in the rural sector, primarily those who work for Councils.
- 4 **People get paid.**
 - We're not changing the payroll system. We'll be using the NZFS corporate system.
- 5 **We maintain the reputation of the fire services.** The NZ public need to know they still call 111 and they still get the same response. We are maintaining all of this.

Phase 1: The structure on 1 July 2017 (interim)



Fire and Emergency New Zealand

Phase 2 - Integration: 1 July 2017 – 30 June 2020



Fire and Emergency New Zealand

Slide: The structure
on 1 July

Key message:

- This is an interim structure, as we have decided the simplest and most effective move is to bring the urban structure into Fire and Emergency NZ, and also combine the 39 rural entities into one rural structure, in parallel with urban.
- It will last until we complete the new organisational design, in the first three years.

More info:

As shown in this diagram, there is:

- A Board
- A CE
- A SLT and a NHQ supporting the entire organisation:
- An urban structure with a NC, 5xFRMs, 22 areas, 439 stations, as we have today.
- A rural structure with 5 regions being the same geographic area as the 5 urban regions, with 5xRegional Manager Rural, 18 PRFOs and 187 VRFFs.

Slide: Phase 2 -
Integration

Key Message:

- Integration work is covered in a workplan document for the first 3 years.
- It enables us to design and build an integrated organisation and complete the work required by the legislation and direction from the Cabinet papers.

There are six strategic priorities and three enabling activities to support them.

The 6 strategic priorities are:

- 1 Integrated organisation and operating model
- 2 SH&W
- 3 Resilient communities
- 4 Volunteerism
- 5 Risk reduction
- 6 Leadership across the sector

The enablers are

- 1 People capability and leadership
- 2 Infrastructure, including assets and equipment
- 3 Project management and change management

More info:

Here's a brief summary of some of the 70 projects. The rest are in the Blueprint and will be available online.

1. An integrated organisation and way of operating.

- This is about designing the future organisation and a new operating model for Fire and Emergency NZ.
- It includes a flexible brigade model.
- It will result in a new structure and some new processes as we bring urban and rural together.
- We don't know what this looks like yet.
- We will commence this work after 1 July 2017 and are aiming that design will be completed by Jul-Sep 2018.

2. Safety, health and wellbeing of our people and those we work with.

We have developed a plan already and after 1 July and into the next few years, we need to:

- Define the leadership and resourcing model
- Define the standards
- Implement the new ICT system
- We're discussing this in more detail

3. Resilient communities

- We need to design and implement the Local Advisory Committees, including consulting on boundaries –
 - Note Regulations are expected to be in place by 30 Jun 2018, so LACs must be implemented after that.
- Implement local risk assessment processes
- Implement new code of practice for fire-fighting water supplies

4. Volunteerism

- Better supporting volunteers is one of the main planks of the legislation and its critical to communities around the country that we are able to make a difference in the recruitment and retention of volunteers
- We're discussing this in more detail

5. Risk reduction

- Design how risk reduction should work in the future across all of us and all of New Zealand
- Implement new regulations on evacuation schemes

6. Leadership across the sector

- This will take some time to design and think through
- We have expanded responsibilities in the Act. What do these mean from a leadership perspective, across the emergency sector
- It includes implementing key partnerships with the range of agencies and organisations we work with.

The rest are in the Blueprint and will be available online.

All of this is to help us build an integrated organisation with new ways of operating.

- This is what we are striving for.
- Our expanded mandate for the most part covers what you've been doing for years – we are bringing the law up to speed.

Recap

Note any questions that have not been answered, and how they will be answered. If you don't have an answer, contact the Transition Team (call 027 525 3454 and leave a message with your question or email support@fireandemergency.nz and/or refer to <http://fenzproject.co.nz/faq>, depending on the question.



SESSION 3 – VOLUNTEER SUPPORT

Fire and Emergency New Zealand



Volunteer support

Fire and Emergency New Zealand Bill : *To improve support for Fire and Emergency New Zealand volunteers*

First organisation in New Zealand with volunteer provisions in legislation!

New 'duty' & other parts of the Act

- Must **recognise, respect and promote** contribution of volunteers
- Must **consult with volunteers and their support organisations** on matters that affect them
- Must develop policy and organisational arrangements that **encourage maintain and strengthen capability** of volunteers
- Fire and Emergency New Zealand to have **'good employer'** obligations in a volunteer context
- May ensure volunteers have access to independent **advocacy and support services**, at no charge
- Must develop a **modern dispute resolution scheme**
- Volunteers are **personnel**, alongside employees and contractors



What's intended?

- Brigades and Voluntary Rural Fire Forces **retain local leaders and deputies**, and continue to be organised much like they are today
- The **relationship with volunteers** remains one of **engagement** (not employment)
- Volunteers will continue to be **engaged and led locally** – but now part of Fire and Emergency New Zealand **'personnel'**
- Framework based on **modern Volunteer Principles**
- Will have **new funding to provide better support** for volunteers

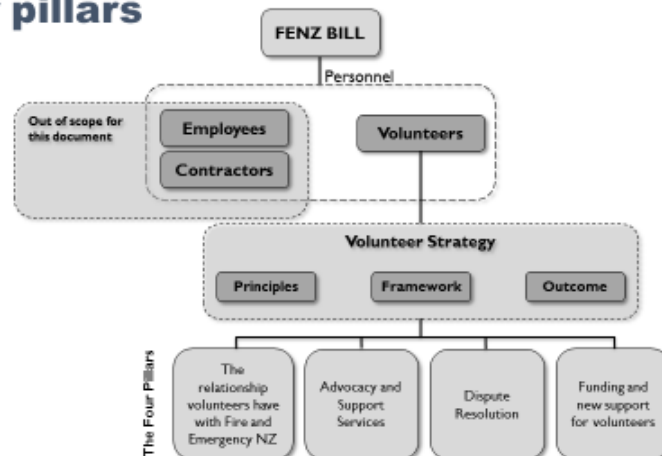
Fire and Emergency New Zealand

Session 3: Volunteer Support

Audience(s)	All managers and leaders of operational personnel All operational personnel
Delivery method(s)	Presentation, slides, video, group discussion
Total timeframe	35mins
Key messages	<ul style="list-style-type: none">• From 1 July urban and rural volunteers become part of Fire and Emergency New Zealand personnel.• The intention of this new relationship is to provide improved support to volunteers.• From 1 July Fire and Emergency New Zealand:<ul style="list-style-type: none">– Has a new statutory 'duty' to volunteers– Must provide independent dispute resolution to volunteers– May provide independent Advocacy and support to volunteers
Slide: Volunteer Support	Fire and Emergency New Zealand is the only organisation in the country that has a legislative commitment to supporting its volunteer workforce.' It's this legislative commitment and duty to volunteers that will help drive the step change in volunteer support across the new organisation.
Additional information	<p>The new relationship between volunteers and FENZ will enable stronger and better support for volunteers while retaining local leadership and Brigade leadership:</p> <ul style="list-style-type: none">• Urban and rural volunteers will become Fire and Emergency New Zealand personnel on 1 July. This is new.• Volunteers will continue to belong to existing fire force or brigade. This is the same.• Brigades and fire forces also now form <i>part of</i> Fire and Emergency New Zealand. This is new.• The local/community identity of brigades and voluntary rural fire forces remains important and they continue to be an important part of every community they sit within. This is the same.• Controllers or Chief Fire Officers remain the leaders of voluntary rural fire forces and brigades. This is the same.• Brigades and voluntary rural fire forces will continue to come together in much the same way as they do now. This is the same.



The four pillars



Fire and Emergency New Zealand



Volunteer Relationship Day One

From 1 July, volunteers are part of 'personnel' with statutory access to:

- Advocacy and Support services at no cost
- New Volunteer Issue Process and Interim Dispute Resolution Process

How will this happen?

- Local leaders engaging volunteers on behalf of Fire and Emergency New Zealand
- Also on behalf of the brigade or voluntary fire force – just like today – no change
- Volunteer documentation: An engagement letter with the terms of engagement attached
- Sets out the commitment Fire and Emergency New Zealand is making. New Duty, and
- The commitment the volunteer is making (following policies, training etc). Same as now.

Fire and Emergency New Zealand

Slide: The Four Pillars The four pillars at the bottom of the diagram represent four specific aspects of the new duty and relationship and statutory commitments:

- **relationship: engaging volunteers as personnel**
- **new support** (which includes training and administrative support).
- **advocacy and support services**
- **dispute resolution**

These four pillars are a useful way to understand some of the key commitments and key points of the legislation. These will be the basis for the initial and ongoing changes. Within an organisational context this will have implications for how we design our operational policies and our operating model.

Slide – Volunteer
relationship Day One

- Urban and rural volunteers will become Fire and Emergency New Zealand personnel on 1 July but will continue to maintain the same relationship they currently have with their brigade or rural fire force.
- Volunteers will have access to statutory dispute resolution (something Fire and Emergency New Zealand **MUST** provide) and,
- Independent Advocacy and Support services (something Fire and Emergency New Zealand **MAY** provide).
- They will have access to an Interim Dispute Resolution process (followed by a modern dispute resolution scheme), and advocacy and support services.

Extra information

Rural Constitutions and Agreements

- Existing rural Constitutions and Agreements will continue.
- Before 1 July they will be “mapped” against the new legislation to make it easier to continue to use and interpret them.
- These documents will be re-designed as required in the new organisation within the first year of the ‘integration’ phase.
- Each PRFO will receive a letter to formally advise of the outcome of this work.

Urban Agreements of Service

- Existing urban Agreements of Service will continue until they expire or are replaced.
- Before 1 July they will be “mapped” against the new legislation to make it easier to continue to use and interpret them.
- This work will be published in the intranet so that it can be available to everyone.

