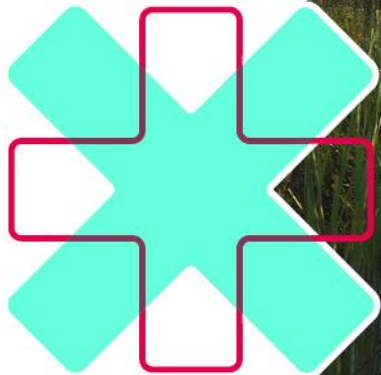


MARTIN
JENKINS

FIRE AND EMERGENCY NEW ZEALAND SERVICE DELIVERY GUIDELINES REVIEW

Final Report

12 October 2022



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PREFACE

This report has been prepared for Fire and Emergency New Zealand by [REDACTED] from MartinJenkins (Martin, Jenkins & Associates Limited).

MartinJenkins advises clients in the public, private and not-for-profit sectors. Our work in the public sector spans a wide range of central and local government agencies. We provide advice and support to clients in the following areas:

- public policy
- evaluation and research
- strategy and investment
- performance improvement and monitoring
- business improvement
- organisational improvement
- employment relations
- economic development
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Our aim is to provide an integrated and comprehensive response to client needs – connecting our skill sets and applying fresh thinking to lift performance.

MartinJenkins is a privately owned New Zealand limited liability company. We have offices in Wellington and Auckland. The company was established in 1993 and is governed by a Board made up of executive directors Kevin Jenkins, Michael Mills, Nick Davis, Allana Coulon, Richard Tait and Sarah Baddeley, plus independent director Sophia Gunn and chair David Prentice.

Limitations

This Report has been prepared solely for the purposes stated herein and should not be relied upon for any other purpose. To the fullest extent permitted by law, we accept no duty of care to any third party in connection with the provision of this Report. We accept no liability of any kind to any third party and disclaim all responsibility for the consequences of any third party acting or refraining to act in reliance on the Report.

We have not been required, or sought, to independently verify the accuracy of information provided to us. Accordingly, we express no opinion on the reliability, accuracy, or completeness of the information provided to us and upon which we have relied.

The statements and opinions expressed herein have been made in good faith, and on the basis that all information relied upon is true and accurate in all material respects, and not misleading by reason of omission or otherwise. We reserve the right, but will be under no obligation, to review or amend this Report if any additional information, which was in existence on the date of this Report, was not brought to our attention, or subsequently comes to light.



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INTRODUCTION

This section sets out the purpose and scope of this report, the framework we have used to approach the review, and how the report is structured.

Background and context

Fire and Emergency NZ (FENZ) uses a set of Service Delivery Guidelines (SDGs) as an internal tool to ensure a nationally consistent level of service is communicated and delivered for emergency and non-emergency services.

These SDGs were adopted by FENZ when it was established in 2017 and remain unchanged from those used since 2014 by the former New Zealand Fire Service. The SDGs do not reflect the broader mandate of the Fire and Emergency Act 2017 (the Act) and are also outdated in other respects including:

- Changes in FENZ's operating environment regarding the nature of risks and incidents
- Changing stakeholder interests and needs
- Lack of clarity as to their role in supporting FENZ's strategy and in the current performance measurement framework
- A focus on outputs rather than outcomes, with few qualitative measures and lack of an evidence-base for the identified measures
- A range of SDGs such as response times for Official Information Act requests simply capture externally required standards.

The SDGs are overdue for review, with an aim to better reflect good practice, and support strategic outcomes.

Responding to these drivers, a revised set of SDGs were developed in May 2020. They were not formally approved, and no testing was undertaken as to whether they were fit for purpose.

Scope of this project

MartinJenkins was engaged to support FENZ with the development of an updated set SDGs which reflect FENZ's legislative mandate and strategic outcomes, the standards of service FENZ provides for the communities it serves, and how these standards will be measured.

The scope of our review was to assess the known SDGs¹. The development of new SDGs was out of scope.

Our review was undertaken in two parts:

- **Part one** - to agree the purpose, definition, use, audience, and criteria for SDGs, set out in a framework, and to identify how SDGs contribute to FENZ's Performance Measurement Framework

¹ Current SDGs, 2022/23 SPE measures, and proposed SDGs from previously developed set in May 2020



- **Part two** – using the agreed framework as a basis, to:
 - review known SDGs against the criteria to determine which are fit for purpose and ready to progress, which should proceed with some amendments, which should be discounted, and how discounted SDGs will be treated
 - propose a revised set of SDGs, identify gaps, and make recommendations on progressing the work – including further development and implementation.

Our detailed methodology is provided in Appendix 1.

Purpose of this report

The purpose of this report is to present the outcome of our review including:

- The final SDG framework and criteria, and a set of logic maps which demonstrate how the SDGs fit into FENZ's Performance Measurement Framework
- Our assessment of which of the known SDGs meet the criteria set out in the SDG framework
- Analysis of which of the selected SDGs are ready to adopt, which need further review, which need interim measurement, and where there are gaps which require the development of new SDGs
- How discounted SDGs will be treated
- Proposed SDG measures, including data sets needed, who will own them and how they will be measured
- Recommendations on further work to ensure the SDGs are fit for purpose, and ensure effective implementation of the SDGs.

Structure of this report

This remainder of this report has six sections:

- **Section One: Key findings and recommendations** – a summary of the core findings and recommendations of this report
- **Section Two: Insights on current state** – containing a summary of the key insights gathered, which informed both parts of the project, and are relevant to implementation
- **Section Three: The SDG framework and SDGs place in FENZ's Performance story** – outlining the final purpose, definition, use, audience, and criteria for SDGs (a framework), and how SDGs support FENZ's Performance Measurement Framework
- **Section Four: Analysis of known SDGs** – providing an overview of our assessment of the known SDGs against the SDG criteria
- **Section Five: Recommendations** – on further development of the SDGs, and on considerations for implementation
- **Appendix 1: Methodology of the review** – detail of the methodology and activities undertaken to inform this report, as well as a list of internal and external stakeholders engaged throughout development of this report
- **Appendix 2: Logic layers** – providing the detailed logic maps by each proposed national measure, showing its place within FENZ's Performance Measurement Framework
- **Appendix 3: Criteria for assessing known SDGs** – outlining the steps taken to assess known SDGs – including identified criteria and key considerations
- **Appendix 4: Discounted SDGs** – a list of all the SDGs which were discounted during the assessment process



- **Appendix 5: Guide to reading accompanying spreadsheet** – to support the reader when working through the spreadsheet provided with this report.

This report is intended to be a high-level description of our analysis, and should be read in conjunction with the accompanying spreadsheet – “Fire and Emergency SDG Review Detailed Analysis”. The spreadsheet contains a detailed analysis of the known SDGs and their measures, showing which we propose to discount, which we recommend to progress with some amendments, and which we recommend to move forward with, with no changes. Throughout the report, we refer to a set of logic layers in

Appendix 2, and an accompanying spreadsheet. For ease of cross-referencing, we have colour coded these sections as follows:

References to the logic layers are shaded in blue.

References to the spreadsheet are shaded in pink.



SECTION ONE: KEY FINDINGS AND RECOMMENDATIONS

This section sets out our findings on the SDG current state, the current challenges, our assessment of the SDGs and a summary of our recommendations.

The findings recognise that there is strong support for the review of SDGs across all stakeholders.

Current state

The current set of SDGs is not fit for purpose, only covering some of FENZ's responsibilities under the Act, and with largely output focused measures.

The SDGs are currently used to measure many different aspects of performance, ranging from Official Information Act (OIA) requests through to regulatory requirements, and operational efficiencies. A more complete set of proposed SDGs had been created in 2020, but these were not fully developed or evidence-based, and still contained gaps.

All stakeholders engaged in the review saw the importance of updating the SDGs to better reflect FENZ's mandate, and support continuous improvement. They recognised the complexity of this work, and that a phased approach to further development and implementation would be required.

Key findings - insights

Terminology

There was some confusion of terminology, with KPIs, SDGs and Statement of Performance Expectation (SPE) measures being used interchangeably.

For clarity, we have defined SDGs as a sub-set of KPIs.

Like most organisations, FENZ has a suite of KPIs, covering many dimensions of performance. Within these KPIs there are two defined sub-sets:

- Service Delivery Guidelines (SDGs)
- Statement of Performance Expectations (SPEs) - some of which may also be SDGs.

Purpose and scope of SDGs

There was confusion around how SDGs fit within the FENZ strategic framework, though stakeholders agreed that the SDGs should be **used to tell the FENZ performance story**. The scope of SDGs should be focused on the unique service that FENZ provides under the main and additional functions of the Act. Corporate processes, such as responding to OIAs should become KPIs.

It was also agreed that the SDGs should **support strategic and operational planning**, and be used within the **continuous improvement cycle**.

All stakeholders believed that the SDGs should encompass commitments of service **across all of the 4Rs**, not just the response function. However, they



noted that the recovery function is under development, and it would be difficult to measure any commitments at this point in time.

Design of SDGs

To provide further clarity, our insights identified that SDGs should be reframed as **commitments to communities**, demonstrating that FENZ is making a commitment to deliver on its stated purpose of 'protecting and preserving lives, property and the environment.

The current set of SDGs are output measured focussed on response times, large components of which, are outside of FENZ control. While stakeholders acknowledged that they served a purpose, they wanted to widen the set of SDGs to **cover all 4Rs**, and to include **more outcomes focussed measures**. SDGs should most usefully be a tool for continuous improvement rather than a pass/fail standard. They could also encompass regional differences in services across the 4Rs which reflect their different risk profiles

Measurement FENZ's commitment to Māori / iwi and diverse communities should also be included, in order to monitor whether the interests and needs of all the communities that FENZ serves are being met.

Implementation of SDGs

SDGs sit in a wider system, as commitments to communities are only able to be delivered when they are supported by an enabling system of technology and processes. Implementation of the new SDGs will therefore require a **comprehensive organisation-wide implementation plan**, with an understanding of the support that will be required to deliver them successfully.

Accountability for each SDG will also need to be clearly assigned.

During the engagements **several issues with the data capture and reporting issues were identified**, which would need to be addressed before any meaningful insights could be gained through measuring the SDGs.

In order to ensure the set of SDGs do not become out-of-date, and not evidence-based again, a **review process needs to be developed** with a feedback loop to those delivering the service. In order to ensure this is done, and to continue improving the set of SDGs over time, it is important to **determine where accountability for the SDGs sit**.

Service delivery should be involved in the detailed design of the SDGs during the implementation phase to ensure that the SDGs are good practice, based on evidence, and are practical. **Unions and Associations should also be consulted** to ensure there is buy in across the organisation.

Key findings - assessment of SDGs

Approach to assessment

The known SDGs were assessed against a framework developed to reflect the insights above. This enabled consideration of which SDGs should be discounted, and which were fit for purpose. Of the SDGs to be retained, further analysis identified which needed further development or analysis, and which were ready to be rolled out. Three different sources of SDGs were assessed, totalling 115 SDGs:

- 'Current SDGs' – N7a Schedule of incident response SDGs, December 2014
- FENZ SPE 2022/22 measures
- A proposed list of SDGs from a May 2020 workshop, that had not been fully approved.



During this assessment, complexities with the proposed SDGs were discovered, including that many were not evidence-based, or were out of date. It was also noted that further work on the SDGs should align with other relevant reviews underway such as the Get Firewise programme.

Outcome of the assessment

Proposed SDGs

Of the original list of 115 SDGs, 47 were discounted during the assessment process. While it was out of scope to create new SDGs as part of this assessment process, 31 new measures were proposed that, in generally to add outcomes focused measures to balance existing measures in consultation with stakeholders.

This assessment resulted in 83 proposed measures, each of which was given a status detailing whether it was ready to roll out, or further analysis, development or resourcing was required.

National measures and regional KPIs

The assessment resulted in a large number of national measures which risked the overarching objectives getting lost. Having a core set of critical focus areas can be much more memorable and have a greater impact. Additionally, tailoring some measures to a regional context can better reflect the different risk profiles, community makeup, and approaches different parts of the country take to servicing their communities.

In recognition of the complexity and scale of the service FENZ provides to New Zealand communities we recommend the implementation of a flexible model which groups FENZ SDGs into a set of overarching national SDGs, supported by a suite of more detailed regional KPIs – the distinction set out below:

- **National measures** – higher order strategic drivers / critical focus areas that FENZ measures at a national level – monitoring improvement over time.
- **Regional KPIs** – commitments to a level of service to communities at regional level, reflecting the local environment and risk profile.

This distinction is helpful as it enables regions to identify SDGs that are a focus for their risk profile, recognising that one size does not fit all. Regional KPIs would contribute to the overall goals, and each region would propose their area of focus within that (along with an accompanying plan to deliver).

A focus on continuous improvement

The current method of measuring SDGs against a target, with a pass/fail standard was considered unhelpful. This is particularly the case where those targets were not evidence based, are not regularly reviewed, and in some cases, not agreed with the relevant stakeholders.

Our proposed set of SDGs has removed targets, only being retained where there was a legislative or regulatory requirement. Instead we recommend that baselines be set at a regional level. If targets were to be retained across the full suite of measures, they should be decided in consultation with FENZ leaders, SMEs and Unions and Associations.

Key gaps

After assessing the suite of SDGs, several gaps were identified including:

- No proposed recovery measures were fit for purpose
- Not all main and additional functions of the Act were represented, and some disproportionately measured
- There was very little SDGs relating to Māori / iwi and diverse communities.



Recommendations

Immediate next steps

1. **Adopt the proposed SDGs** in this report, and proposed treatment of discounted SDGs
2. **Confirm scope and approach** set out in this report is consistent with SDLT, Board and other stakeholders', expectations
3. **Consult** on the proposed national measures and regional KPIs to ensure the revised SDGs (and implementation of) reflect technical good practice measures, are well supported, practical and implemented successfully.
4. Confirm **funding amount and source** for SDG implementation.
5. Confirm the level of **resource required** to progress the SDGs and provide for a successful implementation.
6. **Establish a Governance Group** to provide oversight and to direct the work

Progressing the SDGs

Key steps include:

- Clear allocation of roles and responsibilities for SDGs, including a business owner, a performance owner and a data owner
- Analysis of the suite of SDGs to understand the scale of the identified gaps and how to address them

- Undertake detailed design of the measures
- Work with partners such as St John and Councils to explore options for data sharing
- Integrate SDG planning and monitoring into FENZ's enterprise-wide planning and monitoring processes
- Design data collection methods

Preparing for implementation

Key steps include:

- Develop a comprehensive organisation-wide implementation plan that gives consideration to:
 - the appropriate administrative, organisation and technical support required to deliver the SDGs successfully
 - an approach to communication and stakeholder engagement to embed the SDGs across the organisation
 - a leader led approach that supports everyone to understand why the SDGs are important and what their part to play is.
- Address the identified data capture and reporting issues to ensure the insights gained from the SDG are meaningful and actionable.
- Build a reporting system that allows areas to monitor how they are progressing against the measures to inform planning, resourcing and the continuous improvement cycle.



