



LOCAL PLANNING INTERIM SOLUTION OPTIONS WORKSHOP

10 May 2018



WHAKAROTONGA IWI

**FIRE
EMERGENCY**

NEW ZEALAND

AGENDA

Time	What	Who
14:00	Introductions / overview of the day	Mark Plowman
14:05	Quick recap: Local planning, what it is, what it isn't and relationship to other plans	Mark Plowman
14:20	Short and medium term challenges developing local plans	Mark Plowman
14:50	The need for an interim solution and RASCI	Mark Plowman
15:10	Group discussion	All
15:55	Wrap up	Mark Plowman

Why am I here?

- We want to update you on where we have got to with the design for **Local Planning**.
- Explain why we think we need an interim resourcing solution to carry out **Local Planning** while the Target Operating Model is being implemented.
- Summarise our proposed solution and seek your thoughts

Objectives

- We need your advice to help the project to propose an interim solution to implement the detailed design. Specifically:
 - Fire and Emergency will need to carry out local planning from September 2018 (as local advisory committees are appointed).
 - We need an approach to see us through the next few years while the new operating model and the tools and systems that support it are fully developed and implemented.
 - We'd like to work through potential interim solution options for resourcing the local planning function that:
 - limit the number of people involved in carrying out the interim solution for local planning delivery while the Target Operating Model is being developed and agreed.
 - do not overburden existing resources
 - are robust enough to handle local planning until the Target Operating Model is in place
 - give local stakeholders the voice that the reforms intended
 - respect the knowledge our personnel already have about local area risk and needs

The current status of local planning design work

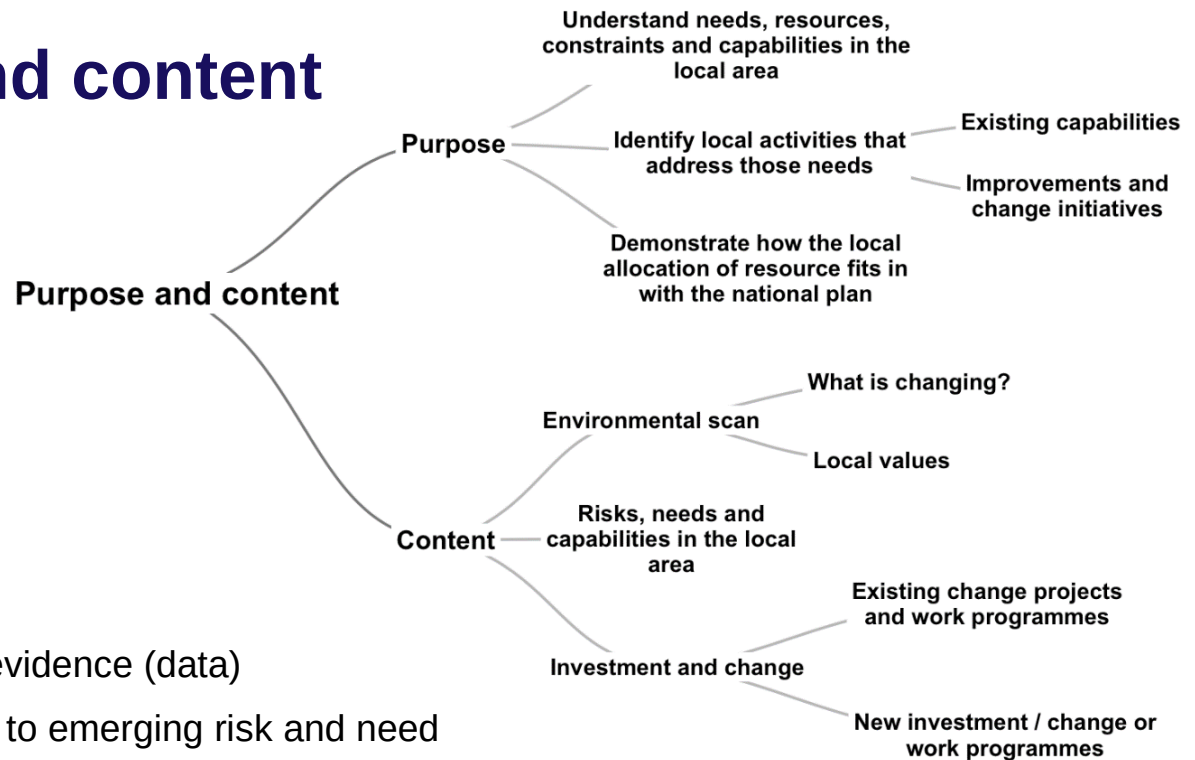
- High level design developed and reviewed during December 2017 and January 2018 (approved May 2018 by the Chief Executive).
- Process content for the detailed design was circulated for review in February 2018. A copy of the feedback register is available on the table for those interested in the changes that we made.
- We have been working alongside the Target Operating Model project to ensure the framework is consistent with, and aligns with the high level operating model design through development of functional descriptions.