Model rules

1. The model rules are currently being revised. A working party with representatives from New Zealand Fire Service, Transition team and the UFBA has commenced this work which will continue past 1 July. Before the full revision of the Model Rules is completed, there is one section that is inconsistent with the new legislation and requires a different approach.
2. This is Section 7 of the Model Rules (Discipline including appeal of decisions).
3. The UFBA and Transition team are committed to providing a clear position on how to manage disputes and issues and this section of the Model Rules prior to 1 July.

Notes

Volunteer Support: from Day One



We've heard volunteers asking for:

- ☐ Reduce administration
- ☐ Flexible local training
- ☐ More welfare and wellbeing support
- ☐ Recruitment support
- ☐ Easier reimbursements – so 'not out of pocket'
- ☐ Improved recognition for families and employers

Improvements to volunteer support from 1 July:

- ☐ New additional in-field roles to help with administration including recruitment
- ☐ Dedicated training support at regional/local levels – people and courses
- ☐ New funding to develop volunteer leaders
- ☐ In-field safety, health and wellbeing roles
- ☐ Welfare and wellbeing support improved to all volunteers and existing urban arrangements extended to rural volunteers
- ☐ Streamlining processes for reimbursements/payments
- ☐ Recognition for volunteer employers

Fire and Emergency New Zealand

Advocacy & Support for Volunteers

Two step approach to provide independent Advocacy and Support services at no charge to volunteers



Day One

Transitory Arrangements
Advocacy & Support Services provided jointly by FRFANZ and UFBA

Phase Two

Advocacy & Support Policy developed
(sign with Volunteers and representative associations)

Independent Advocacy and Support funding arrangements
(based on Advocacy and Support Policy)

Fire and Emergency New Zealand

Slide: Volunteer support from Day One

Support begins on 1 July 2017 with new initiatives and there will continue to be close work with volunteers to develop a long-term Volunteer Strategy. We've been given time to get this right and to build a unified organisation that brings the rural and urban sectors and volunteers and employees together into a single entity.

This is just the beginning. Again, we've been given time to get this right and to build a unified organisation that brings the rural and urban sectors and volunteers and employees together into a single entity.

Consultation and co-design are going to be key to getting this right – working carefully and deliberately to make sure that we are doing the right things and spending the money in the right way.

During 'Integration' (the next three years) Fire and Emergency New Zealand will cement further changes to develop policy and organisational arrangements that encourage, maintain and strengthen the capability of its volunteers (some of the new language of the legislation).

Slide: Advocacy and support for volunteers

Advocacy and support for volunteers

The legislation says that Fire and Emergency New Zealand *MAY* provide independent Advocacy and Support services at no cost to volunteers.

This is how the Board is approaching Advocacy and Support:

1. First step: Day One: make the current advocacy and support available from FRFANZ and UFBA available and known to all volunteers.
2. The second step is (in the first year of 'Transition') is to develop a policy for Advocacy and Support.

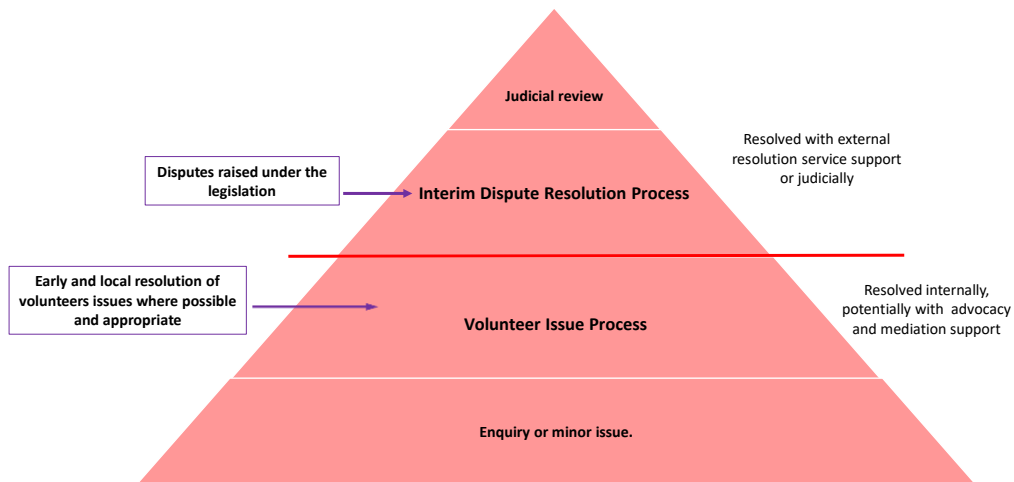
This policy will be developed with volunteers, their organisations and other stakeholders and personnel. It will consider what volunteers need and how the organisation will and can respond to that need.

Next, using the policy, Fire and Emergency New Zealand will enter into funding arrangements with organisations to provide independent advocacy and support (using a procurement process and seeking to provide a level of choice for volunteers at this point).



Dispute Resolution Framework

Access to the Interim Dispute Resolution Process & Volunteer Issue Process



Fire and Emergency New Zealand



Integration: Volunteer Strategy

Volunteer Principles: developed with input from over 300 people, further discussion continuing

Fire and Emergency New Zealand is committed to:

- Making it easier to be a volunteer
- Recognising volunteers and their contributions
- Appreciating that volunteering is always a matter of choice
- Identifying, sharing and growing what works for volunteers
- Being responsive to local needs
- Involving volunteer perspectives in decision making
- Demonstrating openness, transparency and fairness
- Operating with mutual trust and respect
- Being inclusive and accepting of difference
- Building an environment that enables volunteering to thrive

Fire and Emergency New Zealand

Slide – Dispute
Resolution
Framework

The legislation requires Fire and Emergency New Zealand to develop a scheme for resolving disputes.

- For Day One, we are putting an interim approach in place so we can take time to co-design and consult properly.
- Volunteers will have access to the Interim Dispute Resolution Process and Volunteer Issue Process.
- This diagram shows at a high level how the interim process and volunteer issue process fit into the broader environment.
- There are a range of available issue, complaint and dispute resolution processes, with increasing levels of complexity, formality and external party involvement.

Slide: Volunteer
Strategy and
Principles

Where do the principles fit?

“FENZ will be required to develop a framework for supporting volunteers based on modern volunteer principles.”

- Fire and Emergency NZ Bill (2016): General policy statement & explanatory note

This framework or strategy will be developed during the first year of ‘Integration’. We wanted you to have an early look at them, you might hear people talking about them so good to have had a quick look. You might even be part of the 300+ people who helped develop them.

How were the principles developed?

Draft principles have been developed with input from over 300 urban and rural volunteer and paid staff, over a series of meetings and workshops over the past 18 months.

How will the principles be used?

What people wanted was principles that weren’t used as rules, or something that sat on a reception wall, but could be useful for challenging behaviours, processes and expectations that didn’t work for volunteer workforces.

Play video

The video is a summary of the key aspects of volunteer relationships and support.

Video features:

- **Bill Butzbach** – CFO, Martinborough Fire Brigade
- **Thomas Goss** –Volunteer Rural Fire Force Wainuiomata Voluntary Rural Fire Force
- **Carl Mills** – CFO Plimmerton Volunteer Fire Brigade
- **Catherine Coe** - Principal Advisor Organisational Development, Volunteer Firefighter

Recap

Day One of FENZ represents the beginning of a new chapter for rural and urban volunteers delivering fire and emergency services within our communities.

Group discussion: So based on the info we've covered in the session and from the video:

- What will we see that is different for volunteers from Day One and going forward?
- What does that mean for us as a new organisation?

Notes



SESSION 4 – SAFETY, HEALTH AND WELLBEING

Fire and Emergency New Zealand



Safety, Health and Wellbeing – what is new?

- new strategy – direction for the next five years
- new policy and commitment statements
 - *nothing is more important than our people*
- new approach
 - *learning from most of the time when we do our work really well*
 - *making it safe to speak out so we learn from errors too*
- 0800 number for direct SHW support from 1 July 2017
- in-house support for injured rural employees
- 'top-up' extended to injured rural volunteers unable to work

Fire and Emergency New Zealand

Session 4: Safety, Health and Wellbeing

Audience(s)	All Managers and leaders of operational personnel All operational personnel
Delivery method(s)	Presentation, slides, video, policy, commitment statement, group activity or discussion
Total timeframe	35minutes
Key messages	Overarching message Fire and Emergency New Zealand is committed to protecting its people from harm to their safety, health or wellbeing. We need to work together to build an environment where people are safe and well and where it is safe to talk about any concerns. Managers need to know how to access information and support.
Key points	How session is to be introduced and key points to cover at the outset Video – can be used to introduce the session – people might like to note down any questions they might have from the video. If these are not addressed during the session, people will have an opportunity to ask them during the Q&A time.
Slide: SHW what is new?	Key messages: <ul style="list-style-type: none">• Nothing is more important than the safety, health and wellbeing of our Fire and Emergency New Zealand personnel.• The new, more diverse organisation needs a different approach to safety, health and wellbeing if we are going to keep our people safe.• We want to listen and learn more about what you do well most of the time, and we want you to feel safe so we can learn from when things don't go so well too.• 0800 number to provide practical advice and support. More information: <ul style="list-style-type: none">• SHW Strategy approved by Board provides direction and focus for initiatives and programmes over the next five years.