SECTION TWO: INSIGHTS ON CURRENT STATE

This section sets out our insights on the current state of the SDGs, developed through:

- Document review, including the findings and recommendations of the 2021 MartinJenkins report
- Desktop analysis including requirements under the Act, and
- Interviews, workshops and working sessions with a range of staff and stakeholders.

These insights have informed the analysis and recommendations in our report.

Stakeholders see the importance of reviewing SDGs

All internal and external stakeholders engaged during the review process could see the importance of updating the SDGs to better reflect FENZ's mandate, and support continuous improvement. They were enthusiastic about contributing to the review.

There was a recognition that the known SDGs represented a shift towards a more sophisticated set of SDGs than the current SDGs. Stakeholders felt the complexity of this and the amount of work to do to ensure SDGs were progressed, supported, and embedded successfully across the organisation meant there needs to be a phased approach to implementation and further development so that SDGs could mature over time.

Purpose and scope of SDGs

Key insights

- SDGs should be connected to FENZ's performance story.
- SDGs should support strategic and operational planning, with an aim for continuous improvement.
- SDGs should be contained to standards of service delivery to communities. The SDGs thus become the standard for the unique service that FENZ provides. This can include community activities that facilitate service delivery such as meaningful engagement with communities.
- Compliance with other legislative requirements, for example, OIA requests under the Official Information Act 1982, can be reported through corporate processes. Supporting activities such as administration and provision of equipment are enablers of the SDG standards. They should be designed to be fit for this purpose but be monitored separately.
- SDGs should encompass both the main and additional functions of the Act, providing for commitments of service across all functions, noting that the additional functions will not always be delivered. This includes activities in other sections of the Act and in regulations that directly relate to, and that give effect to section 11 and 12.
- SDGs should encompass commitments of service across all of the 4Rs, noting that some will take time to develop.



The role of SDGs in FENZ's performance story

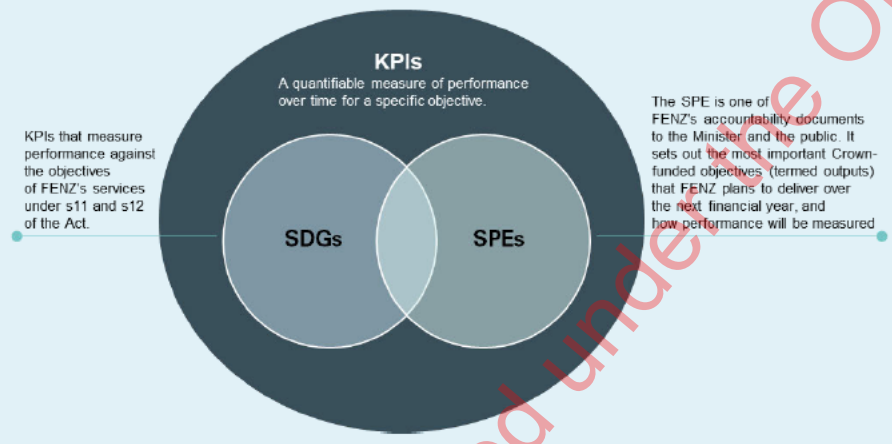
Stakeholders were unclear how SDGs fit into the FENZ Performance Measurement framework, and whether they were targets, KPIs, part of SPE reporting, or something separate. Terminology was also seen to be unclear, with SDGs often used to refer to response time data.

What is an SDG?

Like most organisations, FENZ has a suite of KPIs, covering many dimensions of performance. Within these KPIs there are two defined sub-sets:

- Service Delivery Guidelines (SDGs)
- Statement of Performance Expectations (SPEs) - some of which may also be SDGs.

The diagram below depicts the connection between KPIs, SDGs and SPEs. Providing clarity on this connection ensures people can conceptually see where SDGs fit within the organisation.



SDGs should support strategic and operational planning

Several interviewees talked about the role SDGs play – or could play – in strategic and operational planning. Operational stakeholders found existing SDGs (i.e., response time data) useful to inform their on-the-ground planning to ensure the right resource is at the right place at the right time. Strategy stakeholders also thought SDGs could be used to inform strategic planning, and promote continuous improvement.

Scope of SDGs

Most interviewees felt that FENZ's statutory requirements should be included in the SDGs, but there were mixed views on their breadth.

FENZ is responsible for delivering a set of main and additional functions outlined in Section 11 and Section 12 of the Act. Additional functions (section 12) are functions FENZ may do if it has capability and capacity and provided this does not affect its ability to carry out its main functions. Stakeholders noted that the Act also sets out obligations in other sections of the Act and in regulations that support delivery of its main and additional functions, and these may need to be reflected in the SDGs.

Interviewees had different views on the inclusion of non-delivery legislative requirements such as OIA request response times in SDGs. Those who disagreed suggested they would be better positioned in the SPE as the accountability document to government. Others felt the current SDGs are operational-focused but could be expanded to include SDGs focussing on FENZ's administrative functions – particularly as some could affect FENZ's ability to perform its operational activities.



The 4Rs need to be covered in the SDGs

FENZ has adopted the 4Rs framework², but SDGs are mainly focused on response, reflecting the mandate of the former New Zealand Fire Service. All interviewees agreed that the SDGs should be broadened to encompass all 4R's, not just response, but most thought that the recovery functions were not mature enough to be measured yet.

Design of SDGs

Key insights

- SDGs should be reframed as 'commitments to our communities', demonstrating that FENZ is making a commitment to deliver on its stated purpose.
- Response times can be useful measures, but SDGs should encompass all 4Rs and become more outcomes focused
- SDGs should be a tool for continuous improvement rather than a pass/fail standard.
- SDGs could encompass regional differences in services across the 4Rs which reflect their different risk profiles
- Measurement of FENZ's commitment to iwi/Māori and diverse communities is important and should be specifically considered by FENZ as SDGs mature.

Terminology

The term 'service delivery guidelines', implies that SDGs are good practice, which is a general rule that does not always need to be followed.

Conversely, when a target is attached to SDGs, they become more of a mandatory performance measure that needs to be achieved.

This is further confused when SPEs are introduced which are similar to or the same as one or more of the SDGs, as these are publicly reported

² According to the National Emergency Management Agency (NEMA), the New Zealand integrated approach to civil defence emergency management can be described by the four areas of activity: reduction, readiness, response, and recovery², commonly referred to as the 4Rs.

pass/fail metrics which need to be achieved or an explanation provided as to why they were failed.

To provide greater clarity, the SDGs should be reframed as commitments to FENZ's communities, demonstrating that FENZ is making a commitment to deliver on its stated purpose of "Protecting and preserving lives, property and the environment"

There may be unintended consequences when introducing new or changing existing SDGs

Several interviewees felt a balance needed to be found between setting clear expectations of the service that needs to be provided with a culture of continuous improvement. There was recognition that the SDGs can be used as a blunt tool to question why certain standards aren't met rather than to look at reasons why and come up with an organisational response.

Unintended consequences were also raised in the 2021 MartinJenkins report, in a related way:

"It is important to ensure that the most important things are what are being measured and reported on, since whatever is being used as a measure of people's accountability is likely what they will focus on."



Stakeholders were positive about moving away from output focused SDGs

Stakeholders felt that output-focused response times should continue to be used to set clear expectations, and inform planning and resourcing. However, they also recognised the difficulty in using response times as a sole measure of performance – and talked of many variables that could affect response time, some of which are out of FENZ's control. The current measure only includes the time taken to get to a fire, so the wider factors are not measured for example, whether the right resources arrived in the right place at the right time, or whether the timeframe was achievable in the first place. Understanding the outcome of an incident was seen as more important than simply meeting a response time, and it would be useful if SDGs measured this too.

The SDGs should be extended to measure FENZ's commitment to Māori / iwi and diverse communities

It is important that SDGs evolve over time to include more consideration of service commitments for Māori/iwi and diverse communities – either through adapting the proposed SDGs or the addition of new SDGs specifically targeted towards these groups, or both. This lens is largely missing from the known SDGs.

FENZ recognises the status of Māori as tangata whenua and, as such, the importance of Māori communities as key stakeholders in their work.³ Discussions with SMEs indicated that Māori / iwi and diverse community perspectives are crucial to measure to ensure that all communities FENZ serves feel well supported by the organisation.

Relationship based measures, such as effectiveness of engagement, number of engagements with iwi / Māori across New Zealand, reach to

different communities were seen as worthwhile measures to explore to ensure each community is being served in a way that suits them best. FENZ should specifically consider this in further detail as the SDGs mature over time.

Implementation of SDGs

Key insights

- When planning for implementation of the final set of SDGs:
 - they should be thought of within the wider system in which they exist, with consideration given to appropriate administrative, operational and technical support required to deliver them successfully.
 - The identified data capture and reporting issues should be addressed
 - A review process should be developed, including how changes will be communicated to those responsible for delivery.
- It will be important to agree where accountability for SDGs sits.
- It will be important to involve Service Delivery in detailed design, to ensure that the SDGs are technically good practice measures, and that they are tangible and practical, and to consult with Unions and Associations.
- Implementation needs to be supported by a comprehensive organisation-wide implementation plan for embedding the SDGs across the organisation, which includes ensuring that enablers such as administration and equipment are designed to support the delivery of the SDGs at the front-line

SDGs need to be thought of as within a system

Whilst SDGs are commitments to communities, they are only able to be delivered when they are supported and enabled by a system of technology, processes, appropriate resourcing, and activities. Implementation of SDGs should therefore consider the administrative and technical support required to deliver them successfully.



Evidence and insights implications need to be considered in implementation

Service Delivery interviewees felt current SDG monitoring and reporting could be improved. Some are collecting their own data and conducting their own reporting to ensure access to timely and relevant data. Other issues identified:

- Data is received quarterly which does not allow for issues to be solved in real time.
- It is difficult to drill into data to understand why an SDG may not have been met. Most wanted live data they could drill down into.
 - Some proposed a one stop shop that would show live data, predict trends, and celebrate successes. However, this is arguably beyond the scope of the SDGs.
- It is difficult to identify and/or remove outliers which means a single day or event (e.g. a weather event) can have a significant impact on SDG reporting.
- The relevant or necessary data is often difficult to identify amongst many different reports that are provided.
- Data is difficult to access because it is siloed across different systems.
- One person raised concerns about the quality of the data since it is provided by frontline staff and times and incident details can be manipulated or changed.

Having searchable, readily available data that can be extracted easily and put into reports would increase visibility of the SDGs, and support operations to spend less time on reporting and more on operational activities.

We heard that it is important here to differentiate between data and SDGs. Just because data is not reported in an SDG does not mean it is not still available to inform decision-making. SDG reporting may in fact not be

detailed enough to inform this decision making and further analysis on the data may be required.

This was also highlighted in the 2021 MartinJenkins report:

"Response time data may be a useful input to strategic planning purposes (eg recommending fire station location, resourcing at each station) but SDGs themselves would not usually be used for these strategic planning purposes (noting that data can be used for multiple purposes)."

Reviewing and learning from results

It will be important to make a point of using the terminology and framing of SDGs as commitments to communities and talking through the implications of this. Using 'community', shows the goal of these measures is to serve the community better, ensuring these measures are tied to a greater purpose.

There will need to be a process to review results on a periodic basis. Where there are negative results, whether that be in not meeting a legislative or regulatory target, or in results trending down, it will be important to understand why, and what can be done to improve e.g. (re)allocating resources, getting more equipment, or reallocating equipment within regions, changing the weight of response, or changing a target.

Accountability for where SDGs sits needs to be clearer

Accountability for SDGs is currently unclear, and frustration was raised around their use as a performance management tool, without regard for the reasons why the SDG wasn't met.

Some stakeholders were not sure how decisions were made when measures were changed, often finding they were changed with little frontline communication around why, or the evidence behind decisions.



Interviewees were mixed on where accountability should sit, some thought that accountability sat with District Managers whilst others felt organisationally FENZ should be responsible for ensuring staff have what they need to successfully meet SDGs, or support understanding of why they haven't met targets.

The need for buy in and understanding the why

Interviewees agreed that SDGs were important to assist communication to stakeholders on FENZ's value, and how it was performing. They highlighted the importance of getting the implementation of revised SDGs right, stating they needed to be well planned and socialised across the organisation to ensure people understand the 'why' behind SDG's, and understand the part they play, whether in direct service delivery or in providing enabling support. This was seen as crucial to being able to successfully embed the revised SDGs across the organisation, as was the need for a leader led approach which supports everyone to understand their part to play in the SDGs.

Service Delivery representatives emphasised the importance of involving Service Delivery in the process as key users, to ensure the revised SDGs (and implementation of) reflected technical good practice measures, were well supported, practical and implemented successfully.

They felt a comprehensive implementation plan outlining the approach to communication, stakeholder engagement and embedding the revised SDGs across the organisation will be essential, and that Service Delivery should be involved throughout any further work to progress SDGs.



SECTION THREE: THE SDG FRAMEWORK AND SDGS PLACE IN FENZ'S PERFORMANCE STORY

This section sets out the final purpose, definition, use, audience, and criteria for SDGs (the SDG framework) and their place within FENZ's Performance Measures Framework. The framework has guided analysis of the known SDGs set out in Section Four below.

The SDG Framework

During Part One of the review a draft framework was developed and tested with a range of internal and external stakeholders, whose feedback has been incorporated into the final framework below:

Definition: *What* are SDGs?

- SDGs are nationally consistent levels of service for our section 11 and section 12 functions (directly, or that give effect to section 11 and 12, e.g. regulations).

Purpose: *Why* do we have SDGs?

- To set clear expectations of the service we will provide for the communities we serve, and inform the capabilities, enablers, and resources we require.

Use: *How* will we use SDGs?

- To demonstrate the benefits of our work
- To show alignment with the four R's of emergency management
- To tell our levy value story to our partners, stakeholders, and communities

- To show how well we are performing – while SDGs are not part of our performance measurement framework, they are aligned to it as an expression of our commitment of service to the public
- To enable change or improvement as required.



Audience: Who is the audience for SDGs?