Quick recap: Local Planning

What it is	What it is not
A legislated requirement to carry out planning for each local area for which a local advisory committee is established	An annual business plan for a region, area or brigade
Focussed on the specific needs, resources, constraints and capabilities in the local area that are relevant to Fire and Emergency's functions (defined in sections 11 and 12)	A fire plan or a replacement for a fire plan A Strategic Tactical Fire Management Plan (STFMP)
Required to demonstrate how the local allocation of resources by Fire and Emergency fits with the national plan	A replacement for capital and maintenance plans managed and held centrally (fleet plans, equipment plans, property plans etc.)
Produced by Fire and Emergency to ensure that capability in the local area is sufficient to manage local risks and needs	A plan produced by or owned by a Local Advisory Committee
An integrated plan that covers the whole local area as set by LAC boundary	A plan that focuses on Rural or Urban

Note: The quality of plans will increase over time as our knowledge and experience preparing plans grows.

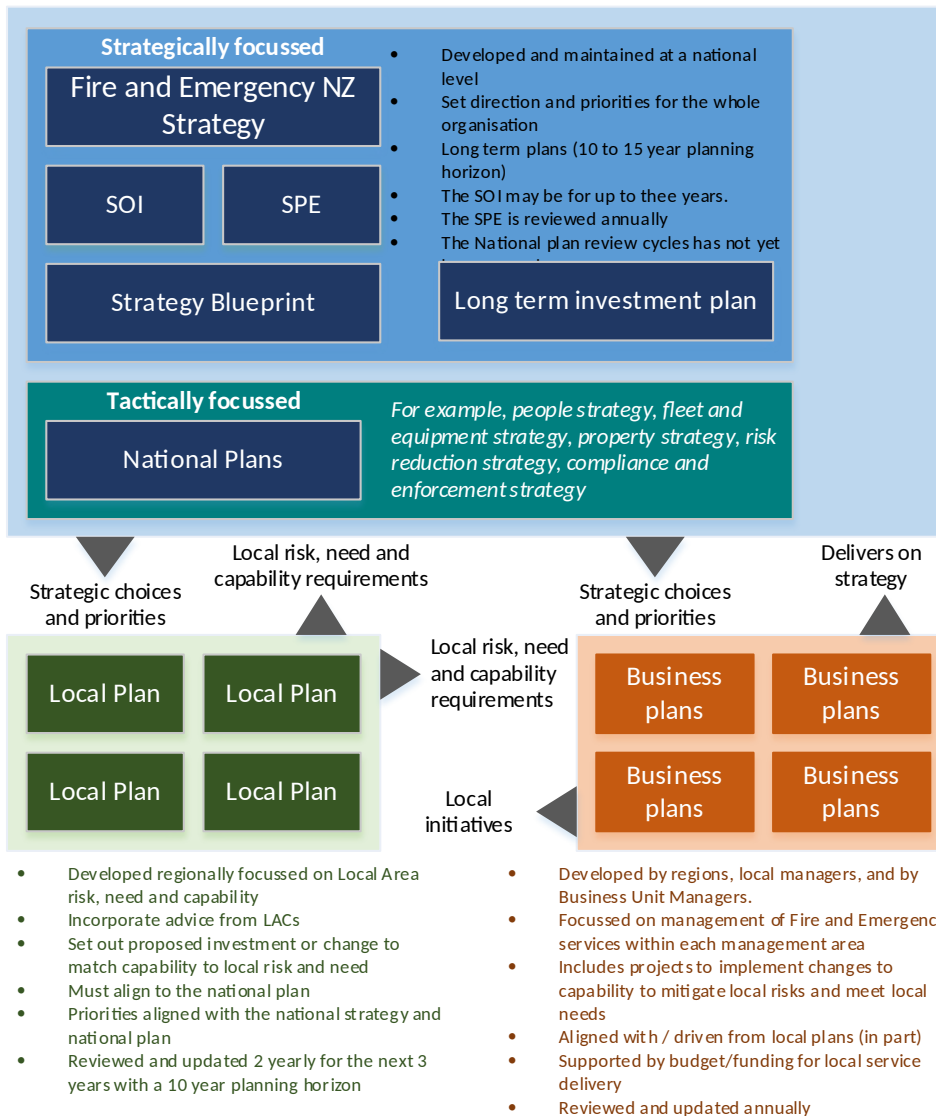
The purpose and content of local plans



Attributes:

- **Evidence-led:** Supported by evidence (data)
- **Forward looking:** Respond to emerging risk and need (*Environment scan*) using a 3-yearly plan with a 10-year planning horizon that is reviewed every 2 years
- **Address all 4Rs:** Strong expectations that reduction is a greater area of focus than historically.
- **Locally relevant:** Risks and needs identified by local stakeholders have a strong influence when deciding local capability
- **Nationally aligned:** Aligned to the national strategy, strategy blueprint, national plans, budgets and service targets

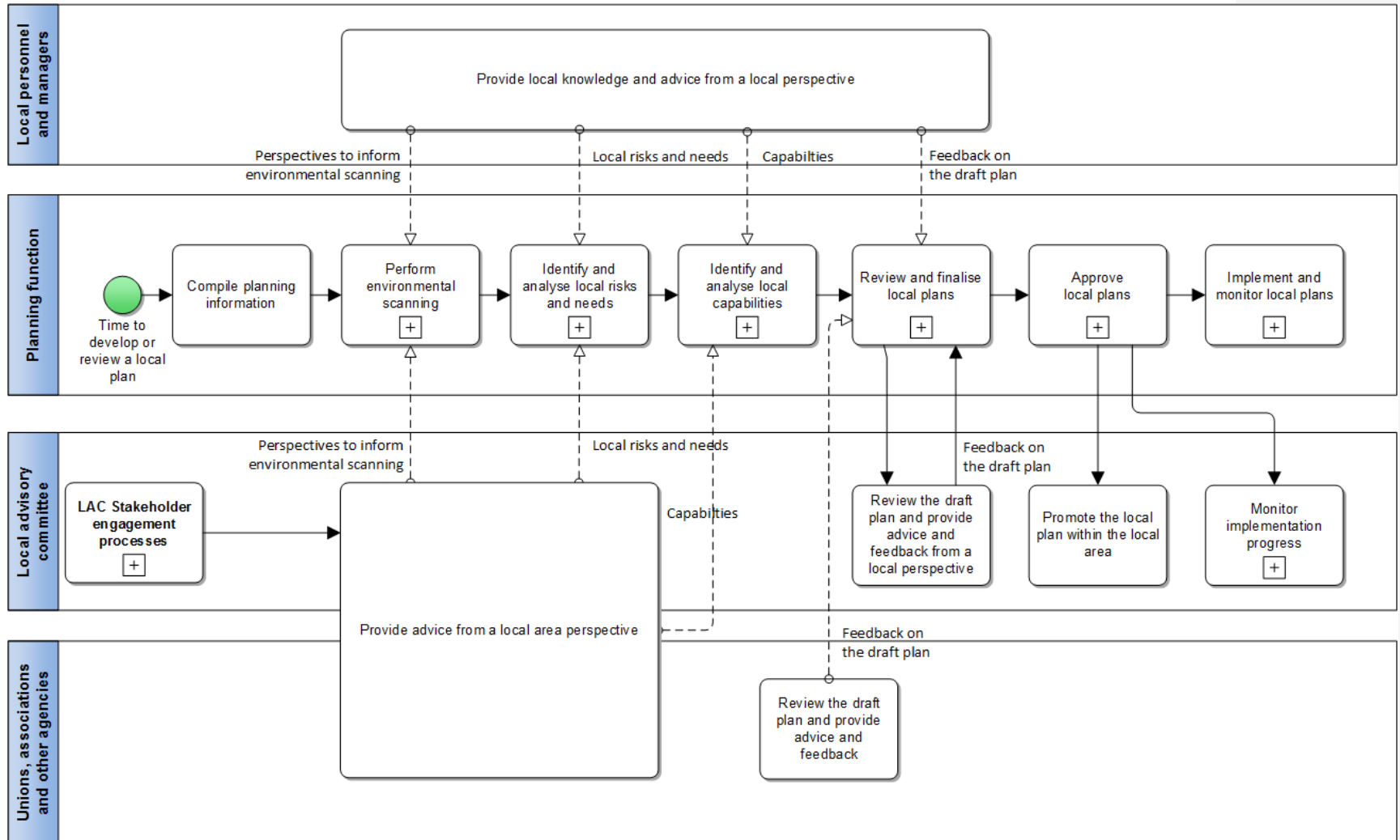
Relationship with other planning frameworks