-
- New organisation – more diverse, more spread out, more volunteers – so requires a new approach to improve safety – learning from the things we do well, not just from things that go wrong and need investigation.
 - We need to listen and learn from each other and make it safe for people to talk about things that are not going so well – in our work and psychologically too.
 - Fire and Emergency New Zealand will be an accredited employer – so for all employees the Injury Management Unit at NHQ will manage all workplace injuries, not ACC- this is new for rural employees.
 - If volunteers are injured at work for FENZ and if they need time off their usual work because of the injury, FENZ will reimburse their first week off and top up by 20% any ACC weekly compensation entitlement – this may be new for most rural volunteers and some urban volunteers may not be very aware of this current support.

Notes



Year One – July 2017 to June 2018

- more health and wellbeing support – *psychological and physical*
- resourcing and leadership - *more SHW support in-field*
- contractor management – *clear information and tools*
- new technology support system *including reporting and risk*
- health standards – *process for development to be agreed in consultation with unions and associations*
- participation and engagement extended



Slide: Year One – July 2017 to June 2018 Things to be implemented within first year of FENZ

Summary and key messages

1. More support coming – health and wellbeing, more resources working with brigades, stations and fire forces.
2. New tools will be developed to help you manage SHW more easily – including technology as soon as possible. Health standards need to be developed with a lot of careful thinking and planning and consultation needed from managers and unions and associations working together to make recommendations to the Board.
3. Health standards need to be developed with a lot of careful thinking and planning and consultation needed from managers and unions and associations working together to make recommendations to the Board.
4. Key point to provide reassurance on health standards that nothing will change for a while – any changes will involve lots of consultation, communication and information.
5. Contractor management – work to be done to align good rural contractor management with good urban contractor management to manage these risks.
6. Technology support – new system being developed – nothing changes in the meantime – more information as this develop.
7. Determine what participation and engagement will be workable across rural as well as urban.

Extra information for questions about the technology:

- New technology support solution is being developed for new organisation with input and advice from representatives from the five unions and associations – NZPFU, FRCA, PSA, UFBA and FRFANZ (Forest and Rural Fire Association)
- Not ready yet – key modules are for reporting and recording of injuries and near miss/exposure events, investigations and actions, and risk assessment and management – generic national risks and local risks
- Seven modules in total including contractor management, safety audits, claims and rehabilitation and participation and feedback – tools to help us manage SHW better
- Planning towards these first three modules being trained and implemented by 1 October, training for key users - managers and officers
- Very important all injuries are reported and as many near misses as possible. So we need a Plan B – interim solution – until the new technology solution can be introduced
- Plan B – for urban people – continue to report through AERIK

-
- For rural managers – any injuries or events that need to be reported – indirectly through the support of an AM, AAM or Business Services Manager who will lodge this into AERIK – in the interim, Or – report directly through an 0800 SHW support number that will be notified to everyone before 1 July and will be staffed by someone with the right background knowledge.

Extra information for questions about the Health Standards:

Legislation (Bill currently) provides for the Board to set health standards for all operational personnel – career and volunteer

- The Board wants recommendations on health standards by 30 June 2018
- Likely to cover physical health and fitness and psychological health
- Working Party or similar group to be established including five unions and associations to work through many complex questions
- Implementation plan - will cover much longer period after July 2018 - to be agreed with the Board.

Notes



Why safety, health and wellbeing?

Strategy identifies three main critical* areas of risk

1. immediate risk to physical **safety**
e.g. burns, fractures, loss of consciousness
 2. direct or long-term risk to work-related **health**
e.g. hepatitis B, asbestosis or related cancers, heart disease
 3. sudden or gradual risk to psychological **wellbeing**
e.g. stress disorders from exposure to sudden death, work overload, bullying
- important we control risks in all three areas



*definition = things that could result in serious injury, illness or death

Fire and Emergency New Zealand



Fire and Emergency New Zealand

- everybody has the right to go home safe and well after working for the organisation – every time
- he waka eke noa - everybody in one canoe with no exception
 - acknowledges the importance of everyone across the whole organisation
 - values different roles and skills needed in different parts of the waka working together
 - affirms every person belonging and being protected within a unified purpose



Fire and Emergency New Zealand

Slide: Why safety, health and wellbeing?

Outline of why we deliberately use the safety, health and wellbeing language within fire and emergency services work

Important we all understand risks need to be managed across all these areas – not just physical safety.

- The slide is animated to explain the safety, health and wellbeing terminology – and to give people time to think of examples in each that are relevant to them before giving any others
- A critical risk is one that could result in serious injury, illness or death and the recent history of fire and emergency services work – there have been deaths in each of these three areas
- Physical safety comes first – because it is a more immediate risk in many cases
- Harm to health is equally important but often occurs more gradually
- We use wellbeing separately from health as part of supporting wellbeing – as psychological risks represent a large area of exposure for our people – particularly with the increase in medical and motor vehicle accident responses, but also to acknowledge that personal and home stress can have an impact on how we do our work and whether we can turn-out to responses
- People can have a sense of wellbeing when they feel valued and supported, even when there may be health issues present and people can be healthy and not have a sense of wellbeing – so the two are not necessarily interchangeable

Slide 4 – Fire and Emergency NZ
-he waka eke noa

Key points:

- Nothing is more important than the safety, health and wellbeing of our people – the organisation is strongly committed to this
- This whakatauki or Maori proverb represents our situation – that we are different but of equal value.
- We are all in 'one canoe' – every person belongs, there are different but equally valuable parts of the same organisation, we need to work together to keep ourselves and others safe and well – all going in the same direction protected and supported within a unified purpose of service to our communities
- Stronger, safer and healthier together
- This is our commitment to each other



SESSION 5 – AUTHORISATIONS AND DELEGATIONS

Fire and Emergency New Zealand



Notices of authorisation

The Legislation

- Operational firefighting powers are given to personnel (employees, volunteers and contractors) and employees of other agencies, e.g. DOC, by authorising them to use the powers of an Authorised Person
- The Fire and Emergency New Zealand Bill allows the Board or its delegate to authorise people to exercise powers to:
 - Take action at fires
 - Take action at hazardous substance emergencies
 - Take action at other substance emergencies
 - Control and direct personnel and others at an emergency
 - Exercise powers with respect to land and buildings
 - Exercise powers with respect to vegetation
 - Shut off water, close roads and railways etc.
 - Destroy or dispose any by-product.

Day One notices of authorisation

- Each station, brigade and VRFF will be issued with a notice of authorisation before 1 July 2017
- Notices of authorisation will list the people who have been authorised to use these powers:
 - A process will be in place to authorise anyone who is not covered by the original notice
- We intend authorising all personnel down to a firefighter level to exercise all powers:
 - Crews will get turned out to the same incident types
 - At all times authorised persons must only take actions that they have been trained to safely perform
 - Consistent with Fire and Emergency New Zealand policies, including the use of dynamic risk assessments and the safe person concept (or equivalent).

Fire and Emergency New Zealand

Session 5: Authorisations and Delegations

Audience(s)	All managers and leaders of operational personnel All operational personnel
Delivery method(s)	Presentation, slides, scenario
Total timeframe	15mins
Key messages	<ul style="list-style-type: none">• Authorisations and delegations are terms used to give people powers to take the actions needed to do their jobs.• They replace the role of specific powers that were included in the Fire Service Act and the Forest and Rural Fires Act.• Although the process for giving people powers is different, operational personnel are unlikely to be doing anything differently from how they do their job now.
Key points	<p>Overview</p> <ul style="list-style-type: none">• The new Act contains functions, duties and powers that Fire and Emergency New Zealand and its personnel will use to do their work.• Some powers are used to manage the organisation, some are used to check and manage compliance problems, and some are operational.
Slide – Notices of authorisation	<p>What will happen leading up to and post 1 July?</p> <p>Authorisations:</p> <ul style="list-style-type: none">• The Board will authorise people in writing to use powers of an “authorised person” under the Act.• The Board must be confident that the authorised person is suitably qualified or trained to use the powers of an authorised person.• All operational personnel who need to use powers to take action at emergencies will be authorised in writing in time for Day One.• Written notice will be sent to each station, brigade and fire force before Day One listing the people who are authorised persons.

-
- NZFS Personnel should continue to use their existing NZFS issued ID cards for the time being, but that they may not exercise the powers under s29 of the Fire Service Act to enter land and buildings as the legislation has been repealed (this power is stated on the back of the card).

Delegations:

- The Board may delegate functions, duties or powers of the organisation or the Board to others to exercise for it – for example, to issue fire permits or to declare fire seasons.
- Delegations will be made by instruments of delegation that state who may exercise functions, duties or powers on behalf of the organisation or the Board.
- Instruments of delegation will be published on the intranet and available for all Fire and Emergency New Zealand personnel to see.
- We will also delegate powers and authorise people outside the organisation who take action on our behalf in time for Day One.

Points for Conversation guide

Although the process for giving people powers is different, operational personnel are unlikely to be doing anything differently from what they do now.

As with today, you must only use powers to your current level of training, and consistent with the organisation's policies. On Day One, you will still be turned out to emergencies that you respond to today. You will not be sent to new types of emergencies without being trained and equipped for that.

No specific training is planned for operational personnel as there is no expectation that you will be doing anything new on Day One. However, information will be available to explain what to do to dispose of a hazardous substance after it has been rendered safe.

A written notice will be sent to your station, brigade or rural fire force before 1 July 2017. The notice will list the people who have been authorised to use powers of an "authorised person". We intend authorising all operational personnel with the rank of firefighter or above to use these emergency response powers.

Trainees and recruits will be authorised when their training is complete.