Type	Audience	Why?
External	<ul style="list-style-type: none"> Levy payers Government, including. DIA, the Minister Partners and stakeholders Communities Iwi/Māori as tangata whenua Local Advisory Committees 	<ul style="list-style-type: none"> To show how we will deliver our services <p><i>NB: external audiences will not receive direct reports on delivery against the SDGs but our standards of service may be topics in our engagement with them, and they can receive assurance through public documents such as the Annual Report.</i></p>
Internal	<ul style="list-style-type: none"> The Board Leadership – ELT and SDLT Regional and District Managers NHQ staff Volunteers Service Delivery personnel. 	<ul style="list-style-type: none"> To be accountable to deliver to our standards for performance To describe the value this adds To measure how well we are doing To use them as evidence for our decisions
Other	<ul style="list-style-type: none"> Unions and associations 	<ul style="list-style-type: none"> To represent our people who are delivering to these standards

What should SDGs contain?

Element	Description	Worked example (for illustration purposes only)
Reference number	<ul style="list-style-type: none"> Identifier assigned to each SDG 	RR02
Title	<ul style="list-style-type: none"> Succinct title relating to SDG 	Fire permit document or advice of the decision to refuse or grant a permit is given where a site visit is not required
Description	<ul style="list-style-type: none"> Accurate description of the activity. 	<ul style="list-style-type: none"> Fire permits are processed within required time frames, and if required a site visit is arranged
Status	<ul style="list-style-type: none"> Status of SDG at point in time e.g. In production, under development, confirmed for use 	Ready to roll out
Measure type	<ul style="list-style-type: none"> How the data is extracted 	Quantitative
Use parameters	<ul style="list-style-type: none"> What will this SDG be used to do. 	Ensure timely advice is sent so that applicants understand the reasons for the permit being granted or refused, allowing for applications to improve over time
Measurement parameters	<ul style="list-style-type: none"> Specify the current target Quantitative and qualitative data to measure effectiveness. Should include measures that cannot currently be measured. Any technical details relating to measurement parameters 	Fire permits are only required when the geographic zone is under a restricted or prohibited fire season. Fire permits are date stamped upon application (received through the permit website, or by calling the 0800 number). Processing is complete when the requestor is contacted.



Reference to any relevant legislation	<ul style="list-style-type: none"> Reference to relevant legislation, standards, statutory timeframes 	<ul style="list-style-type: none"> "11(3)(a): Regulatory function - a range of activities including setting fire seasons and issuing fire permits
Links to regulations, standards, guidance, or policy	<ul style="list-style-type: none"> Reference to relevant FENZ standards, guidance or policy the SDG relates to 	<ul style="list-style-type: none"> Fire and Emergency Policy: "Fire Permitting" dated September 2019: page 2 "Application processing times" In KPI's for 2019/20 SPE 1.3.1
Alignment to outcomes, impacts, or strategic priorities	<ul style="list-style-type: none"> How the SDG supports FENZ's wider strategic framework 	<ul style="list-style-type: none"> Outcome - Communities prepare for, respond to and recover well from emergencies Impact - Communities improve their knowledge Outcome - Our services are valued and trusted Impact - Improve risk reduction behaviours Outcome - Social, economic, and environmental impacts from emergencies are minimised Impact - Increase recognition of our skills and expertise Strategic Priority - Collaboration, partnerships and influence, Building resilient communities
Ownership	<ul style="list-style-type: none"> Business owner (Linked to role and business unit, not a particular person) Performance owner Data owner 	<ul style="list-style-type: none"> Roxanne Hilliard
Period type	<ul style="list-style-type: none"> How often the SDG will be reported against e.g. monthly, quarterly, annual 	<ul style="list-style-type: none"> Quarterly
Reporting type	<ul style="list-style-type: none"> What level the SDG will be reported to e.g. National. regional 	<ul style="list-style-type: none"> Regional
Alignment to the 4R's	<ul style="list-style-type: none"> Which of the 4R's the SDG aligns to 	<ul style="list-style-type: none"> Reduction
Previous measures	<ul style="list-style-type: none"> Reference to previous measures or ways of measurement to enable FENZ to track changes over time. 	<ul style="list-style-type: none"> NA
Review date	<ul style="list-style-type: none"> Date the SDG should be reviewed to ensure it remains fit for purpose and aligned to FENZ's wider strategic framework e.g. annual, five years 	<ul style="list-style-type: none"> Annual



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How the SDGs align to FENZ's strategic framework

To illustrate how the SDGs contribute to FENZ's strategic outcomes, and how they align to its Performance Measurement Framework a logic map was developed in part one and tested with stakeholders throughout the review. A detailed analysis of how each SDG maps back to the inputs, outputs and impacts in FENZ's Performance Measurement Framework underpins the intervention logic.

The use of practical language throughout the map is intended to make it tangible for FENZ staff to see the role they have in contributing to improving the organisation's overall service level.

The logic map has been split into two parts:

- An overarching **intervention logic (Figure 1)** framework which restructures the FENZ Performance Measurement Framework, and adds the 4Rs as context.
- **Detailed logic layers (Appendix 2)** with an additional detailed commitments and measurements layer showing where the proposed SDGs (and accompanying regional KPIs) fit within the overarching intervention logic framework.

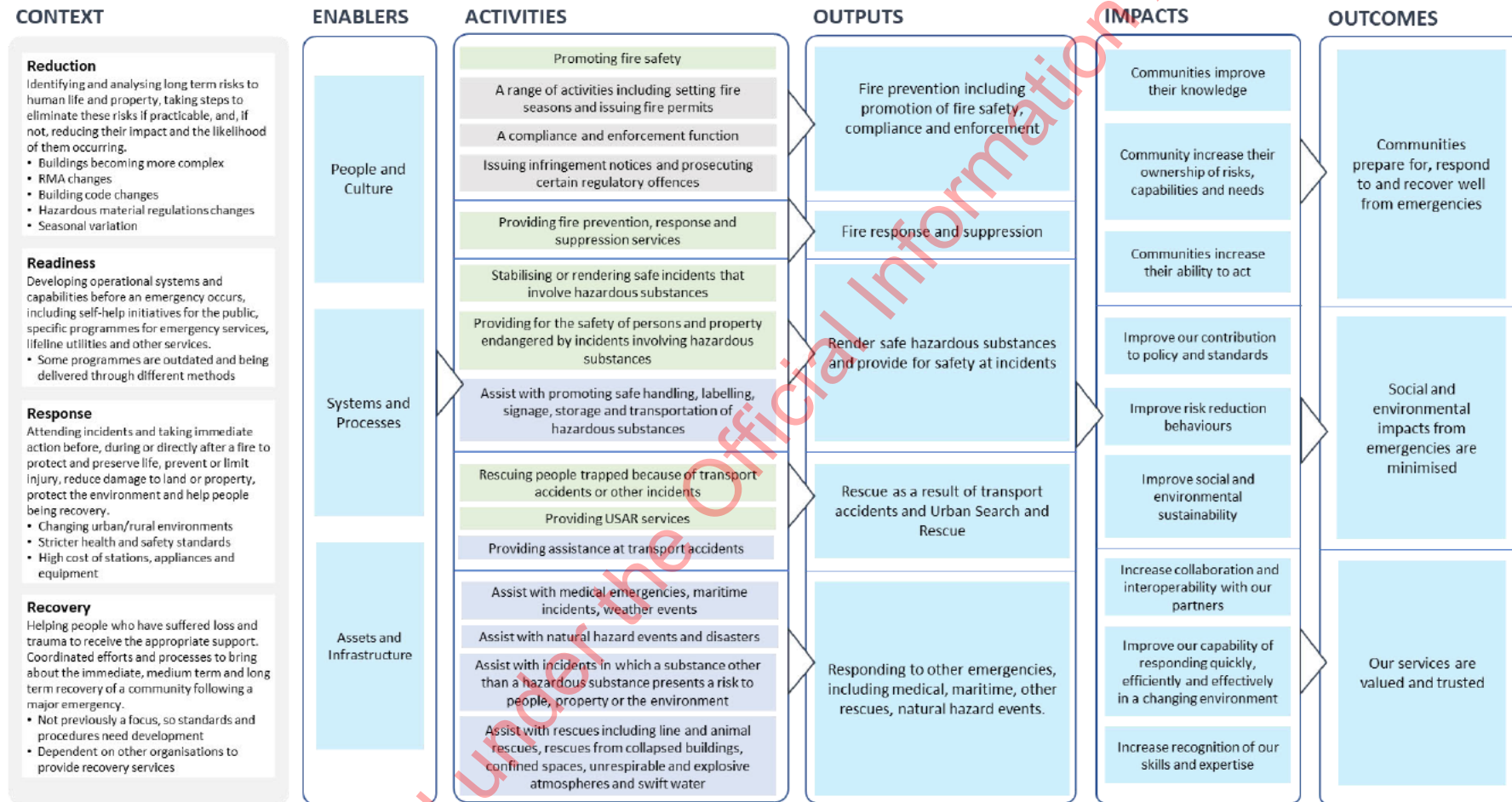
Figure 2 summarises how to read the detailed logic layers:

- Pulling the **relevant logic layer** from the intervention logic, populated with proposed SDG activities and outputs.

Adding a **commitment and measurement layer** – which shows (from left to right) how the regional commitments under each set of activities are intended to lead to the results that FENZ should focus on, concluding in how the results will be measured through national measures



Figure 1: Intervention logic

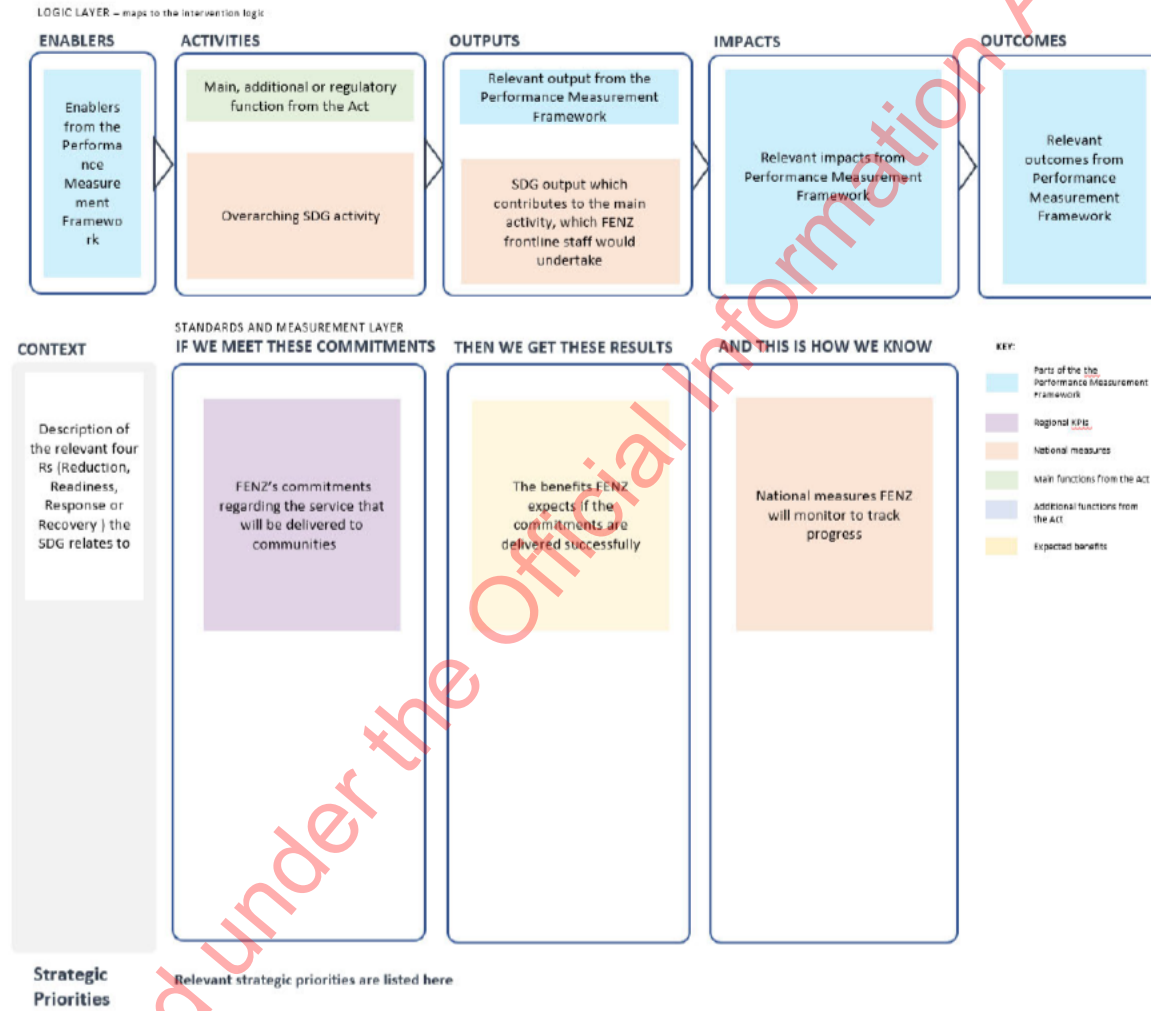


Strategic Priorities * Building resilient communities * Collaboration, partnerships and influence * Growing our people * Keeping pace with change * Intelligence-led, evidence-based decisions

KEY: Context Performance measurement framework Main functions from the act Additional functions from the act Regulatory functions from the act



Figure 2: How to read the logic layers in Appendix 2



SECTION FOUR: ANALYSIS OF KNOWN SDGS

This section outlines our analysis of the known SDGs against the SDG framework. It includes:

- Our approach to analyse the known SDGs, and the complexities this revealed
- A suggested framing of the proposed SDGs into commitments to how services will be delivered to communities, and national result-focused measures that will be monitored
- A high-level summary of known SDGs that should be retained or discounted, and where further development is needed.

This section is supported by a spreadsheet which provides detailed analysis of each of the known SDGs

Approach to analysis

In Part Two of this project all known SDGs were assessed against the criteria agreed in Part One. These SDGs were provided in three documents, totalling 115 SDGs, and some are not formally approved:

- **'Current' SDGs** – N7a Schedule of incident response SDGs, December 2014
- **FENZ's SPE 2022/23 measures**
- A **May 2020 list** – the revised SDGs proposed but not formally approved at the time. This list was divided into two categorisations:
 - **46 confirmed for use** – are aligned to FENZ policies or government best practice, socialised with key stakeholders, and intended to be implemented in 2020/21 without further development or rollout
 - **29 to be further developed** – activities and standards that were not fully established through legislation, regulations, policy or operating procedures, or were not agreed to by stakeholders and internal groups.

Our assessment method is set out in detail at **Appendix 1** asking a set of key questions:

- Does the SDG align to the definition within the SDG framework?
- Does the SDG have a clear purpose?
- Does the SDG support one or more of the uses identified in the SDG framework?
- Does the SDG help advance FENZ's strategic intent?