Local plans fit into Fire and Emergency’s planning frameworks. They:

- Are aligned to the national strategy, strategy blueprint, national plans, budgets and service targets
- Must be evidence-led and supported by relevant data
- Will be forward looking and respond to emerging risk and need (*Environment scan*) using a 3-yearly plan with a 10-year planning horizon that is reviewed every 2 years
- Address all 4R, noting that there are strong expectations that reduction is a greater area of focus than historically.
- Will be locally relevant and include risks and needs identified by local stakeholders
- Ensure local stakeholders have a strong influence when deciding local capability
- Are aligned to levy setting processes to ensure they can be funded.

Local Planning Process



Short and medium-term challenges producing local plans

Data

- Quality
- Completeness
- Consistency
- Access
- Making use of the knowledge and engagement already done by local personnel

Boundary management

- Local area and existing operational boundaries coexist.
- Match to local management areas

Urban and Rural

- Integration is ongoing
- Whole of fire and emergency, not separated urban and rural

LACs

- Finding their feet too
- Potential role confusion (advisory not governance or management)

Managing expectations

- Expectations that every risk or need will be specifically mitigated or funded
- Community and committee expectations of change

Funding

- Levy will already be set through to 2021
- Decisions to do new things may require existing spending to stop or be reprioritised
- Political limits to levy increases

Timing

- Committees appointed in a staggered fashion.
- Operating model timing

Strategy and planning

- Strategy and vision are a work in progress
- Alignment of national and local planning

Target operating model

- Detailed design consultation starts when we need to start local planning for the first committees
- May take up to 5 years to be fully realised/implemented
- Uncertainty for personnel
- Interim solutions may put pressure on existing planning functions

Capability and capacity

- Existing personnel are fully utilised
- New type of planning that may require new skills
- Time to recruit may be challenging