Recap

Brief recap of key facts and check for questions

Notes



SESSION 6 – DAY ONE COMMAND AND CONTROL

Session 6: Command and Control

Audience(s)	All managers and leaders of operational personnel All operational personnel
Delivery method(s)	Presentation, slides, video, policy, scenarios
Total timeframe	45minutes
Key messages	<ul style="list-style-type: none">• This is an interim policy for Day One.• There is a lot of work to be done in developing the new command and control policy for the new organisation.• It is based on relationships, communication and respect for each other's qualifications, skills and experience.• It provides the opportunity for officers to support and develop each other but also clearly provides guidance for when more senior officers must take control of incidents.
Key points	<p>Policy: provide each participant with a copy of the policy to refer to during the session.</p> <p>Video: play at the start of the session to provide an introduction from senior leaders and unions and associations.</p> <p>Scenarios: designed for group discussion and are answered by working through the tables in the back of the policy document.</p> <p>Additional resources: scenarios are provided to facilitate further discussion if required.</p>



Key Messages

- We have to be functional and able to respond to emergencies on the 1st July 2017
- Fire Service Act and Forest & Rural Fires Act are repealed as of the 1st July 2017
- Fire and Emergency New Zealand Bill is **enabling** legislation rather than **prescriptive**
- Operational boundaries and the responsibilities of individuals are set down by the Fire and Emergency New Zealand Board as policy and not in law
- What you know as **URBAN** and **RURAL** district boundaries remain the same
- It is a duty of all FENZ personnel to recognise, respect and promote the contribution of Fire and Emergency New Zealand volunteers
- Leadership of urban and rural districts remains the same.
- The policy refers to control vs command in the CIMS context

Fire and Emergency New Zealand



Key personnel

- **Senior Officers** are officers who respond to incidents in a support or control capacity
- **Officers** are officers who are typically responding to incidents in an operational capacity
- A Senior Firefighter who is **officer qualified** and a Crew Leader who is **trained as a Rural Fire Officer** is considered to be a officer when riding in charge of an appliance
- **Non-Officers** are fire fighters
- When a non-officer is in control of a incident, the first arriving officer **must** take control of the incident

Fire and Emergency New Zealand

-
- Slide – Key messages
- It is crucial that we are **functional** for Day One. If we attempted to introduce a new command and control process for 1 July this year, we would be at risk of impacting our ability to respond to emergencies.
 - Urban and Rural approaches to command and control are different, and we need to spend the time to get it right for the new organisation.
 - The Fire Service Act and Forest and Rural Fires Act were prescriptive legislation. They outlined in detail roles and responsibilities for command and control. The Fire and Emergency New Zealand Bill is enabling legislation that does not name people or roles, but allows the Board flexibility to outline them in policy.
 - Command and Control is complex and we need time to work together to develop what our future state will be.

- Interim policy
- The Board has approved an interim policy that will be in place until the new policy and boundaries are decided.
 - The legal district boundaries that you know are being re-created in policy.
 - It is important to acknowledge that under the new legislation, local leadership (the roles of CFO, DCFO & VRFF Controller) are preserved
 - The interim policy is included at the end of this session.

- Slide – Key personnel
- An important change for 1 July 2017 is that a firefighter cannot remain in control of an emergency if they are not officer qualified. This means that the first arriving officer regardless of district status must take control of the incident.
 - Within districts, the rank or leadership hierarchy is still in place and is determined by which officer is more senior in regards to qualifications, skills and experience.
 - Every officer and firefighter will be authorised to respond and manage emergencies under the new legislation.
 - The policy refers to firefighters who are officer qualified as being identified by helmet markings. What this looks like is yet to be confirmed.



Working together

Consult, co-operate & coordinate

- This is about having a conversation about the risks, and the best way to manage those risks
- Fire and Emergency New Zealand has a **duty** to recognise, respect and promote the contribution of volunteers
- Everyone **must work together** to ensure incidents are managed safely, effectively and efficiently
- All officers **must respect** the qualifications, skills and experience of each other
- It is a responsibility of more senior officers to mentor and support other officers where ever possible
- A more senior officer for the purpose of this policy is a officer who is more qualified, skilled and experienced

Fire and Emergency New Zealand



Handing over control

- The policy provides guidance to when an officer must hand over control of an incident
- The key focus is that it is okay to hand over control to an out-of-district officer if that is the best way to manage risk
- The officer who takes over has to have more appropriate qualifications, skills and experience for that incident
- Justification for remaining in control of an incident should not be based on district status or whether the officer arrived first.

Fire and Emergency New Zealand

Table of observed ranks 'in-district' and hierarchy:

Career Urban District	Volunteer Urban District	Rural District
Area Manager/Commander	Area Manager/Commander	Principal Rural Fire Officer
Assistant Area Manager/Commander	Assistant Area Manager/Commander	Deputy Principal Rural Fire Officer
	Chief Fire Officer	Volunteer Rural Fire Force Controller
	Deputy Chief Fire Officer	Deputy Rural Fire Force Controller
Senior Station Officer	Senior Station Officer	Rural Fire Officer
Station Officer	Station Officer	

When responding to an incident, the more senior officer at that incident will be the officer with more qualifications, skills and experience. Should that officer take control, they may only be relieved by a more senior officer.

Slide – Working together

- This is about having a conversation about the risks, and the best way to mitigate those risks.
- A key change with the new legislation is that it is now a **duty** for Fire and Emergency New Zealand to recognise, respect and promote the contribution of volunteers.
- We have to respect each other's qualifications, training and experience. It is important that we have the most suitable person in control of incidents.
- The new policy provides the opportunity for more senior officers to support and mentor junior officers whenever possible.

Slide- Handing over control

- An officer, regardless of district status, can hand over control of an incident to a more qualified, trained or experienced officer.
- This ensures that we have the **right** people in control of incidents especially those with more complex challenges such as large scale wild fires, technical rescue or hazardous substance emergencies.
- Remaining in control just because it has occurred in your district or because you were first arriving is not justification alone.



The Initial Conversation

- When a **more** senior officer arrives at the incident they **must** have a **conversation** with the officer who is in control of the incident
- They must get full situational awareness and a briefing from the officer in control of the incident before making the decision to whether they take control of the incident
- If the incident is being managed effectively and efficiently the more senior officer should support the officer in control in a **mentoring and monitoring** capacity. They remain **accountable** whilst at the incident
- If incident is escalating and risks are not being managed the **most** senior officer **must** take control.

Fire and Emergency New Zealand



Decision to take control

- The policy outlines the situations where a **more** senior officer **may** or **must** take control of a incident
- The **more** senior officer has some discretion to leave the officer in control of a incident and to support their management of the incident
- There are times when it is appropriate when a **more** senior officer must take control and the policy provides guidance to when this should occur
- When a dispute occurs to who should be in control the on-call urban or rural **Senior Officer** must be contacted/responded.

Fire and Emergency New Zealand

Slide – The initial conversation

- The policy focuses on the more senior officer having a conversation with the officer who is in control of the incident.
- There is a strong emphasis on mentoring and monitoring of junior officers when incidents are being well managed.
- The more senior officer remains accountable if they remain at the incident. It is important that they do not commit themselves to other roles because they still have to monitor the progress of the incident and be ready to step in if required. If the incident requires them to undertake other duties, they should reconsider the need to take control.

Slide – Decision to take control

- The policy provides clear direction that a more senior officer may take control. In many cases the more senior officer may elect to provide guidance to the officer in control to manage the incident more effectively, or they may decide to take control.
- The policy also clearly states the situations when a more senior officer has no discretion and must take control.
- The process to take control is standard command and control practice and there is an expectation that the incumbent officer who has been in control, where possible provides a handover and then assists the more senior officer in managing the incident.



Scenario questions

Who is in control?

1. Vegetation fire in a rural district, the fire has spread to a house. An urban officer arrives and takes control. A rural officer arrives a short time later
2. Motor vehicle accident in a rural district. A rural officer arrives first and takes control. An urban officer arrives shortly after
3. Large vegetation fire in an urban area. An urban volunteer officer is in control. A senior station officer (out of district) arrives and takes control as the incident is escalating. An in district Chief Fire Officer arrives at the same time as the PRFO
4. House fire in a urban area. A senior station officer is in control and transmits a 2nd Alarm. A Chief Fire Officer (out of district) arrives.



What is next

- A online training package is being developed
- A quick reference guide is being developed for all officers and included in officer field guides (red/green)
- A factsheet is being developed for July 1
- Future permanent Command and Control policy will be developed post 1 July.

Command and Control – Interim Guide
Consult, collaborate and coordinate to ensure incident ground safety.
Respect qualification, skills and experience of others.
When an incident is progressing safely and satisfactorily, the more senior officer (SSO) allow the officer to remain in control when:

- The incident is being managed in a safe and effective manner, and
- The strategy and tactics deployed are adequate and appropriate, and
- There's the required level of resourcing on the incident ground for the complexity and expected duration of the incident, and
- There is an appropriate incident ground structure in place.

The more senior officer (SSO) take control if:

- The incident is escalating, or
- There are gaps of control issues, and they can provide more structure to manage the incident.

The more senior officer (SSO) take control if:

- Time critical decisions need to be made, or
- There is a significant safety risk they consider unacceptable, and the danger is so serious that failure to act immediately is likely to cause injury or death, or
- They are requested to by the person currently in control of the incident, or
- The incident conditions are deteriorating to a level where an escalation in the management structure if the incident is required.

If a joint decision cannot be reached, the first arriving officer remains in control of the incident, and the on call duty Senior Officer (rural/urban) will be contacted if required.

Slide – Scenario
questions

1. Vegetation fire in rural district

- The urban officer can take control of the incident on arrival.
- The rural officer can take control of the incident because it is in a rural district but may elect to leave the urban officer to manage the house fire.
- Ultimately, the Senior Rural Officer can take control.