The assessment method also considers:

- Is the SDG appropriate for iwi/Māori and the diverse communities of Aotearoa New Zealand?
- Are there any unintended consequences of measuring the activity?
- Is it possible to measure the SDG?
- Are there any resourcing implications if the SDG progresses?



Complexities with known SDGs were revealed during detailed analysis

Once testing with SMEs began several issues with the known list of SDGs were uncovered, which will need to be addressed in future phases.

Known SDGs are not evidence based

There is a lack of evidence underpinning known SDGs. Some are supported by legislation, policies, or regulations, but lack a theory of change about what the intent of the SDG output is.

During the workshops, subject matter experts agreed that the known SDGs would have a positive impact, and contribute to the proposed results, but it was not always clear if they were the best indicators of performance.

Desk research of other Fire and Emergency services and what they measure against shows they use similar measures (acknowledging that FENZ has a wider mandate than most international fire services overseas, so most comparable services focussed on response measures).

Further work is required to research and document an evidence base for the proposed SDGs, to replace it with a better activity.

Response times

As outlined in the insights section of the report, variable feedback on response times was received throughout the review process. Most people wanted to keep response times to set clear expectations, inform planning and resourcing, and prevent fatalities. Desk research shows that international fire services use similar response measures.

The evidence base for the SDG response times is out of date as they have not been researched since 2010, and most of the reasons for failing to meet

those targets are out of FENZ control, for example, more stringent health and safety rules, additional requirements for putting on PPE, and traffic patterns changing as the area develops. There are very few active initiatives that will improve performance against those targets and the potential effect of those initiatives on performance is not well understood. Furthermore, there are some views that response times are not always the most significant impact on the outcome.

Currently, when response times are not met, the target is changed, as there is little that can be done quickly to change the response time, besides very expensive and long-term fixes, such as building more stations, buying more appliances, or resourcing more crews.

Response times can be useful measures, but SDGs should move towards becoming more outcomes focused and improving this understanding to inform good decision making to improve performance.

The intent behind the response time measures is that if the truck gets there as quickly as possible, there is a likelihood that firefighters will be able to prevent more injury, loss of life or damage to property. Individually, some areas are implementing other strategies when they know the response time is not going to meet, such as providing a weighted response where multiple appliances are sent to an emergency to try and achieve the same outcome.

For now, we have recommended response times are retained, however further research is needed to assess what the right response times are for each SDG, and to ensure achievable targets are set. Response times should be supplemented by additional input and outcome-based measures which are outlined later in this report, and more consideration should be given to alternative strategies to implement if response times cannot be met.



Known SDGs need updating to be fit for purpose

Additional complexities around the known SDGs were identified by SMEs – who highlighted where some SDGs:

- Were now out of date and did not reflect a 2022 context, or used language from before FENZ was created e.g. the term “urban fire districts” is now outdated as it dates from the time of the New Zealand Fire Service.
- Warranted further investigation to ensure they encompass different risk profiles.
- Were in inconsistent formats from each other.
- Were sometimes not fully developed, and were placeholders for when an SDG for that area could be developed.
- Had unachievable timing or targets.
- Were measuring an activity that was not undertaken nationwide.
- Were measuring an activity that was too process driven and would not achieve the results intended.

The large number of known SDGs that have been retained was also raised as a challenge to remember, monitor and report, and risked the focus of SDGs getting diluted.

Where possible the SDGs have been updated to address the issues raised above. Where an issue was raised that was not able to be addressed within the timeframe of this report, this has been highlighted in the accompanying spreadsheet, within the ‘Further work required’ column.

SDGs are used as pass/fail metrics, which can result in unintended consequences

SDGs are currently seen as performance measures, with targets receiving a pass/fail. This has several unintended consequences:

- In a culture of continuous improvement where a region is 1% off the target, and another is 30% off you would expect the area of significant under performance to be a focus of attention. However, when measures are pass/fail both regions have failed to achieve the target and would be treated the same.
- Targets can be useful for focusing effort on a particular issue, but they can also be demotivational if seen as unachievable. For example, in the current set of SDGs, the target for buildings, facilities and infrastructure requiring site plans is 100% as per the policy. If a region is achieving 30%, the target can seem out of reach creating the potential for fostering an attitude of there being no point in trying.
- Targets set at a nationwide level can become meaningless, where a few regions could be stopping the target from being reached or, propping the rest of the regions up.

Related pieces of work are underway which the SDGs should align to

Given most of the SDGs reviewed during the assessment were developed in 2020, work has begun on some products or initiatives which the SDGs should align to once complete, including:

- **Get Firewise Programme** pilot - no new qualitative measures have been recommended through this Review as the National Readiness and Recovery team are in the process of testing draft measures



around behavioural change, which we recommend be incorporated into the SDGs when ready.

- **Fire Awareness and Prevention** – no new qualitative / effectiveness measures have been introduced through this Review. The programme is currently undergoing a major review and evaluation, and is working with an external provider on measures that would assess the effectiveness of the programme. We recommend these are incorporated into the SDGs when ready.
- **Private fire alarm false alerts** – there is work underway to reduce the number of private fire alarm false alerts
- **Recovery** – there are pilots happening in the recovery area, but these have not been rolled out nationwide yet
- **FENZ Performance Measurement Framework** – is being reviewed, in particular the impacts.

Where work on measurement or updates to programmes is already underway this has been highlighted in the accompanying spreadsheet. These initiatives should be drawn on to inform the further work to provide an evidence-based for the selected SDGs.

Outcome of the assessment

The assessment of all known SDGs is provided in an accompanying spreadsheet to this report. **Appendix 5** sets out a guide to reading this spreadsheet.

Of the original list of 115 SDGs, 47 were discounted when assessed against the SDG framework. **Appendix 4** sets out the discounted SDGs.

While it was out of scope to create new SDGs as part of this assessment process, 31 new measures were identified for the remaining proposed SDGs, largely to provide a more outcomes focused approach.

National measures and regional KPIs

This assessment resulted in a large number of national measures which risked the overarching objectives getting lost. Having a core set of critical focus areas can be much more memorable and have a greater impact. Additionally, tailoring some measures to a regional context can better reflect the different risk profiles, community makeup, and approaches different parts of the country take to servicing their communities.

There is opportunity for the SDGs to be re-set as community service commitments, within a culture of continuous improvement

In recognition of the complexity and scale of the service FENZ provides to New Zealand communities we recommend the implementation of a flexible model which groups FENZ SDGs into a set of overarching national SDGs, supported by a suite of more detailed regional KPIs – the distinction set out below:

- **National measures** – higher order strategic drivers / critical focus areas that FENZ measures at a national level – monitoring improvement over time.
- **Regional KPIs** – commitments to a level of service to communities at regional level, reflecting the local environment and risk profile.

This distinction is helpful as it enables regions to identify SDGs that are a focus for their risk profile, recognising that one size does not fit all. Regional KPIs would contribute to the overall goals, and each region would propose their area of focus within that (along with an accompanying plan to deliver).



Assessment of readiness

This approach of national measures and regional KPIs resulted in 83 proposed measures, each of which was allocated a status according to whether it was ready to roll out, or further analysis, development or resourcing was required. This is set out in **Table 1** below.

Table 1: Status of proposed SDGs

Status	Regional KPIs	National measures	Total
Ready to roll out	3	11	14
Interim measure	6	21	27
Needs further analysis	7	5	12
Needs further development	13	9	22
Needs resourced	8	0	8
Total	37	46	83

After assessing the suite of proposed SDGs, several gaps were identified including:

- No proposed recovery measures were fit for purpose
- Not all main and additional functions of the Act were represented, and some disproportionately measured
- There was very little SDGs relating to Māori / iwi and diverse communities.

Proposed national measures

Table 2 below sets out a summary of the proposed national SDGs. Further detail is provided in the accompanying spreadsheet, alongside the regional KPIs.

Both the regional KPIs and national SDGs have been mapped to the performance measurement framework, and are provided in the logic layers at **Appendix 2**. Regional KPIs are under the title, “If we meet our commitments”, and national SDGs under the title “And this is how”.



Table 2: Proposed national measures

SDG activity	SDG output	National measure
FENZ undertakes activities to prevent fires	Cause and origin of fires investigated	<ul style="list-style-type: none"> • Sample of special investigator reports meets standard • Number of instances of internal training informed by insights from peer reviews • Percentage of public aware of identified trends in fire causes/origins
	Fire hazards removed	<ul style="list-style-type: none"> • Percentage of high-risk fire hazard removal cases that are closed • Percentage of overdue fire hazard removal cases that are identified as high risk have a reason why recorded against them
FENZ undertakes activities to render high risk buildings safe from fires	Best practice design informed	<ul style="list-style-type: none"> • Sample of engineering advice request responses meets standard
	Site reports created	<ul style="list-style-type: none"> • Sample of site plans meets standard
	Emergency response plans approved	<ul style="list-style-type: none"> • Sample of emergency response plans meets standard
	Evacuation schemes approved	<ul style="list-style-type: none"> • Percentage of users who understand ease of submitting evacuation schemes • Percentage of evacuation schemes approved on first application
	Fire safety features known	<i>Area under development, no interim measure proposed</i>
FENZ undertakes regulatory compliance activities	Fire permits approved	<ul style="list-style-type: none"> • Monitor the number of discovered unpermitted fires • Monitor the number of permitted fires that are lost control of • Percentage of survey participants who are aware of the FENZ fire permitting system and fire danger risk • Percentage of sampled fires that were lost control of under wrong conditions
	Built environment compliance activities completed	<i>Area under development, no interim measure proposed</i>
FENZ responds to hazardous substances emergencies	Hazardous materials incidents responded to	<ul style="list-style-type: none"> • Percentage of hazardous substances instances where substances were clearly labelled • Monitor time taken to identify hazardous substances • Number of instances of operational tactics review incorporated into internal training • Sample of operational tactics meets standard
FENZ undertakes activities to render high risk operations safe	Site plans created	<ul style="list-style-type: none"> • Sample of site plans meets standard
	Tactical plans created	<ul style="list-style-type: none"> • Percentage of tactical plans include agreed expectations of FENZ response and actions listed in the site Emergency Response Plan



SDG activity	SDG output	National measure
FENZ undertakes activities to respond to and suppress fires	Structure fires responded to	<ul style="list-style-type: none"> Percentage of fires contained to point of origin post firefighter arrival Proportion of structure damaged in structure fire Monitor rate of unwanted structure fires Monitor time taken to control fire by structure fire type
	Vegetation fires responded to	<ul style="list-style-type: none"> Monitor rate of vegetation fire containment in hectares, by vegetation type
FENZ offers a series of programmes aiming to increase fire safety knowledge, supporting the community to implement fire safety precautions and reduce offending	Firewise Programme delivered	<i>Measures around behavioural change are under development, no interim measure proposed</i>
	Fire Awareness and Intervention Programme delivered	<ul style="list-style-type: none"> Percentage of clients who complete the FAIP programme who have not reoffended
	Home Fire Safety Visits delivered	<ul style="list-style-type: none"> Percentage of home fires attended where a smoke alarm was fitted but not activated Percentage of survey respondents who have an escape plan Percentage of survey respondents who have at least one installed and working smoke alarm Percentage of Home Fire Safety visits delivered to vulnerable groups e.g. elderly, Māori, low socioeconomic Percentage of Home Fire Safety Visits delivered in Medium and High risk areas Percentage of survey respondents who acted on FENZ recommendations after Home Fire Safety Visit
FENZ responds to other emergencies (including medical incidents, transport accidents, maritime emergencies, and weather events)	Motor vehicle emergencies responded to	<ul style="list-style-type: none"> Monitor time taken to respond to the motor vehicle emergency
	Medical emergencies responded to	<ul style="list-style-type: none"> Percentage of patients recovered from cardiac arrest incidents
FENZ responds to calls and deploys the appropriate resources	Calls responded to	<ul style="list-style-type: none"> Percentage of incidents where right resources are deployed to an incident within specified timeframe
	Resources deployed	<ul style="list-style-type: none"> Percentage of incidents where the right equipment is deployed to an incident within specified timeframe

The SDGs need to be analysed as a suite of measures

The proposed SDGs in **Table 3** will require further development. Work will need to be undertaken to address gaps in services required under the Act now that assessment of the SDGs has discounted some from the original list

(creating gaps as the development of new SDGs was out of scope for this project). The treatment of discounted SDGs will also need to be considered. Detailed analysis should be undertaken and gaps in the following areas addressed over time:



Table 3: Identified gaps to be addressed in further work

Area	Issues to be addressed
The 4Rs	<ul style="list-style-type: none"> Recovery SDGs were all discounted during SME testing as they did not meet the criteria. They were generally seen as not fit for purpose. The Recovery function was not considered developed far enough nationwide to measure consistently. Detailed analysis should assess whether each of the 4Rs are appropriately represented so that together they reflect the intent of the Act.
FENZ Performance Measurement Framework	<ul style="list-style-type: none"> To ensure SDGs contribute to FENZ's strategic priorities, impacts and outcomes, particularly after this framework is reviewed.
FENZ Section 11 and 12 activities	<ul style="list-style-type: none"> To ensure functions outlined in the Act are reflected proportionately, and address gaps.
Māori / iwi and diverse communities	<ul style="list-style-type: none"> Consideration of the interests and needs of Māori/iwi and diverse communities is largely missing from the known SDGs, and largely missing from the proposed SDGs as a result. It is important that SDGs evolve over time to reflect the interests and needs of Māori/iwi and diverse communities through adapting the proposed SDGs, and/or the addition of new SDGs specifically targeted towards these groups.
Discounted SDGs	<p>The treatment of discounted SDGs needs to be considered. Each discounted SDG could be assessed as to whether it still needs to be measures and, if so, whether it is::</p> <ul style="list-style-type: none"> A business-as-usual KPI for identified parts of the organisation And also a measure in the Statement of Performance Expectations

Setting targets and baselines

Some proposed SDGs currently contain targets that reflect requirements in legislation or regulation. These must be retained and incorporated into the

planning processes, but a baseline of current delivery should be captured, and a pathway determined for achieving the target over time. This might include introducing stepped goals, or bringing in extra short-term resource to support improvement.

For other proposed SDGs, a baseline should also be set for regional commitments and national measures. These should be monitored over time to aim for a trend of improvement – to help inform decisions of where to focus efforts, in instances where the trend was either a decline or slow improvement.

Targets

Targets have not been included in the above national measures as:

- There is insufficient trend data to enable the development of appropriate targets
- Stakeholders and partners have not yet been involved in a target setting conversation.