Legend

Manageable

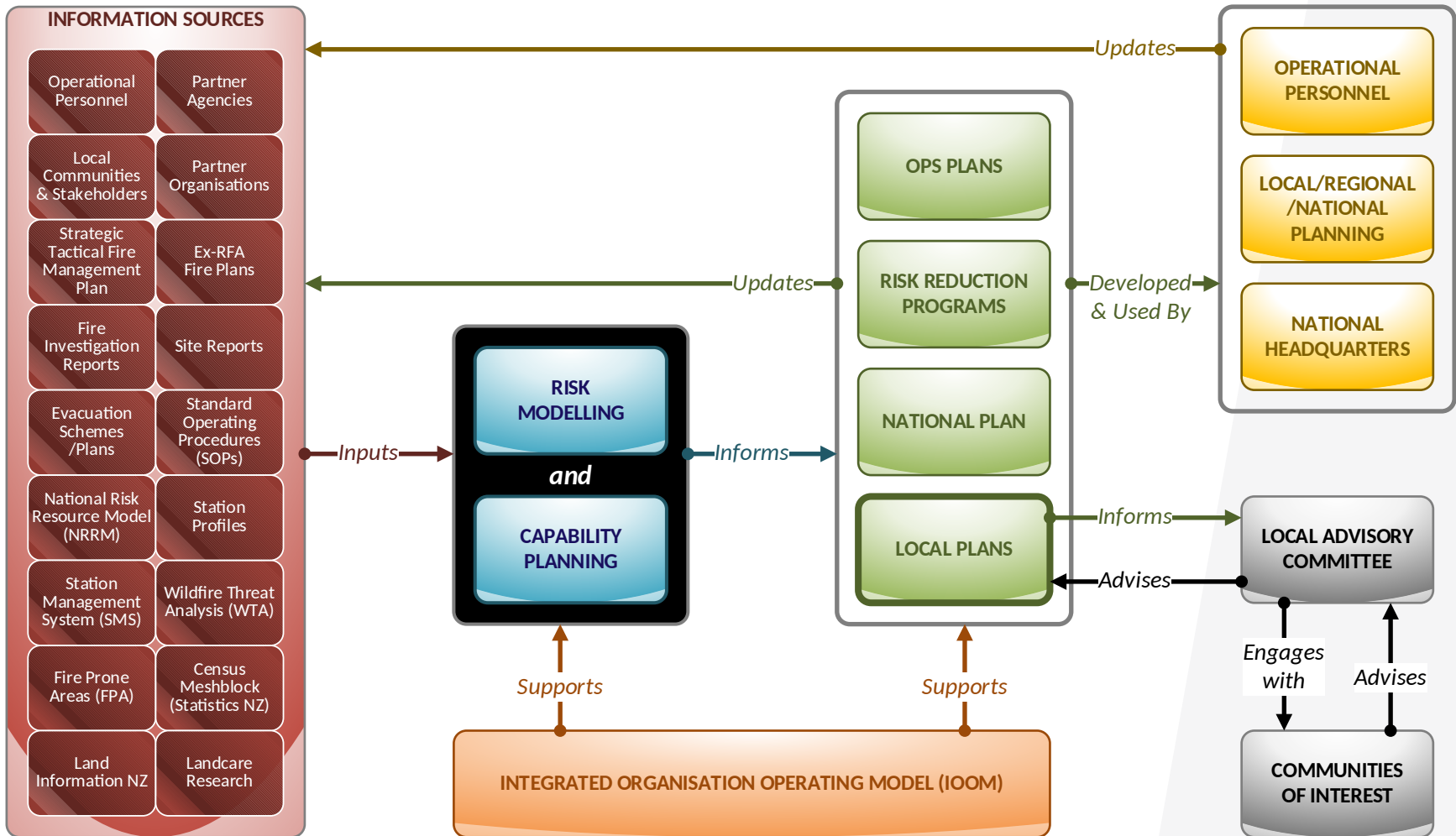
Difficult

Challenging

The work involved in local planning

- Local planning will involve:
 - performing an environmental scan to understand potential changes in the local area and its risk profile over the next 10 years,
 - identifying strategic risks and needs in the local area using data Fire and Emergency has, the knowledge of local personnel and advice provided by the Local Advisory Committee, and
 - matching capability to risks and needs in the local area, identifying capability mismatches and managing a process to identify changes to ensure risk, need and capability are aligned,
 - writing and reviewing the local plan for the local area in consultation with the Local Advisory Committee, local personnel and other stakeholders to ensure the plan is fit for purpose,
 - making the case for funding for any improvement or change projects identified during local planning (through a nationally contestable process).
- Each local plan is expected to take up to 6-months to develop including engagement with stakeholders and the local advisory committee.
- Local plans will need to be reviewed once in each two-year period.