2. Motor vehicle accident in a rural district

- The rural officer can take control on arrival.
- The rural officer may handover control of the incident to the urban officer or will remain in control and leave the urban officer to manage extrication etc.
- Ultimately the Senior Officer can take control

3. Large vegetation fire in an urban area

- The Senior Station Officer can take control because the incident is escalating.
- The Chief Fire Officer can take control of the incident and may handover control to the PRFO because the vegetation fire may require their specialist knowledge and skills if required.
- Ultimately the Senior Urban Officer can take control.

4. House fire in an urban area

- The Senior Station Officer is in control
- The Chief Fire Officer should have a conversation with the officer in control but can only take control based on the “Decision to take control” section contained within the policy.
- Ultimately the Senior Urban Officer can take control.

Recap

Brief recap of key points and check for questions.

Slide: What is next?

POLICY – INTERIM

Command and control

M1 POP

Note

This Day One policy was reviewed and approved as part of the implementation of the Fire and Emergency New Zealand Act 2017. The policy will be further reviewed and updated by 1 July 2020.

Introduction

When to use

All operational personnel must follow this policy when responding to fires and designated emergencies across boundaries.

Key personnel and roles

This document uses generic roles, which map to the following ranks or titles. There's no implied hierarchy within the rows of this table.

Generic role	Urban rank	Rural title
Senior Officer	<ul style="list-style-type: none">National Commander UrbanAssistant National CommanderArea CommanderAssistant Area Commander	<ul style="list-style-type: none">National Manager RuralRegional Manager RuralPrincipal Rural Fire OfficerDeputy Principal Rural Fire Officer
Officer	<ul style="list-style-type: none">Chief Fire OfficerDeputy Chief Fire OfficerSenior Station OfficerStation Officer	<ul style="list-style-type: none">Voluntary Rural Fire Force ControllerRural Fire Officer
Non-Officer	<ul style="list-style-type: none">Senior FirefighterQualified FirefighterFirefighter	<ul style="list-style-type: none">Crew LeaderRural Firefighter

Officer-qualified

A Senior Firefighter who is Officer-qualified is considered to have the equivalent rank of a Station Officer when riding in charge of an appliance.

A Crew Leader who is trained as a Rural Fire Officer and riding in charge of an appliance is considered to be a Rural Fire Officer.

They will be clearly identified by helmet markings.

Boundaries

Urban boundaries	<p>Urban boundaries are the same as defined under the repealed Fire Service Act 1975:</p> <ul style="list-style-type: none">• gazetted Fire Districts• Section 38 agreements. <p>But excluding Defence Areas as defined under section 2 of the Defence Act 1990.</p>
Rural boundaries	<p>These are the:</p> <ul style="list-style-type: none">• Enlarged Rural Fire Districts gazetted under the repealed Forest and Rural Fires Act 1977• boundaries of territorial authorities that were Rural Fire Authorities under the repealed Forest and Rural Fires Act 1977. <p>But excluding Defence Areas as defined under section 2 of the Defence Act 1990, and certain areas of Maori land under DOC agreements.</p>
Boundary maps	<p>Urban and rural boundaries are defined by the maps that can be found in SMART Maps or the list of Urban and Rural Boundaries.</p> <p>Boundaries can also be clarified by contacting Firecom.</p>

Working together

Consult, collaborate, coordinate	<p>At all times personnel responding at incidents must:</p> <ul style="list-style-type: none">• consult, collaborate and coordinate to ensure incidents are managed safely, effectively and efficiently• respect the qualifications, skills and experience of others.
Disagreements	<p>Should a disagreement arise over incident control, the on-call duty Senior Officer (rural or urban) may be contacted.</p>

Considerations when handing over control

Decision to hand over control	<p>The person in control of the incident must hand over control to an arriving officer if the person in control:</p> <ul style="list-style-type: none">• has any concerns about the safety of personnel or the public, or• has any concerns that the size and complexity of the incident may be beyond their qualifications, skills and experience, and• the arriving officer has more appropriate qualifications, skills and experience.
--------------------------------------	---

Considerations before taking control

Initial conversation	<p>A more senior arriving officer must have an initial conversation with the person in control about the incident to get full situational awareness, including a SHURTS or SMEACC briefing.</p> <p>A thorough size-up and dynamic risk assessment of the incident should be conducted.</p> <p>If the arriving officer considers the risks are not being managed in the most effective way, the arriving officer must take control.</p>
-----------------------------	--

Monitor and mentor

When an incident is progressing safely and satisfactorily, the more senior officer may allow the officer to remain in control when:

- the incident is being managed in a safe and effective manner, and
- the strategy and tactics deployed are adequate and appropriate, and
- there's the required level of resourcing on the incident ground for the complexity and expected duration of the incident, and
- there's an appropriate incident ground structure in place.

If the more senior officer remains at the incident, they should monitor, support and assist the officer who is in control.

The more senior officer is still accountable when they remain on the incident ground. They have a responsibility to work with the officer in control to eliminate or minimise any safety concerns and operational issues they identify.

Decision to take control

The more senior officer may take control if:

- the incident is escalating, or
- there are span of control issues, and
- they can provide more structure to manage the incident.

The more senior officer must take control if:

- time critical decisions need to be made, or
 - there's a significant safety risk that they consider unacceptable (and imminent), and the danger is so serious that failure to act immediately is likely to cause serious injury or death, or
 - requested by the person in control of the incident, or
 - incident conditions are deteriorating and there is an increased risk where there's a need to escalate the management of the incident.
-

Actions to take control

Steps

The more senior officer must complete the following steps when taking control of an incident:

1. Advise the person in control that they are taking control.
 2. Transmit an incident ground SitRep to advise the change in control.
 3. Get a thorough handover from the person in control.
 4. Transmit a K45 message to Firecom.
-

Incidents inside rural boundaries

When an incident is within a rural boundary, the following operational personnel can take control of the incident:

Type of incident	Who takes initial control?	Who takes control once officer(s) arrive?		
Vegetation fire	The most senior person on the first arriving fire appliance.	If the person in control is a...	and an...	then the arriving officer...
		Non-Officer	Officer arrives	must take control. (Regardless of risk-status, or in or out-of-district status.)
		Urban Officer	Rural Officer arrives	may take control or direct another person to take control.
		Rural Officer	Urban Senior Officer arrives	may take control or direct another person to take control. Note: The Principal Rural Fire Officer should be consulted.
		Urban Senior Officer	Rural Senior Officer arrives	may take control or direct another person to take control, or may choose to leave the Urban Senior Officer in control while they command rural resources.
Any other incident type	The most senior person on the first arriving fire appliance.	If the person in control is a...	and an...	then the arriving officer...
		Non-Officer	Officer arrives	must take control. (Regardless of risk-status, or in or out-of-district status.)
		Rural Officer	Urban Officer arrives	may take control, or may choose to leave the Rural Officer in control while they command urban resources.
		Urban Officer	Urban Officer from the same fire district arrives	may take control if they are of higher rank.
			Urban Officer from a different fire district arrives	should have the 'initial conversation' with the officer in control and make a joint decision about who should take control. If a joint decision cannot be reached, the first arriving officer remains in control and the on-call duty Urban Senior Officer may be contacted if required.
		Rural Senior Officer	Urban Senior Officer arrives	may take control, or may choose to leave the Rural Senior Officer in control while they command urban resources.

Incidents within urban boundaries

When an incident is within an urban boundary, the following operational personnel can take control of the incident:

Type of incident	Who takes initial control?	Who takes control once officer(s) arrive?		
Vegetation fire	The most senior person on the first arriving fire appliance.	If the person in control is a...	and an...	then the arriving officer...
		Non-Officer	Officer arrives	must take control. (Regardless of risk-status, or in or out-of-district status.)
		Rural Officer	Urban Officer arrives	should have the 'initial conversation' with the officer in control and may take control. The Rural Officer has command of rural resources.
		Urban Officer	Rural Officer arrives	should have the 'initial conversation' with the officer in control, but may only take control if the in-district officer asks them to.
		Urban Officer	Rural Senior Officer arrives	may take control of a vegetation fire that requires specialist rural resources and tactics. Note: The Urban Senior Officer should be consulted.
		Rural Senior Officer	Urban Senior Officer arrives	may take control or direct another person to take control. The Rural Senior Officer has command of rural resources.
Any other incident type	The most senior person on the first arriving fire appliance.	If the person in control is a...	and an...	then the arriving officer...
		Non-Officer	Officer arrives	must take control. (Regardless of risk-status, or in or out-of-district status.)
		in-district Officer	out-of-district Officer arrives	should have the 'initial conversation' with the officer in control, but may only take control after following the steps in the 'Decision to take control' section.
		out-of-district Officer	in-district Officer arrives	should have the 'initial conversation' with the officer in control, and may take control if required.
		Urban Officer	Urban Senior Officer arrives	may take control or direct another person to take control.



Definitions

Definitions

The following terms are used in this policy:

Term	Definition
Dynamic Risk Assessment	A process used by operational personnel to manage risk on the incident ground in rapidly changing situations.
Firecom	The radio call sign for the Fire Communications centre.
K codes	How operational personnel transmit messages to ensure radio congestion is kept to a minimum. K45 stands for command responsibility change (state name).
More senior officer	The officer who is more qualified, skilled and experienced.
Person in control	The Incident Controller (IC) under the New Zealand Coordinated Incident Management System (CIMS).
Rural Fire Officer	An appointed rural incident controller. They may be a volunteer, a contractor or an employee of another agency e.g. DOC.
SHURTS	Stands for S ize up H azards U sing R equirements T actics S tructure.
SitRep	Stands for Situation Report. A report that may be transmitted on incident ground radios or to Communications Centres.
SMART Maps	A suite of dynamic and interactive maps designed to help users quickly access spatial (location-based) data. It is integrated with the Station Management System (SMS).
SMEACC	Stands for S ituation M ission E xecution A dministration C ommand C ommunications. It's an acronym for a standard sequence when directing actions.