Setting targets should be the focus of future work to update the SDGs, which will require further discussion and consultation with FENZ leaders, SMEs and Unions and Associations. There may also need to be consideration given to having some regional targets.

Some of the proposed SDGs are also outside of the control of FENZ, for example, a proposed SDG to monitor engagement with identified trends in fire causes/origins (for example, product recalls). However, if there are no products recalled during the period, the engagement would be non-existent. For these types of measures, no targets should be set.



SECTION FIVE: RECOMMENDATIONS

This section sets out our recommendations to progress and implement the SDGs including:

- Immediate next steps to maintain momentum for this work, as our review of the known SDGs is completed
- Progressing the development of the proposed SDGs outlined in this report
- Preparing for implementation

This report concludes the scope for our Review. The proposed SDGs are however provided to FENZ as a working set that will need to be further developed internally, with appropriate resource. The engagement on SDGs to date has created momentum and goodwill for updating the SDGs which should be built upon.

As outlined in the previous section, there is further work to do on the SDGs, including additional socialising and engagement on the revised SDG scope and approach, detailed design of measures and targets, and planning for implementation. To maintain momentum our recommendations are grouped into four stages:

1. Immediate next steps
2. Recommendations to progress the SDGs in this document
3. Preparing for implementation

Immediate Next Steps

Suggested immediate next steps are set out below:

1. **Adopt the proposed SDGs** in this report, and proposed treatment of discounted SDGs

2. **Confirm scope and approach** set out in this report is consistent with SDLT, Board and other stakeholders', expectations – including:
 - a. Reframing SDGs as 'commitments to our communities', demonstrating that FENZ is making a commitment to deliver on its purpose
 - b. The use of National Measures and Regional KPIs
 - c. Taking advantage of momentum to date and by undertaking a phased approach to implementation / further development so SDGs could mature over time.
3. **Consult** on the proposed national measures and regional KPIs – including with SDLT, Unions and Associations and wider service delivery SMEs to ensure the revised SDGs (and implementation of) reflect technical good practice measures, are well supported, practical and implemented successfully.
4. Confirm **funding amount and source** for SDG implementation.
5. Confirm the level of **resource required** to progress the SDGs and provide for a successful implementation – we recommend a dedicated, internal project team to:
 - Provide transitional support to address outstanding issues.



- Confirm plan regarding how discounted SDGs will be treated
- Connect with relevant initiatives already underway.
- Begin work for piloting and baselining measures to inform targets.
- Plan for and support embedding the SDGs across FENZ.
- Scope and plan handover to BAU once SDGs are in place and operating successfully.

6. **Establish a Governance Group** to provide oversight and to direct the work.

Progressing development of SDGs

Once the project team is in place there are a number of issues or pieces of work for them to pick up and progress to ensure the SDGs are ready to be implemented.

Allocation of roles and responsibilities

Providing clarity on who is responsible for what in progressing, setting, monitoring, and reviewing SDGs will be key to successful implementation. This addresses the current lack of clarity around who is accountable for the performance of SDGs, and who is doing what in each part of the process.

The accompanying spreadsheet allocates Business Owners to each SDG based on their 4R area of speciality. The revised SDGs should be socialised with each owner, so they are aware of the SDGs they are responsible, and are clear what part they need to play in progressing this work (especially during implementation).

Performance and Data Owners should also be allocated to each SDG to ensure the technical and data detail are worked through with subject matter experts in the right fields. In addition to individual owners, we have identified the relevant areas of the business that should be involved in the development and monitoring of SDGs for their areas of expertise – to ensure practical measures are created with buy in. These areas are outlined in the accompanying spreadsheet.

Table 4 below provides a high-level summary of recommended roles and responsibilities:

Table 4: Recommended SDG roles and responsibilities

Role	Suggested FENZ title	Responsibilities
Business Owner	National Manager for each of the 4 Rs	<ul style="list-style-type: none"> Responsible for overall success of the SDG and measure Policy development and refinement Commissioning / undertaking evaluative work
Performance owner	Subject matter expert working in a particular area with the most relevant experience, skill, and knowledge	<ul style="list-style-type: none"> Lead development of new measures or SDGs Lead the interpretation of and response to the measure results. Monitoring the performance of SDGs Output and outcomes reporting
Data owner	National Strategic Finance and Analytics team	<ul style="list-style-type: none"> Output and outcomes reporting Collation of data and insights on performance



Undertake analysis of the SDGs as a whole

The suite of SDGs should be analysed in detail to understand the scale of gaps in the following areas:

- Māori/iwi and diverse communities
- The 4Rs
- FENZ Performance Measurement Framework
- FENZ section 11 and 12 activities

Identified gaps should be addressed either through the addition of new SDGs specifically targeted towards these groups.

Detailed design of measures

Using the analysis underpinning this review as a base, work should now progress on detailed design of the measures, including:

- Working on issues identified in the analysis provided in the accompanying spreadsheet the interim SDGs
 - **Response times** - should be fully researched
 - **Risk profiles** - Consideration should be given to the level of definition, updating the definition, or thinking about other ways to measure to reflect the risk profiles more accurately across different classifications
- Working with Service Delivery in detailed design, to ensure that the SDGs are technically good practice measures, and that they are tangible and practical. Other stakeholders to determine appropriate targets

- Confirming plan to pilot and test measures to ensure they are fit for purpose, have stakeholder buy in, and do not create unintended consequences – before rolling out nationwide.

Working with partners to explore options for data sharing

There may be opportunity for FENZ to explore how they can leverage partner data to provide a richer picture than FENZ currently is collecting – including:

St John

St John report the rate of recovery from cardiac arrests. This outcome-based metric shows their efficacy in getting to the right place in the right time with the right equipment and training. FENZ is often a first responder at those incidents, but do not report on the outcome of these events, as patients are not followed up after they leave the scene. Requesting data from St John could enable reporting on medical event outcomes, to show the value of FENZ attending events with the right equipment and training.

Councils

Frontline personnel enter data into SMS based on their observations, and information they receive, rather than through a systematic process. For example, when the use of a building changes, per FENZ policy, a risk score review must be conducted. In practice, this can only be done if for example, frontline personnel notice that the building use has changed, or they are asked to review an emergency plan. On the other hand, building owners are required to inform Councils of change of building use. Having a feed from Councils showing changes to building use would enable to use of an automated prompt to trigger the risk score review.



Other data could also be pulled from Councils, such as a register of building height, footprints of buildings, and major infrastructure projects. This both reduces the administration burden on the frontline in terms of having to enter this information, and removes perverse incentives in terms of not entering information so as to avoid having to do any associated work right now.

Integrate SDG planning and monitoring into FENZ's enterprise-wide planning and monitoring processes

The SDGs need to be aligned to the broader FENZ planning processes – including:

- Developing a process that updates an SDG if an SPE is updated (and vice versa)
- Identifying any new SDGs that are required
- Communicating changes to those responsible for delivery of them
- Undertake a gap analysis of current policies and procedures against agreed SDGs to identify impact to current policies and procedures. Documents should then be updated where necessary
- The current SDG policy (carried over from the New Zealand Fire Service) should also be updated in line with the SDG framework, and built out with further information.
- Create a process for regular review of SDGs - we have initially recommended SDGs be reviewed on an annual basis (in line with how often SPEs are currently reviewed), as they are new and testing will need to be done and learnt from. Over time it may make sense to extend the review period to three or five years if the SDG is tracking well and is set up successfully.

Designing data collection methods

FENZ currently collects a wide range of data that is likely to be able to be drawn on to support the proposed SDGs. Some SDGs proposed will require additional systems and processes to be established to ensure successful measurement.

The project team should scope and plan for the development of these to support proposed SDGs – particularly in the below methods recommended:

- **Surveys** - setting up new surveys can be complex, and is reliant on internal processes to issue, collate, manage, analyse, and report findings. This is likely to be a challenge in the short term but should be scoped and resourced by the project team to ensure surveys will reach the right people, at the right time, and ensure quality information is captured.
- **Peer Review** – a robust process for peer review of documents will need to be developed and communicated to those involved, alongside additional resource in order to complete the large programme of reviews. A standard will need to be developed for each type of review, and training given to those on the frontline to ensure they know what that standard is. Insights from the peer review should be incorporated into training on an ongoing basis.

Preparing for implementation

Implementation will need to be well planned and resourced, with the new SDGs and accompanying changes socialised across the organisation to ensure people understand the 'why' behind SDG's, and understand the part they play, whether in direct service delivery or in providing enabling support.

The following outlines the next steps FENZ should take to plan for a successful implementation of the updated set of SDGs:



1. Develop a comprehensive organisation-wide implementation plan for embedding the SDGs across the organisation, which includes:
 - a. Thinking of SDGs within the wider system in which they exist, with consideration given to appropriate administrative, operational and technical support required to deliver them successfully.
 - b. An approach to communication, stakeholder engagement for embedding the revised SDGs across the organisation.
 - c. A leader led approach which includes messaging on why SDGs are important, and that supports everyone to understand their part to play in the SDGs.
2. Address identified data capture and reporting issues:
 - a. Recording issues / process issues will need to be worked through, for example, if 'undetermined' recorded as the cause of a fire is acceptable, and should be counted in a measure about investigated the cause and origin of every fire.
 - b. Some system changes will be required to report on new measures, for example, adding new K codes for incident reporting.
3. Building a reporting system that allows areas to monitor how they are progressing against the measures, and where they need to improve to help inform planning, resourcing and the continuous improvement cycle.
 - c. Data that is currently held externally, or by partners will need to be sourced, either through a feed into the data warehouse, or an agreement around data sharing.
 - d. Technical requirements will need to be understood and documented in order to ensure the measure is capturing what is achievable, for example, limiting the measure to only pick up requests through an online portal or 0800 number, rather than those that are received directly at a station.
 - e. Data quality issues will need to be identified, and mitigated where possible through system changes, implementing business rules or training and auditing, for example, the number of students that are receiving the Firewise programme may be double-counted – a business rule can be used to mitigate this, with a system change in the future to stop this happening.



APPENDIX 1: METHODOLOGY FOR THE REVIEW

The project team undertook a two-part approach to this project, working closely with members of the Organisational Strategy and Capability Development (OSCD) branch and consulting with SDLT and SMEs to test findings at key stages:

Part One – Discover and design

In this part, the project goals, scope, and governance were agreed, as well as the approach to stakeholder management, and project management details. Key activities included:

- **Review of key documents** including previous work, FENZ strategy documents, current SDGs, FENZ 2022/23 Statement of Performance expectations and the list of SDGs developed in May 2020.
- **Interviews** with 16 internal and external stakeholders to test the draft SDG framework and to understand different perspectives on it, including insights to inform criteria used assess which of the SDGs should be adopted, or what is missing
- **Analysis** of the key themes emerging from the interviews and background research
- **Development of insights** from interviews overlaying our own knowledge and experience of both FENZ and performance measurement
- **Development a logic map** outlining the SDG's contribution to FENZ's strategic framework

- **Additional engagement** – testing the draft framework with a subgroup of SDLT to enable their feedback to be incorporated into the final framework.
- **Finalisation of the draft framework** - Recommendations on changes to the proposed framework will be made and key areas of discussion will be teased out with FENZ.

Part Two – Assess and analyse

In this part, the framework agreed in part one was used to assess the known list of SDGs to determine which were fit for purpose, which should be discounted, and which needed further development. Key part two activities included:

- **Assessing all known SDGs** against identified criteria to develop a shortlist of SDGs which support the definition, purpose, uses and strategic alignment outlined in the SDG framework
- **Assessing the shortlist of SDGs** against key considerations to understand which SDGs and SDG measures are ready to be implemented now, which need further development, and others which require interim measures pending further research on good practice.
- **Development of qualitative and quantitative measures** for selected SDGs
- **Drafting a report** for the DCE OSCD and SDLT summarising our analysis and recommendations, including what can be measured now, with available data, where new data needs to be gathered, and – where possible – interim (proxy) measurements that can be used in the meantime



The analysis in Part Two was informed by additional engagement:

- Two workshops with a cross section of internal subject matter experts nominated by SDLT to discuss technical details regarding the SDGs
- Testing and refinement with the Principal Advisor Strategy and Performance and the National Manager Strategy and Performance

- Several further one on one conversations with subject matter experts
- Two sessions with the Senior Business Information Analyst, National Strategic Finance and Analytics/Data Analytics to understand data sets and sources needed.

A list of stakeholders engaged in Part One and Part Two is below:

Table 5: List of stakeholders interviewed in Part One

Interviewee	Job Title	Directorate/Team	Branch
Fire and Emergency			
Mark Richards	Communications Centre Manager	Southern Communications	Service Delivery
Daryl Trim	District Manager	Waikato District	Service Delivery
Darryl Pollard	Manager Data Analytics	Data Analytics	Finance and Business Operations
Simon Quirke	Senior Business Information Analyst	Wellington District	Service Delivery
Nick Pyatt	District Manager		
Darren Aitken	Senior Policy and Capability Specialist	Investigation and Arson Reduction	Service Delivery
Billy Drljaca	Manager Planning	Strategy and Performance	Organisational Strategy and Capability Development
Matt Donaldson	Senior Analyst Evidence-Based Resourcing	Strategy and Performance	Organisational Strategy and Capability Development
Adrien Nacey	Principal Advisor Behaviour Change	Community Readiness and Recovery	Service Delivery
Kerry Ryan	Manager Strategy, Reporting and Monitoring	Strategy and Performance	Organisational Strategy and Capability Development
Louis Kohn-Taylor	Advisor Performance and Monitoring	Strategy and Performance	



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Interviewee	Job Title	Directorate/Team	Branch
Dave Stackhouse	District Manager	Canterbury District	Organisational Strategy and Capability Development Service Delivery
P ki Thomas	National Manager Kaupapa Māori	Kaupapa Māori	Office of the Chief Executive
Esi Pauga	Response Capability Advisory Manager	National Response Capability/Response Capability Advisory	Service Delivery
Department of Internal Affairs			
Anita Balakrishnan	Director		
Steve Cutting	Manager	Ministerial, Monitoring and Capability Group	Regulation and Policy

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Table 6: List of stakeholders engaged in Part Two

Interviewee	Job Title	Directorate/Team	Branch
Aaron Waterreus			
Amanda Jackson			
Cathryn Moriarty	National Manager Strategy & Performance	Strategy & Performance	
Darren Aitken	Senior Policy and Capability Specialist	Investigation and Arson Reduction	Service Delivery
Dave Stackhouse	District Manager	Canterbury District National Kaupapa Māori	Service Delivery Office of the Chief Executive
Delia Riley	Community Risk Manager	Southland District	
Esi Pauga	Response Capability Advisory Manager	National Response Capability/Response Capability Advisory	Service Delivery
Gavin Travers	National Manager Communication Centres	National Communications Centres	
Glenn Menzies	Community Risk Manager	Auckland District	
Grant Haywood	District Manager	Nelson Marlborough District	
Hamish Peter	Senior Advisor Volunteer Leadership Development	Leadership Development	
Jess Nesbit	Community Risk Manager	Hawke's Bay District	
Karl Patterson	Planning and Performance Manager	Te Ihu	