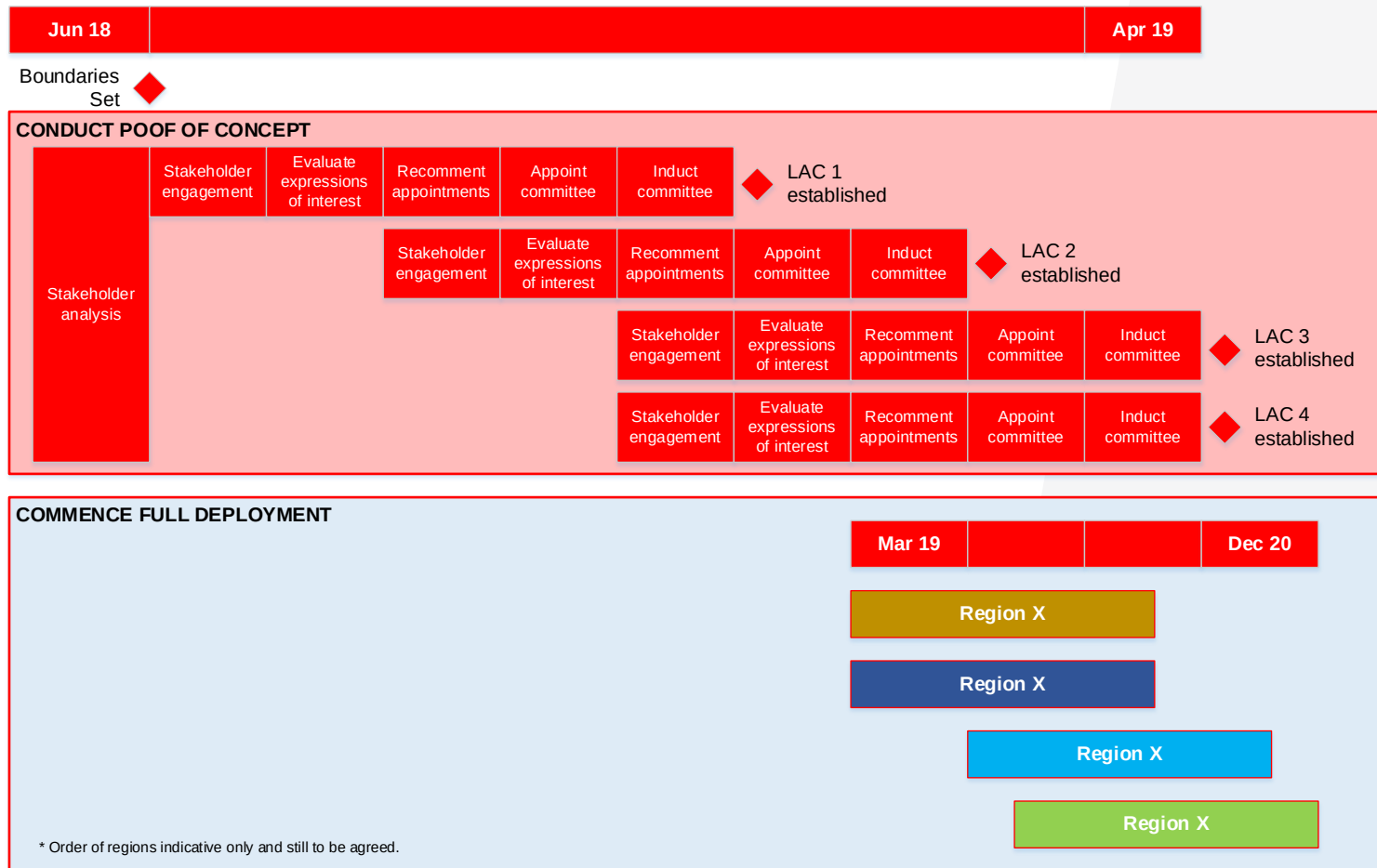
How the local plan and LACs interact



Proposed LAC deployment approach and timeline

Local stakeholders and local advisory committees will expect to engage in local planning once they are formed.