Document information

Owner	Chief Executive
Last reviewed	1 July 2017
Review period	Every second year

Record of amendments

Date	Brief description of amendment
1 July 2017	This interim policy has been reviewed and approved to provide clarity as to who has command and control of an incident from Day One of Fire and Emergency New Zealand. The policy will be further reviewed and updated by 1 July 2020.



SESSION 7 – INSPECTOR POWERS

Fire and Emergency New Zealand



Inspector powers

The Legislation

- New inspector powers allow Fire and Emergency New Zealand to:
 - conduct pre-incident planning
 - carry out post-incident analysis (cause and origin)
 - check compliance with relevant fire safety legislation.

Day One inspector powers

- Current fire risk management officers/specialist fire investigators and rural level 2 fire investigators will have training prior to Day One and then will be appointed to have inspector powers.
- They will hold powers of:
 - entry and inspection
 - entering homes and marae
 - restricting and prohibiting entry to sites
- As an interim measure, a limited number of personnel will hold powers to:
 - deal with causes of imminent danger
 - take samples, objects and other things
- Operational personnel may request assistance from a person who holds inspector powers if consent to enter premises is not given.

Fire and Emergency New Zealand

Session 7: Inspector Powers

Audience(s)	All managers and leaders of operational personnel All operational personnel
Delivery method(s)	Video, short presentation, scenario
Total timeframe	15mins
Key messages	New inspector powers allow Fire and Emergency to plan for and investigate emergencies and check compliance with fire safety legislation.
Key points	The concept of inspector powers is a new way of doing our work introduced by the Fire and Emergency New Zealand Bill. It is a term used for people who are appointed to exercise certain entry and compliance powers.
Slide – Inspector Powers	<p>These powers enable the appointed person to do their job. For example, a Specialist Fire Investigator remains in their current role, but may be appointed with the powers of an inspector to allow them to carry out their duties under the Fire and Emergency New Zealand Act.</p> <p>A person appointed as an inspector might not hold all of an inspectors' powers. From 1 July, those appointed will hold three of the powers which are:</p> <ul style="list-style-type: none">• Entry and inspection• Entering homes and marae• Restricting and prohibiting entry to sites.
Play Video	<p>We have a short video from personnel involved in developing the policies and processes that will support the introduction of these new powers.</p> <p>Video features:</p> <ul style="list-style-type: none">• Kerry Gregory – Deputy National Commander, NZFS• Pete Gallagher – National Advisor Fire Risk Management (Acting)• Thomas Harre – DPRFO, Auckland Rural Fire Authority

Follow-up questions
for the video

Q: What were the most important points for you?

Q: When would we need to use an Inspector?

Points for
conversation guide

Q: What will we do differently from 1 July?

- The powers are provided in a way which is consistent with the New Zealand Bill of Rights Act. This protects the rights of the people who occupy land and buildings from unreasonable use of entry and search powers.
- Inspector powers are not needed or used to respond to emergencies. Operational personnel have authorised person powers for this purpose.
- Operational personnel should continue to get the consent of occupiers of land or buildings before entering to carry out site inspections and fire cause and origin analysis.
- Operational personnel should ask an inspector to assist with gaining entry to land or buildings if entry to a site for site inspections is refused.
- Powers include:
 - Entry and inspection
 - Entering homes and marae
 - Restricting and prohibiting entry to sites
 - Dealing with the cause of imminent danger
 - Taking samples and other objects and things

What happens next

- For Day One existing FRMOs, Specialist Fire Investigators, some Rural Fire Investigators and 4 DoC personnel will be appointed as inspectors (after training). Once appointed they will be able to exercise powers of entry and inspection, powers to enter homes and marae and powers to restrict or prohibit entry to sites.
- Other inspector powers will be rolled out after day one when policies, processes, tools and systems have been prepared to support their use.

Recap

Brief recap of key facts and check for questions

Notes



SESSION 9 – WHO WE ARE OUR IDENTITY

Fire and Emergency New Zealand

Developing our identity



"I was a bit unsure about being on the Identity Panel, but all views were well debated, well thought out and understood and tested. We came up with an identity I think all fire fighters would be proud to wear."

Craig Gold, NZFS SSO Thorndon

"The Identity Panel was united in its decision. What the new identity represents is a 'fresh start.'"

Mike Grant, PRFO, Southland



- 39 meetings over four months
- 260 questionnaires with fire services personnel
- 2 rounds of public research
- 12 person identity panel from across the services, including union reps, responsible for guiding the design and making a final recommendation to the Board

Fire and Emergency New Zealand

Session 8: Who we are – Our identity

Audience(s)	All managers and leaders of operational personnel All operational personnel
Delivery method(s)	Presentation, slides, discussion
Total timeframe	10mins
Slide – Developing our identity	<p>Developing the identity has been a significant undertaking, involving substantial engagement with our people and the public.</p> <p>Many strong views and many open views, both to something new and retaining something from the past.</p> <ul style="list-style-type: none">• It took 5 months, 39 workshops, over 160 fire services personnel, and two rounds of public research to develop our new identity, or logo.• An identity panel – involving rural and urban personnel and the unions and associations – oversaw the work of the design company.• The process began with understanding what values or themes people wanted the logo to represent; and what they thought of all the elements in the fire service and rural fire logos – the colours, the star, the crown, the ferns, the helmet and tools.• The next stage was to test three options. Feedback from that testing led to further refinement of the logo.• The identity panel unanimously recommended the final logo to the Board, which accepted the recommendation.• You can watch the story of how our new identity was developed on the Transition website. <p>Here's a slide illustrating that.</p>

Insights



Battenberg markings are a pattern of high-visibility used primarily on the sides of emergency service vehicles in several European countries, Australia, Hong Kong, and New Zealand. The name comes from the similarity in appearance to the cross-section of a Battenberg cake.



Fire & Rescue



Police



Ambulance

Public insights – the new identity

- Not after radical change – just simplify / more dynamic
- Crown not important, but silver fern is – protect New Zealand
- Understood helmet and axes
- Liked idea of consistent strip on vehicles
- Red and yellow Battenberg means international fire services

“The new logo should be an evolution - a tweak rather than a radical change”

Fire and Emergency New Zealand

Our new logo explained

The gold SERVIMUS star is retained as reassurance for the public and a symbol of pride for personnel
Three-quarters of personnel wanted to keep it.

The SERVIMUS values are:
Service, Efficiency, Resourcefulness, Valour, Integrity, Mobility, Unity, and Strength

The silver fern symbolises New Zealand

Unique fire symbols of a traditional helmet and the crossed axes – one urban, one rural

Whakarātonga Iwi translates as ‘serving our people’. This is core to the spirit of our service to New Zealand



The logo uses the internationally recognised Battenberg chequered pattern – shorthand for emergency services

The colours of the new logo bring together the red and yellow from urban and rural fire appliances. The blue provides authority and calm.

The logo begins with the word ‘FIRE’ for quick reference in an emergency

Personnel and the public said it made sense to lose the ‘and’ in Fire and Emergency NZ to keep the logo simple

2:1 personnel and public interviewed said the new logo was more relevant without the crown

Logo concept only, may change slightly in final design

Fire and Emergency New Zealand

Slide – Insights

- An important part of the thinking and discussion was the Battenberg markings.
- These are internationally recognised and it is good to be aligned. Also, they are highly visible.
- You see them on police vehicles here and fire and emergency vehicles and ambulances internationally.
- Red and yellow is internationally recognised as symbolising fire – and for us, also brings together the red of urban fire trucks and the yellow of rural trucks.
- The public research also provided guidance on what's important and what's not.

Public insights and our own people's thinking led to decisions to:

- Retain trust in the eyes of the public
- Own the silver fern (Police and Navy use blue fern)
- Own the international colours, red and yellow for fire and rescue
- This led to not much change rather than radical changes in terms of design

Slide – Our new logo explained

This is a quick explanation of how the logo has been designed

Whakaratonga Iwi – Serving our people. This was important to our people and worked well with the public. The concept of service to our communities is at the heart of the identity.

The importance of Blue as a colour. The public and our own people saw this as having strength and calming, and it represents water. The blue offset a purely yellow and red logo that could be seen as too corporate, or at worst, courier company.

The crown

- Majority of public saw no relevance in the crown and 60% of our people no longer saw the crown as relevant
- This the badge to go on the shoulder of your uniform.
- Note the word "FIRE" at the top, on top of red. This highlights the first thing and colour that comes into the minds of the public – they see us and our colour.
- Blue is a stronger colour behind the silver fern, it emphasises it better and is stronger
- The yellow battenberg strip is carried into the badge.
- The crown also shrunk the Servimus star and weakened the look of the logo
- This has no impact on crown on rank, which will remain



Arm Badge



Fire and Emergency New Zealand



Arm Badge



65

Fire and Emergency New Zealand

Slides – Arm badges

- This is the badge to go on the shoulder of your uniform.
- Note the word "FIRE" at the top, on top of red. This highlights the first thing and colour that comes into the minds of the public – they see us and our colour.
- Blue is a stronger colour behind the silver fern, it emphasises it better and is stronger
- The yellow Battenberg strip is carried into the badge.
- This second slide shows you what the badge looks like on an urban uniform.