Interviewee	Job Title	Directorate/Team	Branch
Luke Burgess	Senior Policy and Capability Specialist	Investigation and Arson Reduction	
Megan Dromgool	Community Programmes Manager		
Michelle Griffiths	Principal Advisor Recovery	Community Readiness and Recovery	
Mike Shaw			
Nick Pyatt	District Manager	Wellington District	Service Delivery
P ki Thomas	National Manager Kaupapa Māori	Kaupapa Māori	Office of the Chief Executive
Rachael Utumapu	Community Risk Manager	Taranaki District	
Rob Hands	District Manager	Mid-South Canterbury District	
Sarah Kara	Community Risk Manager	Nelson Marlborough District	
Saya Hashimoto	Principal Advisor Strategy & Performance	Strategy & Performance	
Simon Quirke	Senior Business Information Analyst	National Strategic Finance and Analytics/Data Analytics	Finance and Business Operations
Tom Ronaldson			
Trudy Geoghegan	National Hazardous Substances Advisor	Specialist Response	



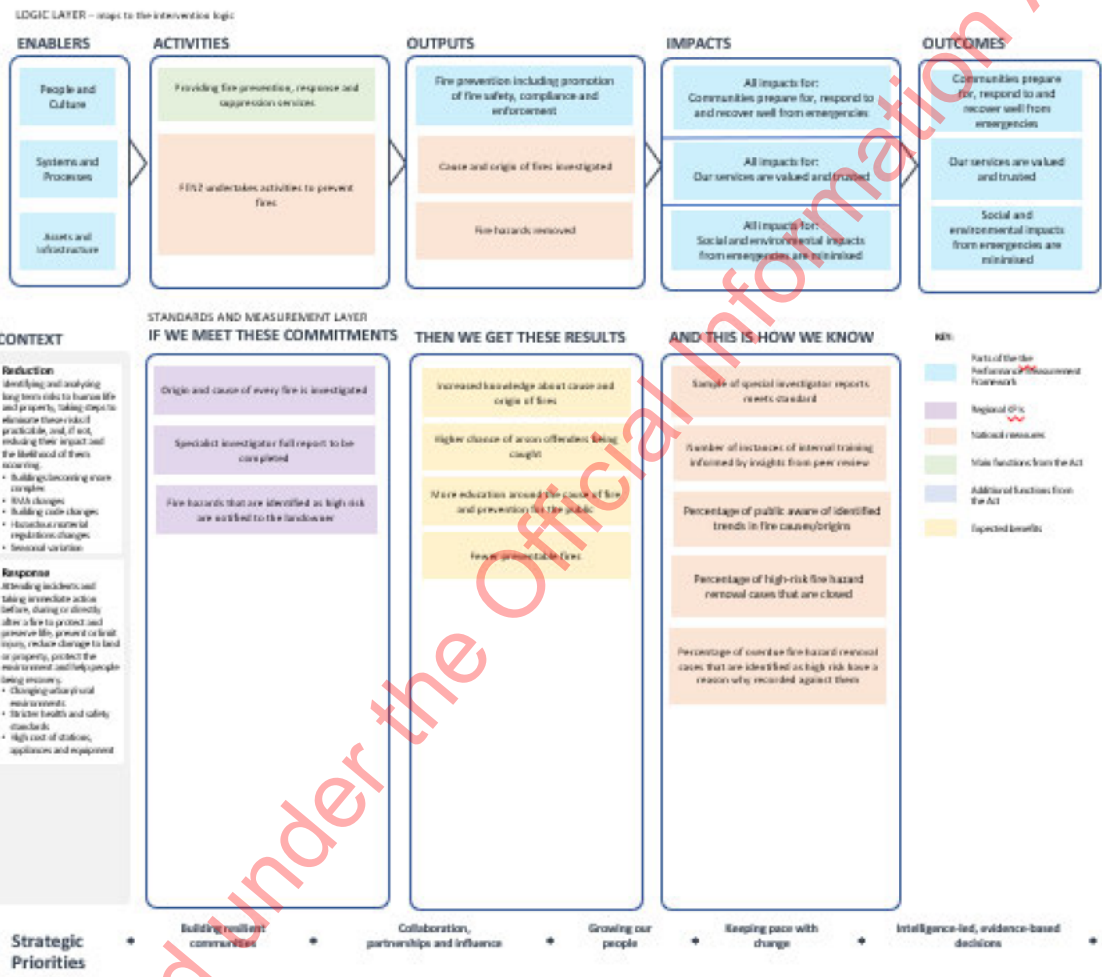
APPENDIX 2: LOGIC LAYERS

Logic layers displayed in full size from next page

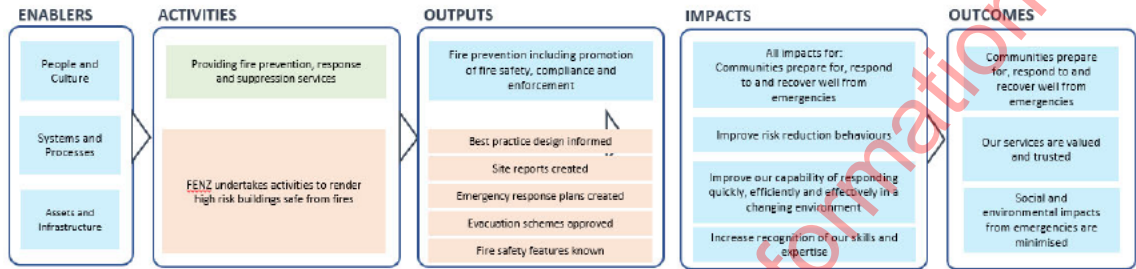
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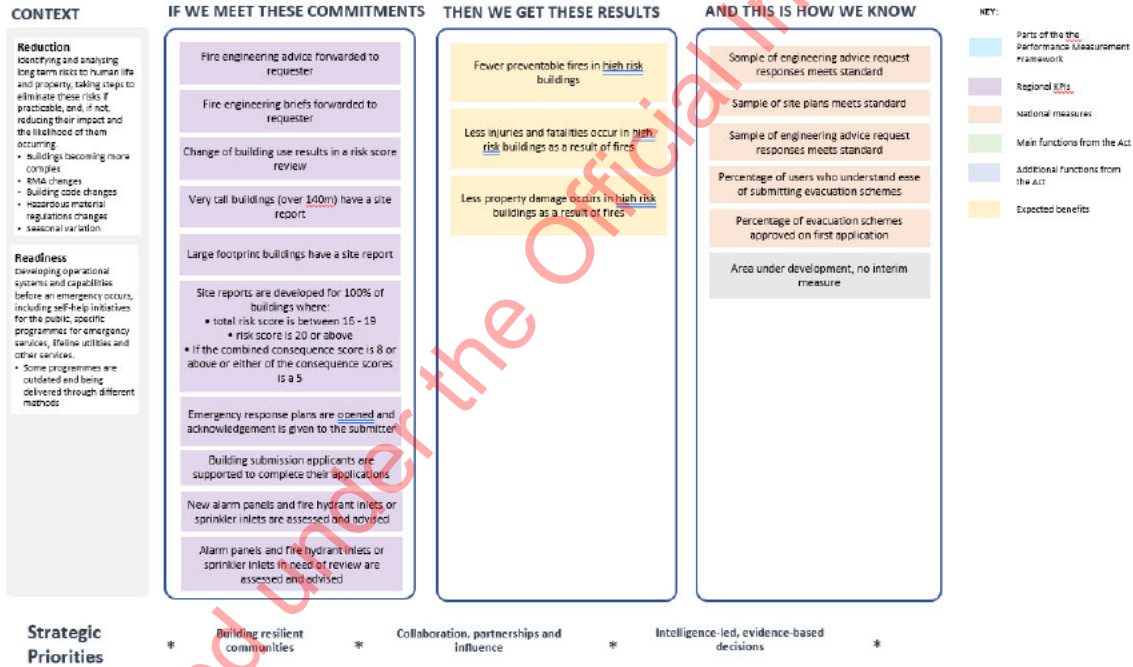
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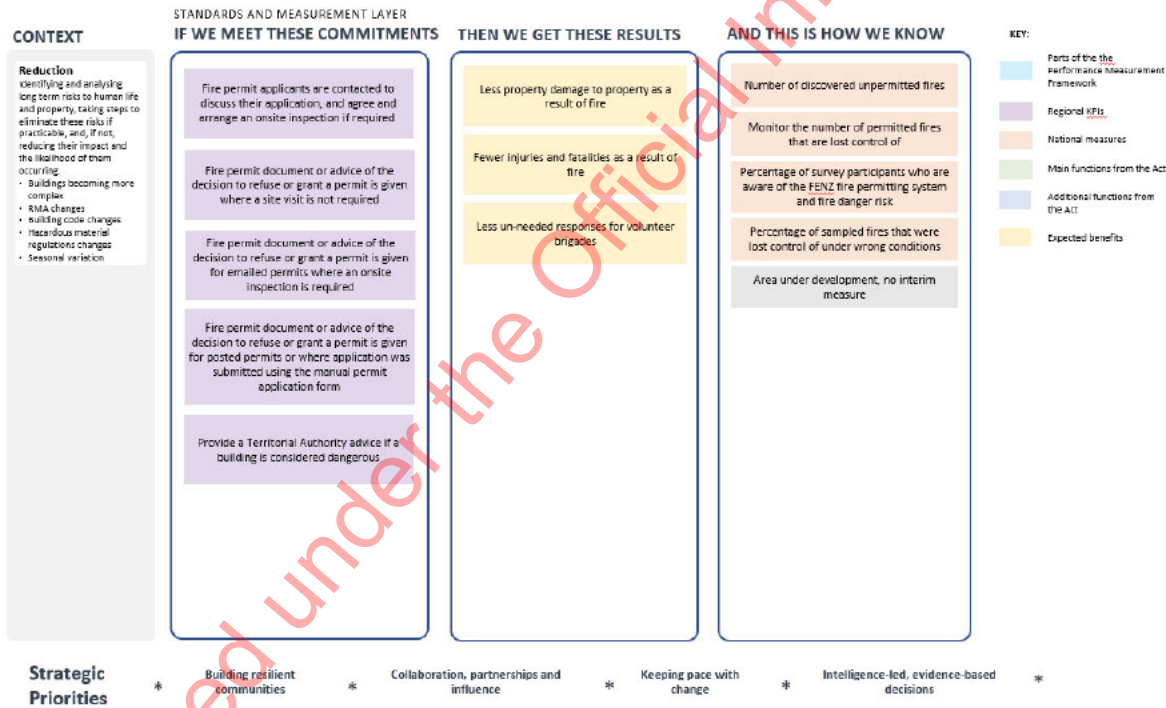
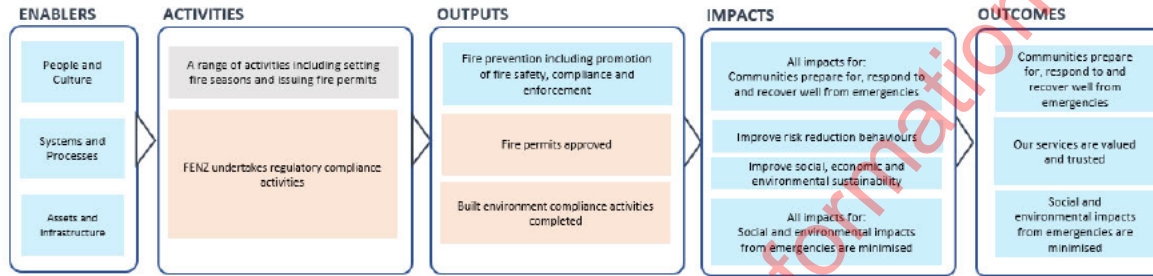
LOGIC LAYER – maps to the intervention logic



STANDARDS AND MEASUREMENT LAYER

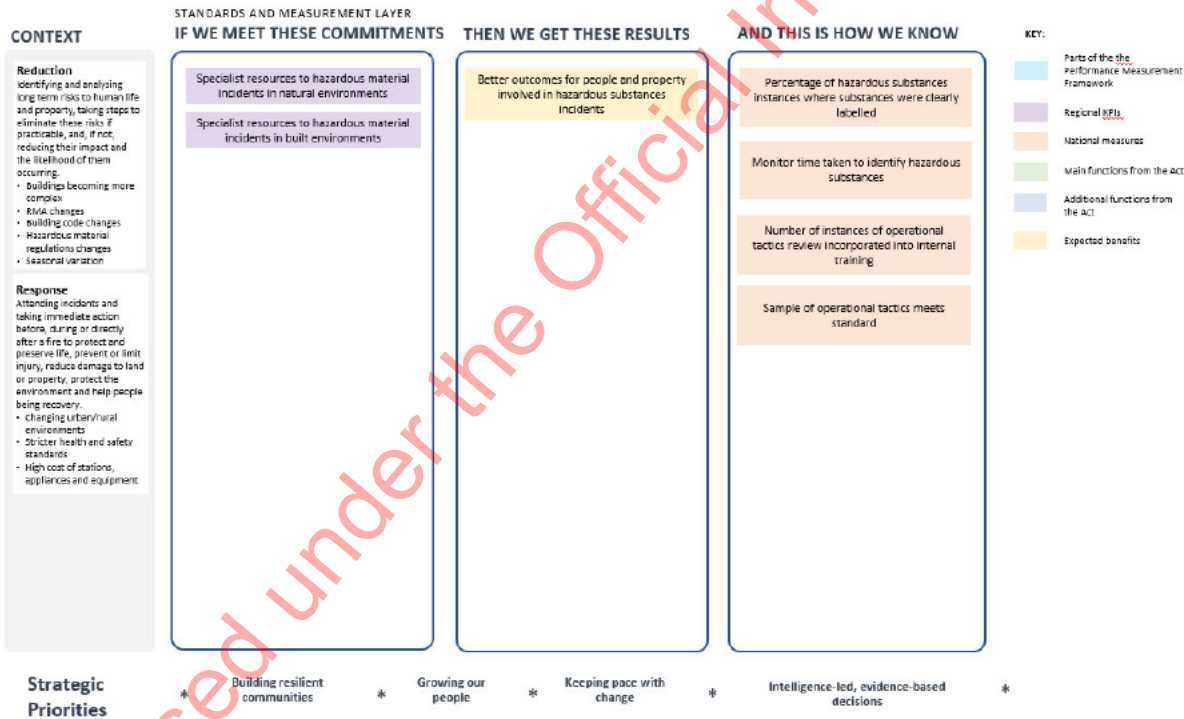
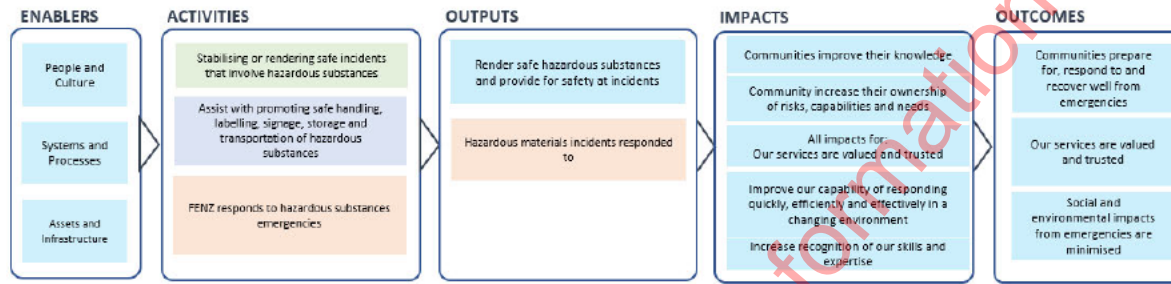