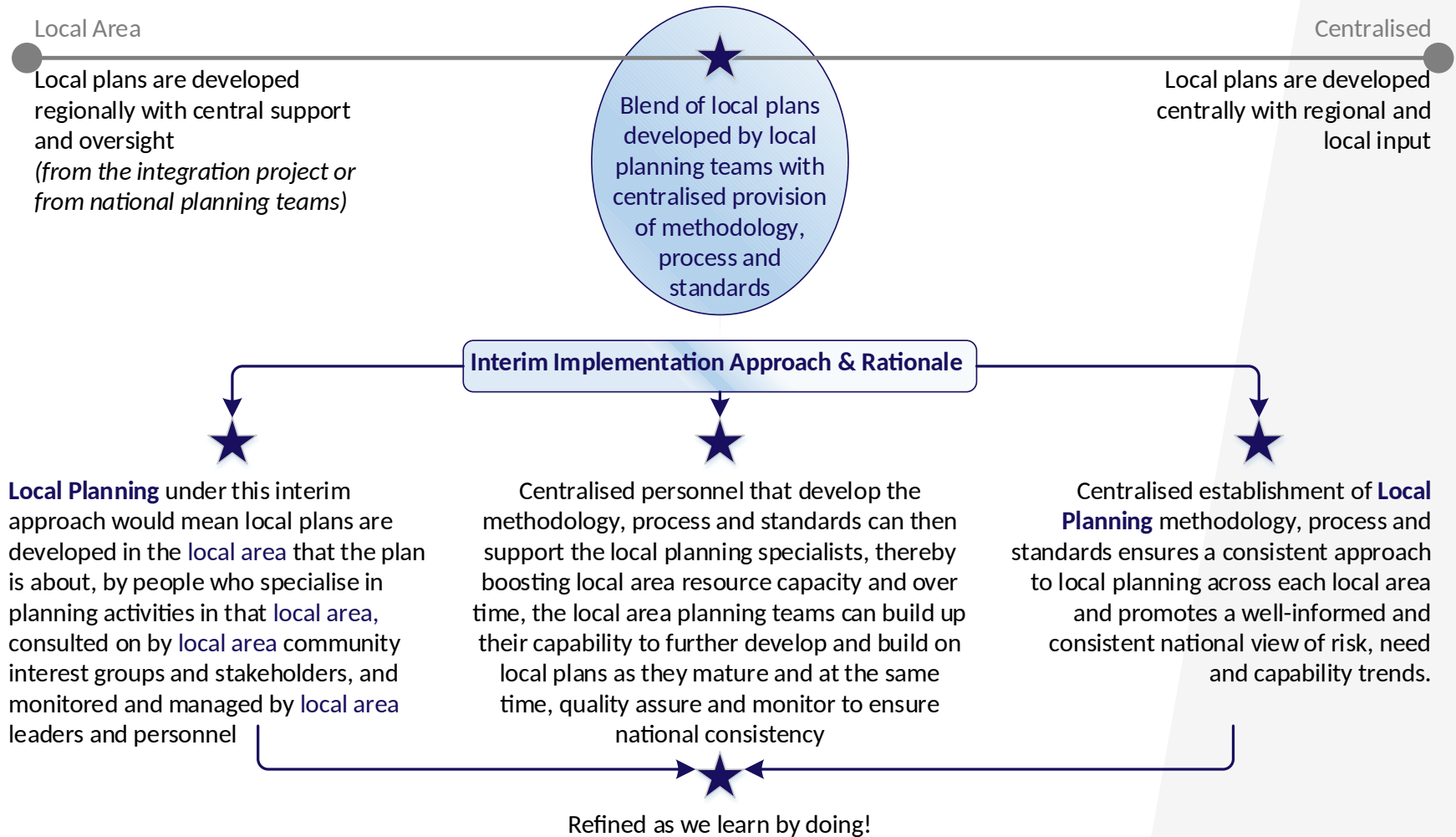
LACs will be established from July 2018 onwards and below is an example of the proposed LAC deployment approach and timeline



Why an interim resourcing solution?

- We need to have the capability and capacity to develop local plans with the LACs from early 2019.
- An interim resourcing solution to support the development of local plans is needed until the TOM is confirmed and implemented.
- The IOOM project plans to start consulting on a proposed functional design from July/August 2018, and organisation structure, during 2019.
- We need to agree a way to prepare local plans while the Target Operating Model is underway.
- The interim solution may be different to the final location and structure of planning functions when the Target Operating Model has been developed and approved.