Urban Appliance



Fire and Emergency New Zealand



Rural Appliance



Fire and Emergency New Zealand

Slide – Urban
Appliance

- Serving our People is shown on all appliances
- Note the Battenberg strip leading to the front of the vehicle
- It works well on rural yellow vehicles

Slide – Rural
Appliance

- Note the website URL along the top – fireandemergency.nz
- This will be the url on email addresses too:
john.smith@fireandemergency.nz
- This has been chosen as the first thing people type in google when searching is the word “fire”, more than typing “FENZ”.

White fleet



68

Fire and Emergency New Zealand

Identity Rollout - Next steps



Before Day One:

- Business cards ready for Online Ordering and stationery starter packs for regional offices
- Digital branding – Email signature, PowerPoint templates, Letterhead, Screensaver
- Key collateral: P Card, Identity Cards, other collateral to be confirmed.
- Mid June: Version One of the Fire and Emergency New Zealand Brand guidelines available

Planning under way:

- For staged rollout across fleet and uniforms

69

Fire and Emergency New Zealand

Slide – White Fleet

- Example of a white or corporate vehicle

Slide: Identity Rollout – Next Steps

The logo will be applied in stages.

- Uniforms, the vehicle fleet and station signage will not generally change on 1 July 2017.
- You will see the new logo on our new website and intranet.
- A guide on how to use the new logo will be available by 1 July.

What you will see is:

- four rebranded appliances as examples
- updated signage on National headquarters
- the logo on all our electronic documents and webpages, email signatures etc.
- new stationery

Planning is underway for the full rollout but we need to carefully consider the budget – we'll be looking at a staged rollout

Lead brief group discussion, option to list key points the group raise

Our people

- A logo is one way that we tell people about who we are.
- The change brings together a diverse group of people as one unified national service.
- 14,000 people and 40 entities into one organisation.

Group discussion questions:

What are some of the important ways we are different?

- Prompts:
 - 14,000 people and 40 entities into one organisation.
 - We are more diverse, more spread out geographically.
 - There are differences in history, character and outlook.
 - We have varying needs, representation, capacity and communication.

What are some of the important things we have in common, that bring us together?

- Prompts:
 - We have shared skills, capabilities and experiences.
 - We have the same focus on people, communities and service.

Session 9: Recap and Review

Audience(s)	All managers and leaders of operational personnel All operational personnel
Delivery method(s)	Talk
Total timeframe	5mins
Key messages	<p>Change is happening so that we can build a fire and emergency service that delivers for communities, and the firefighters who serve them, now and in the future</p> <ul style="list-style-type: none">• On 1 July, we bring urban and rural firefighters together into Fire and Emergency New Zealand to make it easier for them to do what they do best.• These are the biggest changes in a generation – so we’re taking our time to do it right, and will work with our people, and our partners, to build the new organisation with their input over the next three years.• From 2020, we will be a world-leading, integrated, well-coordinated and resourced organisation delivering reliable service across the country that:<ul style="list-style-type: none">– reduces unwanted fires– responds to fires and emergencies whenever and wherever they occur across the country– works with our communities so that they are ready and prepared for whatever comes their way
Resource: Key messages May 2017	<p>These and other messages may be useful to you when talking to your people – a one-pager outlining these is included on the following pages.</p> <p>Refer to Resource: Key messages</p>

Revisit expectations

As a participant in these sessions, you will:

- Know the purpose and objectives of the change and get an idea about next steps coming up post Day One.
- Get a consistent understanding of what you need to know for operations from Day One and what will be the same/different about what you will be doing.

Question and answer

Check if there are any questions about the change that haven't been answered

Resource: What's changing update

Refer to Resource: What's changing update

Slide: Let us know what you need

Discuss other places they can go for information and/or to ask questions or get further support when delivering to their people.

Plus <http://fenzproject.co.nz/faq>

Any housekeeping details

Close session



Let us know what you need.....



Leader-led delivery support and
technical advice
027 525 3454



Leader resources:
<http://fenzproject.co.nz/for-leaders/>



Email:
support@fireandemergency.nz

Find out more:
www.fenzproject.co.nz



The Fire and Emergency New Zealand Story

Key messages – May/June 2017

Firefighters do a great job already but their job is changing all the time. This new organisation – Fire and Emergency New Zealand – will give our firefighters the support they need to protect and help prepare their communities now and into the future.

Our firefighters do a great job but the demands on them are changing

- Our people are highly trusted and respected, and we have a proud tradition of service stretching back over 150 years.
- New Zealanders know help is close at hand because our unique mix of career and volunteer firefighters allows us to cover the whole country.
- Career firefighters are based in the larger population centres and our volunteers, who make up 85% of our force, cover the rest of the country. They are backed by capable support and administration nationally and regionally.
- Originally firefighters just focused on fire. Now they do a whole lot more, such as responding to motor vehicle crashes, medical emergencies, hazardous materials spillages, storms, floods, earthquakes and a wide range of rescue situations.
- In addition to the ongoing fire risk and these extra demands, there are more extreme weather events, and the population is ageing and changing. This is changing the work we do and how we approach it.
- The current law, the organisations and funding have not kept up with these changes. Currently, we have 40 organisations (NZFS + Rural), which are unevenly funded and equipped and can be difficult to coordinate.

So we are updating New Zealand's fire and emergency services, how they operate and are funded

- On 1 July, the law is changing to recognise the reality of the work our firefighters do in their communities.
- Firefighters will be funded for all this work, not just firefighting.
- We're bringing more than 14,000 people from 40 different organisations into one so everyone has equitable access to funding, equipment and the support they need to meet their community's needs.
- Everyone will transfer on their current employment terms and conditions.
- There will be no disruption to current services, and preventing and responding to emergencies will always be our number one priority.

To build a fire and emergency service that delivers for communities, and the firefighters who serve them, now and in the future

- On 1 July, we bring urban and rural firefighters together into Fire and Emergency New Zealand to make it easier for them to do what they do best.
- These are the biggest changes in a generation – so we're taking our time to do it right, and will work with our people, and our partners, to build the new organisation with their input over the next three years.
- From 2020, we will be a world-leading, integrated, well co-ordinated and resourced organisation delivering reliable service across the country that:
 - reduces unwanted fires
 - responds to fires and emergencies whenever and wherever they occur across the country
 - works with our communities so that they are ready and prepared for whatever comes their way
 - helps our communities recover quickly.





WHAT'S CHANGING AND WHAT'S NOT

Fire and Emergency

New Zealand will amalgamate the fire functions of urban and rural fire services into a new single fire service for New Zealand from 1 July 2017.

On Day One of Fire and Emergency New Zealand, most things will stay the same, although there are likely to be some interim arrangements.

Establishing Fire and Emergency New Zealand is a large task and will take a number of years to fully achieve. For this reason we have divided the work into three key phases: **Amalgamation** of urban and rural fire (1 July); **Integration** into a single organisation (1 July 2017-1 July 2020); and **Unification** (from 2020 onwards)

This hand out is based on the Fire and Emergency New Zealand Act 2017.

If you have any questions not answered here, or in the Frequently Asked Questions on our website, you can talk to your leader or ask the Transition Project Team at myvoice@fenzproject.co.nz.

May 2017



PEOPLE

ON 1 JULY 2017 THIS WILL BE THE SAME

Personnel will continue to be members of existing stations, volunteer fire brigades, or Volunteer Rural Fire Forces (VRFF)

Local leadership roles will continue in brigades, VRFFs and stations

Rank structures will continue

Social clubs and honours systems will continue

Current workforce (career or volunteer) retains existing entitlements including superannuation

Gratuities will remain in place for anyone who is currently eligible to receive them

Relationships with unions and associations will continue

AND THIS WILL BE DIFFERENT ON 1 JULY 2017

All personnel (career, volunteer, urban and rural) become part of Fire and Emergency New Zealand

Personnel will receive clear guidance on the functions and powers they are authorised to perform or that have been delegated to them by Fire and Emergency New Zealand

Fire and Emergency New Zealand will appoint Fire Risk Management Officers and specialist fire investigators to use inspector powers



OPERATIONS

ON 1 JULY 2017 THIS WILL BE THE SAME

First response and operational zones will remain the same on Day One, but over time may be reassessed

Emergency call taking and resource dispatch through ComCen continues

A clear command and control policy will be in place for Day One

Brigades and VRFFs continue to respond to the same kinds of incidents they are equipped and trained for now

Assistance from agencies, industry brigades, and contractors continues

The issuing of fire permits continues

AND THIS WILL BE DIFFERENT ON 1 JULY 2017

Fire and Emergency New Zealand will have a new mandate for some non-fire incidents, such as hazardous substances.