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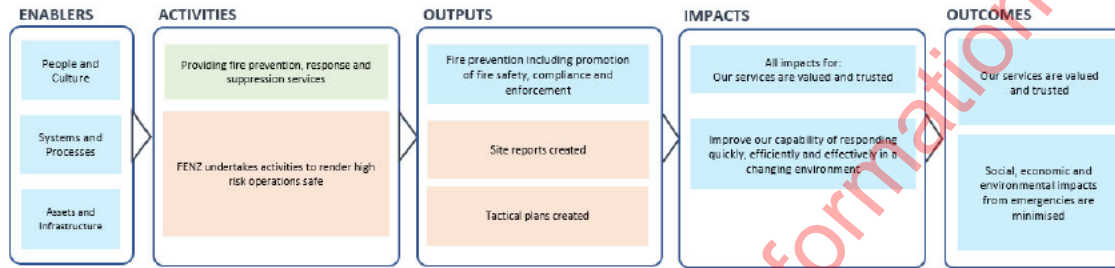


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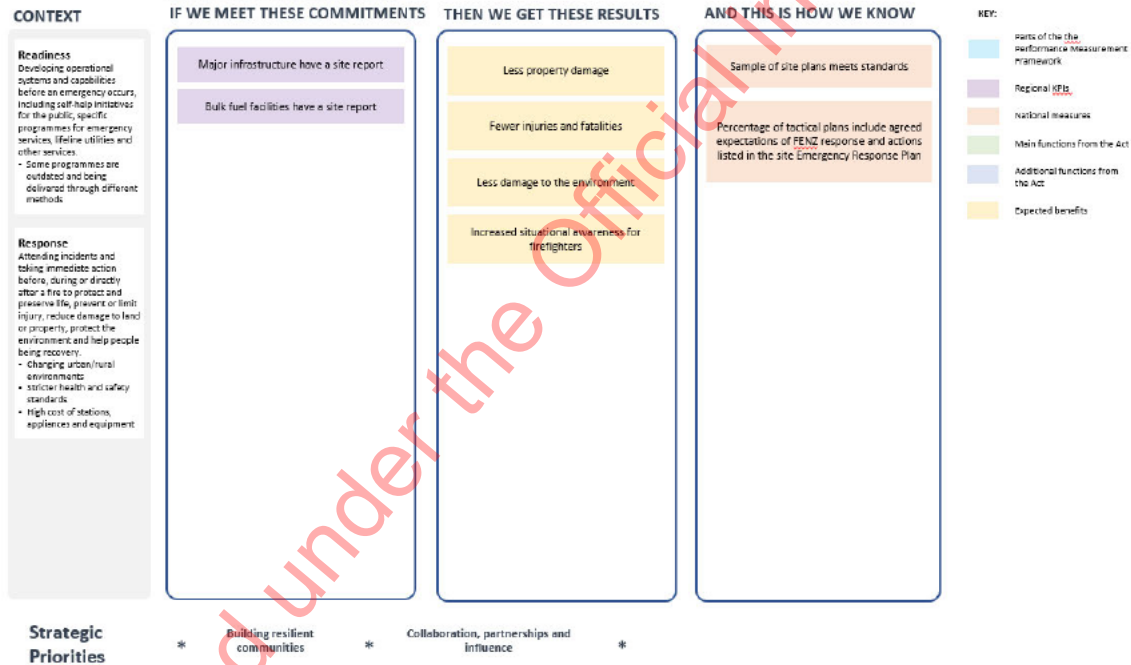
LOGIC LAYER – maps to the intervention logic



LOGIC LAYER – maps to the intervention logic

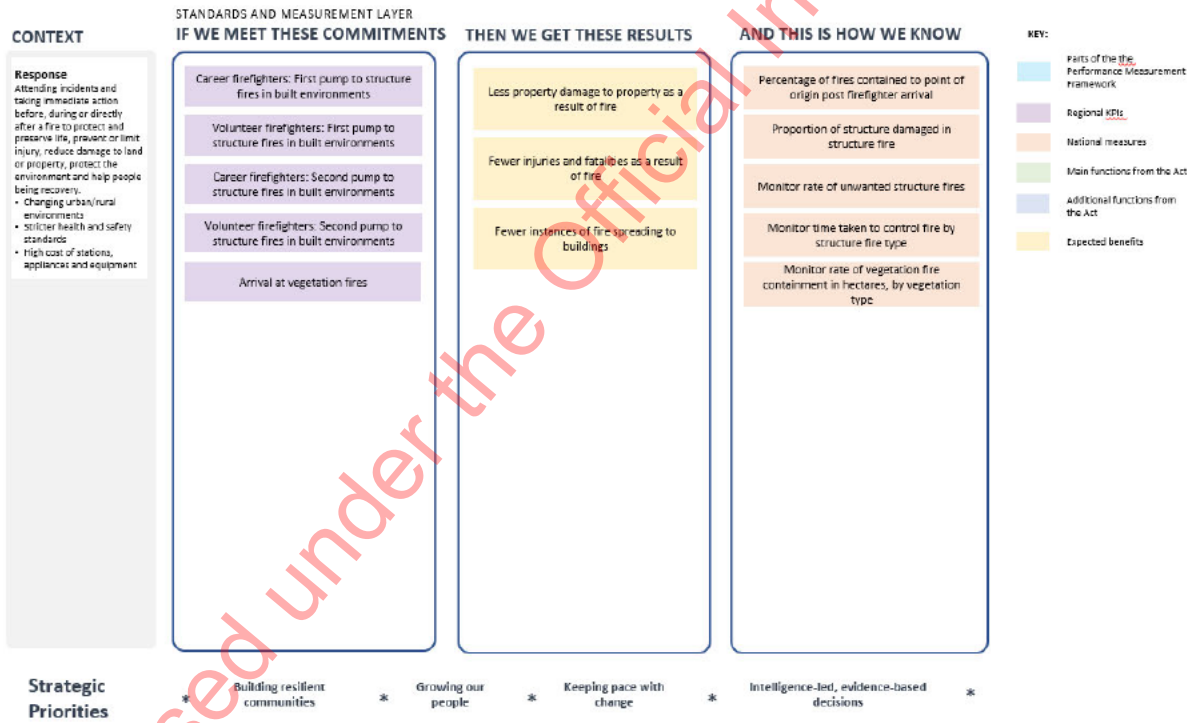
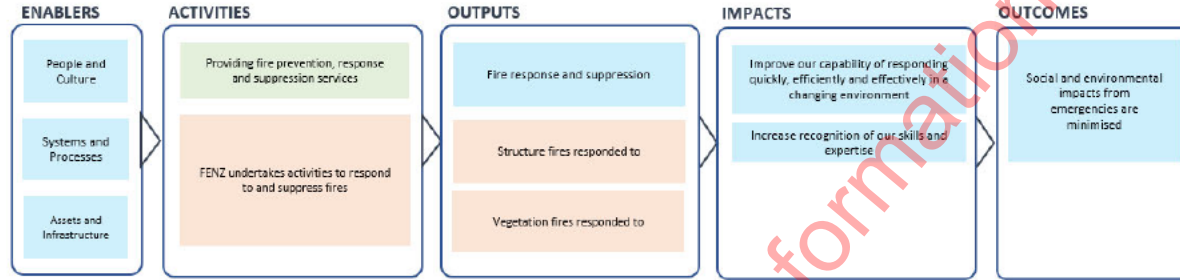


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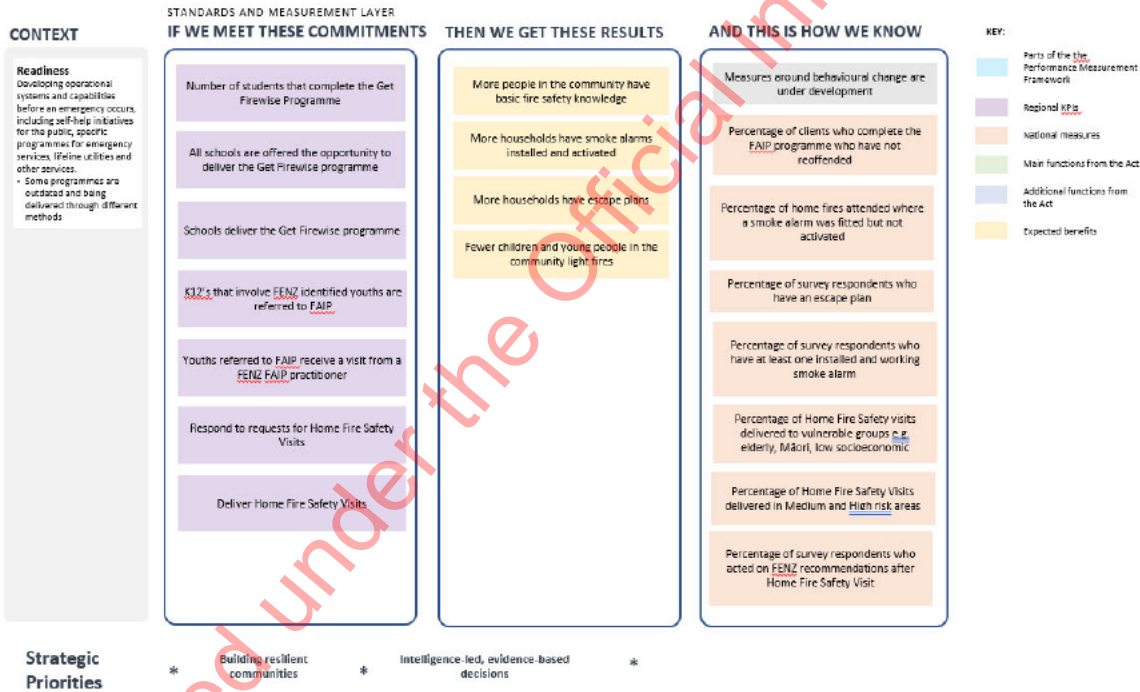
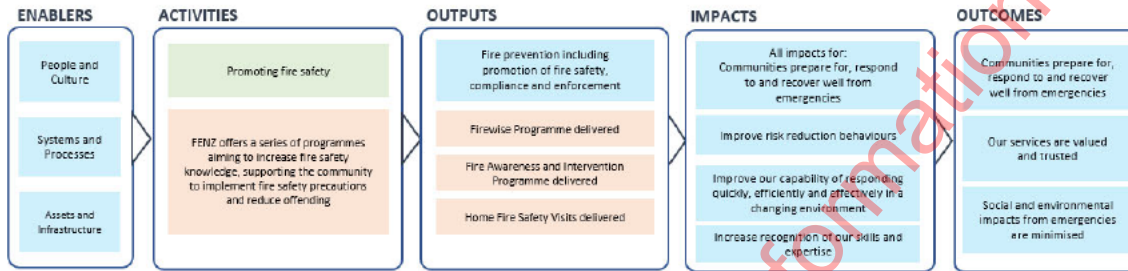


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LOGIC LAYER – maps to the intervention logic

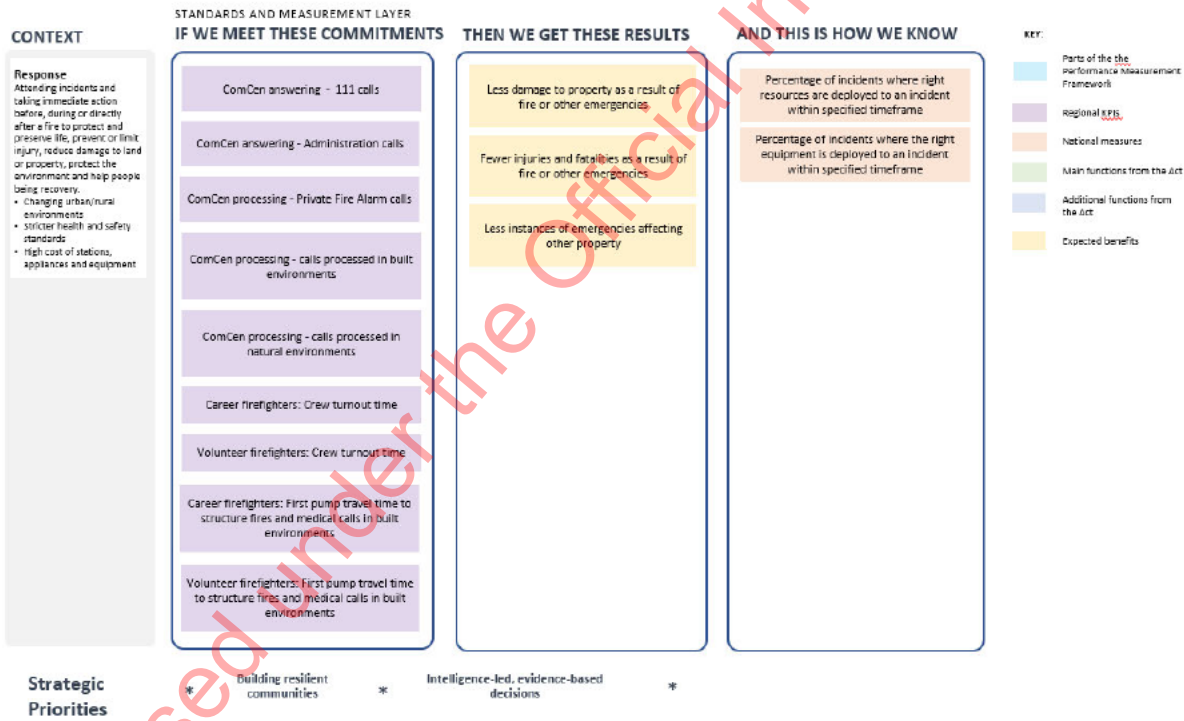
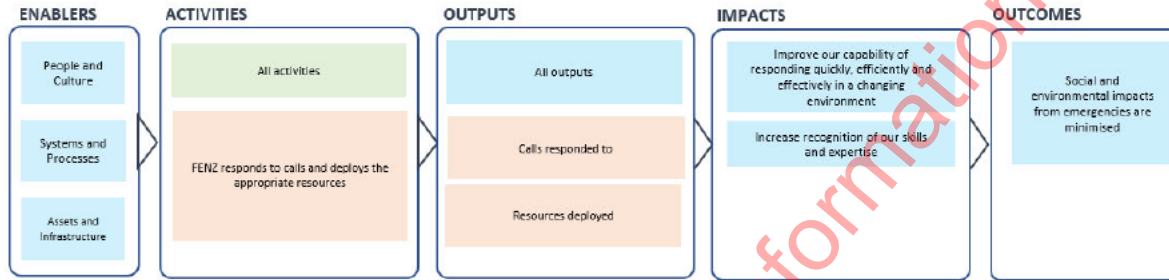