Interim Implementation Approach



Interim Implementation RASCI

		Board	Business Sponsor	National Planning Function ^(*)	Local Advisory Committee Management Function	Local Planning Specialists	Local personnel and managers	Local Advisory Committees (LACs) ^(**)	Civil Defence Emergency Management Group/s ^(***)	Unions, Associations and other Agencies
Establishment & Oversight	Local planning governance	A	R							
	Develop local planning methodology/standards		A	R	S	S/C	C			I
	Establish local planning processes		A	R		S/C	C			I
	Establish local planning tools/templates		A	R		S/C	C			I
	Monitor & quality assure		A	R	I	S	C			
Plan Development & Execution	Perform environmental scan			S	A	R	C	C	C	C
	Identify and analyse local risks and needs			S	A	R	S	C	C	C
	Identify and analyse capabilities			S	A	R	S	C	C	C
	Draft local plan			S	A	R	S/C	S/C	S/C	S/C
	Revise, update and finalise local plans	I	I	S	A	R	I	S/C	S/C	I
	Approve local plans	I	A	S	R	C	I	I	I	I
	Socialise local plans		A		R	S	S	S	S	

^(*) The national planning function will initially be carried out by the Integration Programme then gradually handed over to the business as local planning implementation progresses

^(**) Fire and Emergency New Zealand Act 2017, S.21.1(a)(v)

^(***) Fire and Emergency New Zealand Act 2017, S.21.1(a)(iv)

R **Responsible** – who is responsible for carrying out the task?

A **Accountable** (also Approver) – who is responsible for the whole task and who is responsible for what has been done?

S **Supports** – who provides support during implementation of the activity?

C **Consulted** – who can provide valuable advice or consultation for the task?

I **Informed** – who should be informed about the task progress or the decisions in the task?

Discussion Questions

What <u>DO</u> you like about the proposed solution?	What <u>DON'T</u> you like about the proposed solution?	What do we need to add or take into account?

Wrap up / next steps

- Insights from the workshop
- Information collected today will be used to revise and update the draft detailed design, including recommending an interim solution option for approval
- Ongoing interest in being involved as the design continues
- Thank you for your time and contribution

What are Local Advisory Committees (LACs)?

Why did the Government legislate to create LACs?

- Changes to the management of fire services, and the merger of the New Zealand Fire Service (NZFS), the National Rural Fire Authority (NRFA), Rural Fire Authorities (RFA)s and Enlarged Rural Fire Districts (ERFDs) was perceived by some stakeholders as having the potential to dilute the voices of local communities with regard to their risks and needs. The Act requires Fire and Emergency to establish LACs to address this risk.
- LACs are an essential part of Fire and Emergency. They ensure a strong local voice to ensure capabilities match local area risk and need.

Things to remember about LACs

- The boundaries of LACs are called “local areas”. They are set by the Board. Cabinet anticipated that there would be up to 16 local advisory committees.
- LACs have no decision making powers or management responsibilities. They are strictly advisory in nature. Committees can’t require Fire and Emergency to provide a specific service, or determine what services or equipment are provided by a specific station or brigade.
- The Act requires LAC advice to be sought and considered on a number of matters:
 - The national strategy
 - Local planning
- Key functions of LACs are shown on the next page

Purpose and functions of local advisory committees

14 Purpose and functions of local advisory committees

- (1) The main purpose of local advisory committees is to provide advice, from a local perspective, to FENZ.
- (2) The functions of the local advisory committees are—
 - (a) to undertake efficient and effective local engagement for the board; and
 - (b) to provide local advice to FENZ on the national strategy, local issues, and local planning; and
 - (c) to consider and promote the interests of the local area's FENZ volunteers; and
 - (d) to consider the interests of the industry brigades operating in the local area; and
 - (e) to consider the provisions of any current operational service agreement and memorandum of understanding that FENZ has and that is relevant to a local area in relation to which the local advisory committee has responsibilities, including—
 - (i) the operational service agreement with the Department of Conservation under [section 147](#); and
 - (ii) the operational service agreement with the New Zealand Defence Force under [section 148](#); and
 - (iii) the memorandum of understanding with the Ministry of Education under [section 151](#); and
 - (f) to provide regular advice on FENZ's progress in relation to its local planning.
- (3) Each local advisory committee must, in carrying out its functions, have regard to the operating principles developed by the board under [section 17](#).