Operational agreements with agencies (eg DOC, NZDF) and contractors will be in place

Firefighters will have immunity when carrying out (in good faith) the broader functions of Fire and Emergency New Zealand (i.e. including non-fire activities)



WHAT'S CHANGING AND WHAT'S NOT



VOLUNTEER SUPPORT

ON 1 JULY 2017 THIS WILL BE THE SAME

Volunteers will have access to free advocacy and support services

AND THIS WILL BE DIFFERENT ON 1 JULY 2017

An interim dispute resolution process will be in place



SAFETY, HEALTH & WELLBEING

ON 1 JULY 2017 THIS WILL BE THE SAME

The existing Physical Competency Assessments will still apply for career NZFS firefighters with an operational role. Rural health and fitness guidelines will continue

AND THIS WILL BE DIFFERENT ON 1 JULY 2017

A Fire and Emergency New Zealand health and safety plan, policies and systems will be in place



RESPONSE ASSETS

ON 1 JULY 2017 THIS WILL BE THE SAME

Firefighters will have the equipment and training needed to respond

Assets built up through fundraising and community donations will continue to be used in the community that bought or fundraised for them

AND THIS WILL BE DIFFERENT ON 1 JULY 2017

Arrangements will be in place with territorial authorities and other agencies for use of response assets



OTHER PERSONNEL

AND THIS WILL BE DIFFERENT ON 1 JULY 2017

Personnel working in Rural Fire Authorities (RFAs), other than DOC or Defence, who solely work on fire related activities will transfer to Fire and Emergency New Zealand

Arrangements will be in place with councils to continue performing fire-related work where necessary



IDENTITY

ON 1 JULY 2017 THIS WILL BE THE SAME

Identity is important to all of us. Uniforms, badges and vehicles etc. will change to the new Fire and Emergency NZ look in stages

AND THIS WILL BE DIFFERENT ON 1 JULY 2017

There is a new Fire and Emergency New Zealand logo, and a new website and intranet will be available from Day One



BIG PICTURE

AND THIS WILL BE DIFFERENT ON 1 JULY 2017

Fire and Emergency New Zealand is funded to carry out its broader functions and for the training and equipment required

Rural and urban fire functions will become Fire and Emergency New Zealand's responsibility

Local advisory committees will continue to be developed - and following public consultation on boundaries and new regulations, will be established after July 2018

DAY ONE PREPARATION SESSIONS

Guidance and skills

Version 0.1

Leading Sessions – Guidance and Skills

Role of the leader

As part of your preparation ahead of time:

- Understand the importance of what you are doing.
- Focus on how running this fits with your wider leadership role.
- Know and feel confident about the session material – be planned and prepared.
- Think about the people you are working with and what keeps them engaged.
- Ask for further information if you feel there are gaps.
- Ask for assistance if you think you may need – technical or other support.

Your role at the beginning of the session/s is to meet people's practical and social needs:

- Provide a brief overview of the purpose of why the group has come together.
- Acknowledge the change context and how that may be impacting on group members.
- Practical/housekeeping – safety, facilities, exits, breaks, timings, phones, handouts.
- Run introductions (if needed) that enable the group to know who you are and who is who in the group.
- Expectations – give, gain, and set ground rules.
- Keep it compact – one or two things from each person.
- Session – summary of purpose, structure, timeframes and breaks.
- Icebreakers – if you have one that works, use it, no more than 5 mins.
- Ground rules – if you use these, let the group know what they are.

During the session/s:

- Maintain a clear focus on the purpose of the session and your role.
- Make the information interesting, meaningful and interactive.
- Take responsibility for getting them engaged – if the group isn't finding it interesting, change it up.
- Make eye contact, vary voice tone and pitch.
- Convey information clearly, fully and consistently.
- Enable group members to learn for themselves and from each other by using interaction – group discussion, Q&A, scenarios.
- Understand that different information has different relevance or importance for members of a diverse group.

Each session has a similar format:

- Introduce the topic.
- Key messages.

-
- Present information (video, factsheet).
 - Interactive activity by the group using this information and discussion with questions or topics to guide.
 - Recap.

To get the information across, it helps to:

- Begin with a clear outline of what is being covered and its relevance.
- Illustrate key messages and information with examples and situations from the job – but don't tell long stories, just outline the example in a sentence or two and ask a question to get interaction.
- When you are getting the group to do an activity, keep your own input to providing information and introducing the activities – make sure the group has plenty of opportunities for involvement.
- Mix it up – group participation is more effective than extended periods of talking. The more constructive input and debate from the group, the more they are taking the information on board.

Recap key points to keep on track and to close each session.

Working with diverse groups

When you run these sessions for your people, you may be working with groups that are diverse for a range of reasons, and may contain people who do not yet have clarity about their future.

- Think in advance about who will be there and how you may need to be flexible and adjust your delivery to take account of that.
- Anticipate issues that may be raised and think about how you will respond. Ask for support (e.g. subject matter/technical/people expertise) in advance if you think it may help or be needed.
- At the start of the session acknowledge in a general sense the change context and how that may be impacting on group members.
- Speak from your own experience, but also acknowledge there are different experiences in the group.
- Keep it constructive when there are dissenting views – you may need to move the group once the issues have been dealt with, or you have indicated what action you will take.
- Allow for different views to be aired - give people time to make input, and share the time around to avoid a few individuals dominating.

Using PowerPoint and videos effectively

A PowerPoint presentation is a useful tool to keep to topic and get information across visually. When you are setting up, have a practice run and check that:

- The screen is not under a light source.
- Avoid dimming the lights – you need to maintain eye contact with the group.

-
- The screen is as high as possible so people towards the back can see clearly.
 - The focus is clear.
 - You won't block anyone's view.

When you are presenting, you want your audience to listen to you talk about the information, rather than read the screen.

- Don't repeat everything on the slide.
- Emphasise key points and provide detail. The slide just illustrates the point you are making.
- Talk to the audience with the intention of making them understand what you are saying.
- Talk to the people, not to the slide.
- Ensure the slide is related to the discussion point
- Turn off the data show if not relevant – for example, during group discussions and activities.

When using a video

- Videos work best when the group knows who they are listening to, the broad subject area and what to listen for.
- Always explain what the group is going to see before you show a video.
- Summarise key points or ask questions once the video is finished. Relate to the next activity.

Keeping discussion on track

Getting the group to interact through a conversation or discussion is an important way of getting new information across. The more participants can draw on their own experience and knowledge, and relate this to the new information, the better the uptake will be. A good discussion also helps to identify how well people are taking information on board and what may need to be reinforced or recapped.

When you are setting up a group discussion:

- Be clear for yourself about the focus and purpose of the discussion, and make this clear to the group.
- Know how long the discussion should last for in terms of your session plan, and keep a discreet eye on the time.
- Treat contributions with respect.
- Keep focused on the topic:
 - clarify vague or confusing contributions
 - challenge obvious misconceptions or errors
 - check that everyone understands the key points by recapping.
- Ask contributors to support any vague or unhelpful comments with a specific example if that helps.

-
- Call a halt for a recap at the right moment – when the discussion has covered the topic, or is repetitive or no longer productive. You control the time.

A more structured form of discussion is the brainstorm. This can work well at the opening of a session when you want people to think about the topic, or at the end, when you want to recap. It can help you know what the group is thinking.

- Ask a specific question – It is useful to note on the board.
- Keep it to priority areas – *"What were 3 key changes covered in that video?"*
- You can be selective about what you want to focus on – choose the most important and most mentioned points.
- Relevancy challenge – use the parking lot for contributions outside the discussion topic.
- Be crisp about the timeframe – 2-3 mins.

Q&A – dealing with difficult questions

Questions increase interest and motivation, help you assess what and what isn't being taken on board and encourage interaction between group members.

Managing a Q&A session well is as important as presenting information effectively. Ideally, you want a session that is focused on getting questions from the group, but that may also provide you with opportunities to ask questions of the group.

Good ways to answer questions, including questions that are difficult, hostile, off-topic or hard to answer are to:

- Paraphrase questions asked that are unclear: *"So what you want to know is..."*
- Reframe: *"How I'm going answer that is..."*
- Answer part of questions: *"I can give you a definite answer on the first part of your question..."*
- Throw a question back to the group for an answer. *Does anyone have anything to add to this? What do others think?"*
- Use the 'parking lot' approach for responses that are off-topic.
- Be honest about questions that you can't answer and provide follow-up about how the question will be answered.
- Try for a constructive answer to the question even when the questioner may be off-hand, angry or dismissive.
- Avoid singling out the people who ask difficult questions – it is quite likely there may be others with the same question.

When you are asking a group questions:

- Ask one question at a time and
- Ask open questions (i.e. not answerable by yes/no or right/wrong).
- Be encouraging.
- Pause to give the group time to answer.
- Treat all responses with respect.

Scenarios

A scenario is a 'what if' activity that relates the information you have been providing to real life situations, allowing participants to make a link between their past experience and understanding, and new information and expectations. It's a good way of keeping interest up, gets people problem-solving, allows for multiple views and promotes debate.

Present the scenario information.

- Ask open questions: "What are the issues here"? What would you take into consideration?"
- You can then drop in more information: "So if X happened, what would change?"
- Manage the discussion to views from as many people as possible, and see if you can get to a consensus.
- You can add to the scenarios provided with a recent real life example: "What would be different about this situation we had last week if it happened post-Day One? What would be the same? Why?"
- Summarise issues and any points of clarification at the end.

If you have several scenarios to work through, you can opt to do these in small groups. If you want to mix things up you can organise small groups in several ways:

- Random (e.g. number off).
- Things in common – people with similar backgrounds, location and experience.
- Different interests – people with different backgrounds, location or experience.

Tell the groups where they are going to work (physical space).

- Assign a scenario task to each group.
- Give them a timeframe and tell them when they need to report back and what they need to cover.
- Monitor – keep walking around and listen in.
- Reconvene the large group and manage report back from each group. Restate the scenario task each group was assigned, and ask for their response. Summarise key points at the end.

Recap

The more information is reviewed and recapped, the more likely it is to be absorbed and acted on.

A recap provides a summary of the most important points that have just been covered. Recapping helps in absorption and retention of information, making concepts sink in. It lets you know how information is being taken on board, and provides the opportunity for you to correct any errors or misconceptions.

Good places to run a recap are:

- Right before giving a break.
- At the end of a topic before moving to another topic.
- At the end of a session.

You can ask the participants to come up with recap summary points themselves, or you can give a summary to the group. Eliciting summary points from participants makes the recap even more interactive and thus more engaging for participants.

Focus the group on the most important points (ask for the top 3 or top 5). Ask a specific question to prompt the information – for example:

- What will change/what is staying the same?
- How will we do things differently?
- What was new in that session? What further information do you want about that?