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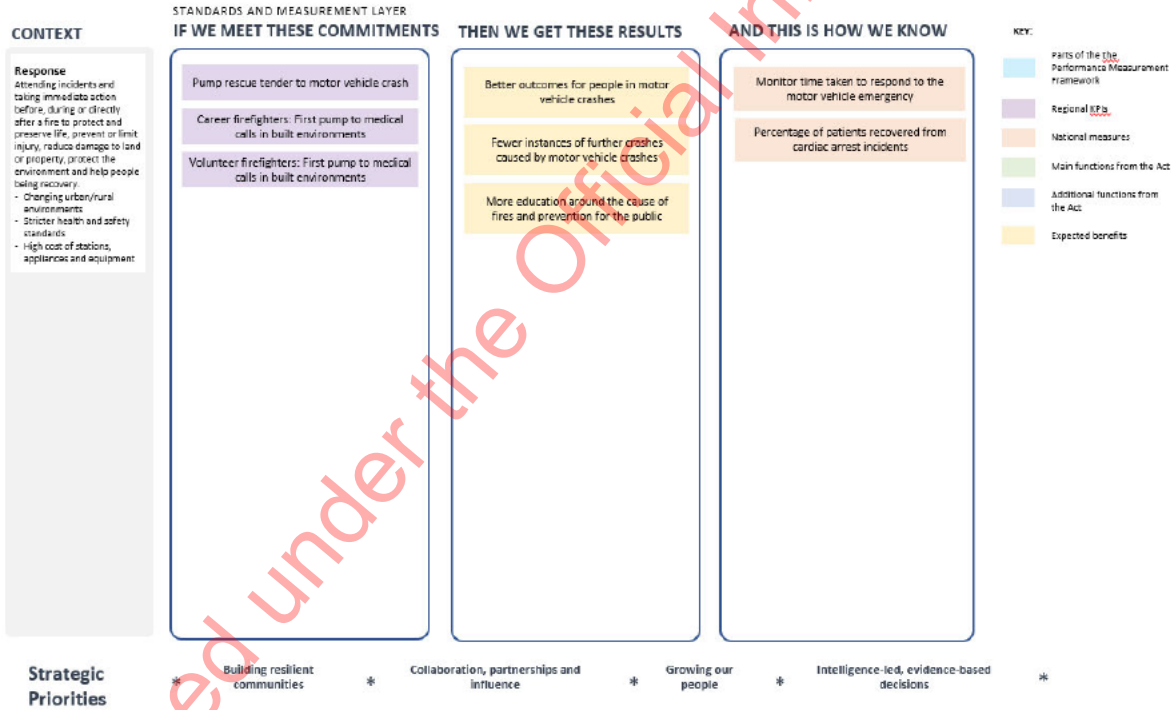
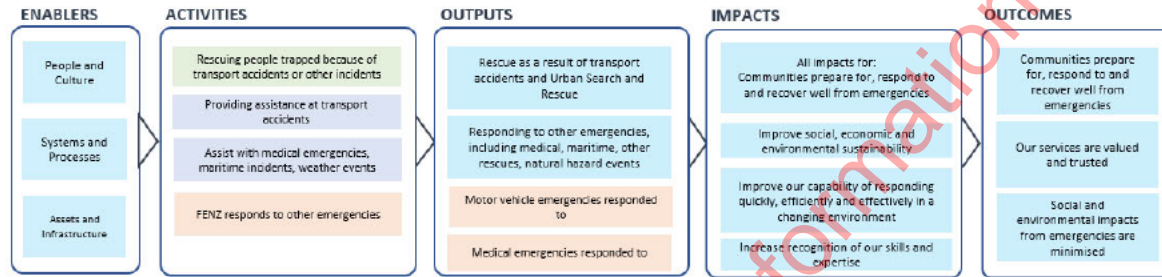


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LOGIC LAYER – maps to the intervention logic



LOGIC LAYER – maps to the intervention logic



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APPENDIX 3: CRITERIA FOR ASSESSING KNOWN SDGS

Assessing the proposed SDGs

The following steps were taken to assess known SDGs⁴:

- 1 Assess each SDG against **identified criteria** to develop a shortlist of SDGs which support the definition, purpose, uses and strategic alignment outlined in the SDG framework
- 2 Assess the shortlist of SDGs against **key considerations** to understand which SDGs and SDG measures are ready to be implemented now, which need further development, and others which require interim measures pending further research on good practice.

1. Assess each proposed SDG against identified criteria

Each SDG will be assessed against the criteria identified below to develop a shortlist of SDGs which align to the purpose, scope and use outlined in the agreed framework. Each SDG must support the below to be considered in the next stage of assessment:

- **Does the SDG align to the definition within the SDG framework?** Meets the agreed definition of an SDG (nationally consistent levels/standards of service for FENZ's section 11 and section 12 functions).
- **Does the SDG have a clear purpose?** Is aligned to the purpose outlined in the SDG framework (sets clear expectations of the service we will provide for the communities we serve, and informs the capabilities, enablers, and resources we require).
- **Does the SDG support one or more of the uses identified in the SDG framework?** To demonstrate the benefits of our work, to show alignment with the 4Rs of emergency management, to tell our levy story to our partners/stakeholders/communities, to show how well we are performing, to inform and enable change or improvement as required.
- **Does the SDG help advance FENZ's strategic intent?** Is a contributor to delivering the impacts and outcomes set out in the FENZ Performance Measurement Framework.

2. Assess shortlisted SDGs against key considerations

The following considerations were used to assess whether the shortlisted SDGs are ready to be implemented now or should be developed further.

⁴ The criteria and considerations below draw on the best practice principles in the 2021 MartinJenkins report, and the SDG framework developed in part 1 of this project.



This will help identify wider system considerations or enablers that will need to be implemented to support the SDGs.

If the answer was not 'yes' to any of the considerations this does not mean they cannot be progressed, but may flag further future work or interim measures to be developed until a long term solution confirmed.

Guidelines

- **Is the SDG appropriate for iwi/Māori and the diverse communities of Aotearoa New Zealand?** Can the SDG be adapted where required to ensure it is delivered in a culturally appropriate way?

Measurement and resourcing

- **Are there unintended consequences of measuring the activity?**
 - Does the SDG result in increased expectations, focussing on the wrong things or drive behaviours contradictory to the aim of the SDG?

- **Is it possible to measure the SDG?** Whether FENZ has the capability, systems, and enablers to measure the SDG. If not:
 - Can it be measured with reasonable cost effectiveness?
 - Are there interim measures that can be used whilst a long-term solution is developed?
- **Will there be resourcing implications if the SDG progresses?** Will any changes in capacity and capability will be needed to deliver and/or measure the SDG?

Evidence Base

- **Is the SDG evidence based?**
 - Is the SDG activity based on good practice, research, current information? The SDGs may vary depending on the risk profile of a given environment (rural, urban, peri-rural).
 - Does the SDG capture the best standards within that activity to measure impact on the desired outcome?



APPENDIX 4: DISCOUNTED SDGS

Table 7: Discounted SDGs

Original SDG/SPE code	SDG Activity
1.1.7	Maintain an organisational relationship satisfaction rate with stakeholders
2.1.4	All regions to complete a simulation exercise
4.2.1	Maintain USAR international classification
	Measure on modernising formal relationship agreements with three sector partners to align to the objectives of the relationship framework (TBC)
	Increase in our people's knowledge of Hiwa-i-te-rangi
	COVID-19 Response and Recovery Fund projects completed or in the process of handover
	Review Strategic Asset Management Plan and create development roadmap to include in-house asset maturity assessment process
CR07	Land management forums are held in each Region
ER10	First arriving officer to ensure Incident report completed for every incident attended
NA	Personnel referred to FAIP are contacted
NA11	Chain of evidence processes followed for all investigations
NA12	The approved FFWCoP (NZSPAS 4509) is reviewed at intervals of no more than 3 years
NA13	Wildfire tactical plans
NA16	Escape my house programme: Households develop (and submit?) a house evacuation plan
NA17	Local planning is undertaken in each local area for which a Local Advisory Committee (LAC) has been established
NA22	Fire Investigator is informed within 4 hours of the commencement of a fire if an investigation is required (not right but needs some criteria)
NA23	K12's are reviewed by Senior Fire Investigator or suitable qualified person within one month of the incident
NA24	K14's are reviewed by Senior Fire Investigator or suitable qualified person within one month of the incident
NA25	Transfer of site to owner / occupier / agency
NA26	Remediation
NA27	Community education follow up
NA30	Operational Intelligence



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Original SDG/SPE code	SDG Activity
NA31	Staff assigned to response capability pass the PCA (Physical Competency Assessment)
NA32	Peer support contact is made with requesting personnel
NA33	Staff undertake a wellbeing checks
NA34	Sick leave (excl LTSL) is within prescribed limits
NA35	Psychological support is provided when requested in a timely manner
NA36	Incident management capability
NA37	Assurance that data on FENZ response capability reflects actual.
NA38	Public participate in the Wendy house (get low get out" experience
NA9	Emergency response plans are received and acknowledged by Fire Information Unit (fire info)
OPR02	Existing site reports are reviewed prior to their five-year anniversary
OPR08	MHF tactical plans are reviewed prior to their five-year anniversary
OPR09	Career stations maintain individuals training currency in critical, core and (specialist) skills
OPR10	Volunteer stations maintain individuals training currency in critical, core and specialist skills
OPR11	Urban equipment standard tests carried out within required timeframes. Rural equipment tested
OPR12	Station audits carried out
OPR13	Evaluation of operational capability at Area / District level conducted
OPR14	Regular checks are carried out on each station / brigade
OPR15	BCP provide workable solutions for business interruption
OPR16	SEP are current
OPR17	Contractors consistently provide services to a standard expected
RR06	Building fire engineering advice memorandum forwarded to Building Consent Authority
RR08	Responsible manager (sponsor) completes specialist investigator report review /sign off
	Building trial evacuations are observed by FENZ representative
	Critique on building trial evacuation is provided to building owner on observed trial evacuations
	Trial evacuation reports are correlated against parent evac scheme within SMS



APPENDIX 5: GUIDE TO READING ACCOMPANYING SPREADSHEET

This report is provided alongside an accompanying spreadsheet containing the list of proposed commitments to move forward with, as well as the full list of potential SDGs that were originally provided. The original list has been colour coded to show which were discounted during the workshops, which we recommend to progress with some amendments, and which we recommend to move forward with, with no changes.

The proposed commitments sheet shows those that we recommend to progress with, and as well as some additional measures aimed at measuring the quality of those interventions.

The proposed list has been organized into overarching groupings, terms 'Our commitments to our communities, with a set of results that will happen if that overarching commitment is met. Within these high level groups, there are several outputs, which have associated measures. These have been divided into regional commitments, which tend to be process based, or are measuring whether a thing occurred, and national commitments, which are more results based, or trying to understand the quality of the activity.

For the regional commitments, the intent would be that each measure is baselined at the regional level. Then as a region, during the planning process, each region would choose a set of measures to focus on for the year based on their risk profile. The national commitments would be baselined at a national level. As each region works on their areas of focus, these should influence the national measures.

For the regional commitments, the intent would be that each measure is baselined at the regional level. Then as a region, during the planning process, each region would choose a set of measures to focus on for the year based on their risk profile. The national commitments would be baselined at a national level. As each region works on their areas of focus, these should influence the national measures.

Each of the measures has been assigned a status. There are five statuses:

- **Ready to roll out** – this measure has been agreed with subject matter experts, and to the best of our knowledge, the data is available
- **Interim measure** – the measure needs further development or analysis, and an interim measure can be used until this is carried out
- **Needs further development** – while subject matter experts agree that this is a useful measure, further development is needed. For example, a survey may need to be developed in order to measure this
- **Needs further analysis** – while subject matter experts agree that this is a useful measure, further analysis is needed. For example, during the workshops it was suggested that a timeframe be changed, and the data needs to be analysed to ensure the new timeframe is appropriate.
- **Needs resourced** – while subject matter experts agree that this is a useful measure, it will require more resource in order to undertake it.



Where possible, it has been noted what further work is needed in order to develop or analyse the measure, the data source if known, and whether any system changes may be required. Finally, where the information existed each measure has been mapped to the framework agreed in Part One of this project.

Limitations

The proposed measures have been developed based on our knowledge of the data and information sources that are either currently able to be accessed, or have the potential to be accessed.

FENZ has some established systems and processes already, and will need to identify and implement new processes to support the measurement of SDGs. The measures also refer to surveys and monitoring and data collection processes which will need to be confirmed and established by the SDG Implementation team once they are in place.

The measures are based on engagement to date, and would benefit from further engagement with SDLT SMEs and Unions and Associations. Language needs to be reviewed to ensure it aligns to language currently used by the frontline.

As we did not have access to the data, we were unable to do analysis of the timing or targets in order to understand whether they were fit for purpose. If subject matter experts suggested changes, we have noted this in the spreadsheet, and that further analysis will need to be conducted on these measures.

As creating new SDGs was out of scope of the project, we have not tried to fill in the identified gaps. We have included some measures that were suggested by subject matter experts in the workshops, and have added complementary measures to balance the existing process measures by measuring the results of undertaking those activities.

