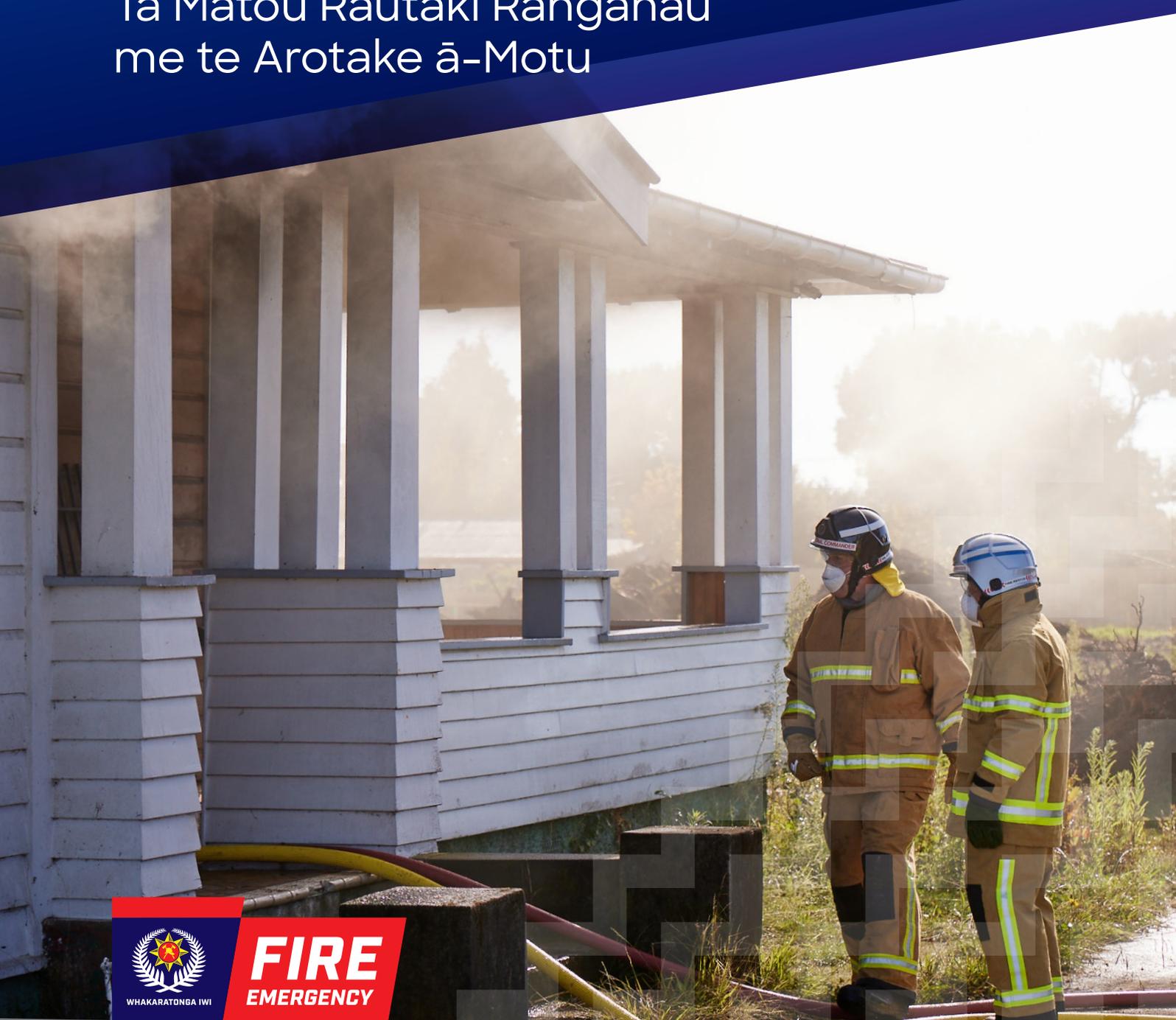


National Research and Evaluation Strategy

2022–2032

Tā Mātou Rautaki Rangahau
me te Arotake ā-Motu



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This document is issued by Fire and Emergency New Zealand.

Recommendations for change

The document, its content and specific processes are not to be altered except through Fire and Emergency New Zealand document management processes.

Requests or recommendations for changes to this material should be sent to Deputy Chief Executive Organisational Strategy and Capability Development

Foreword

Kupu takamua

It is my great pleasure to present Fire and Emergency New Zealand's National Research and Evaluation Strategy 2022—2032.

Evidence-based and intelligence-led decision making has been a strategic priority for our organisation for some time and this strategy signals the exciting next step in our journey. While the use of evidence, data and intelligence is not new to our organisation, this emphasis and more deliberate, coordinated and structured approach comes at the right time, as Fire and Emergency moves into its next phase with a greater level of maturity.

We operate in a complex and ever-changing environment. To keep pace and navigate this successfully, our work and investment of resources must be based on and informed by evidence gathered through comprehensive and robust research and evaluation. This is the only way we will become a truly strategic organisation that delivers on its priorities, makes smart decisions and is well prepared for, and able to respond to, the challenges of the future.

This strategy lays out our plan for the use of research and evaluation within Fire and Emergency and outlines where we will focus our attention and investment for the next 10 years to help us achieve our vision of stronger communities, protecting what matters. To guide us, five priority areas have been identified within the strategy. These touch on every part of our organisation and every aspect of our mahi will benefit greatly from the valuable insights gained.

Research and evaluation will, for example, help us plan for a sustainable workforce and play a crucial role in keeping our people safe as they execute their duties. It will enable us to better understand how we must adapt and evolve given the emerging and changing risk dynamic. And it will see us use operational intelligence to shape our service and employ valuable insights to strengthen community resilience.

The strategy also incorporates the principles and concepts of mātauranga Māori, reflects the significance of Māori as tangata whenua, and recognises the importance of weaving kaupapa Māori through every stage of our research and evaluation systems and processes.

As well as working in partnership with Māori, we also commit to working alongside our other partners and stakeholders in the execution of this strategy, acknowledging the perspectives and insights they bring will strengthen our mahi. I am also pleased to see us continue to contribute to a growing body of research related to the emergency sector both in New Zealand and globally. We share many of the same challenges and strong collaboration and collective learning will be key to achieving common goals.

Of course, regular assessment and reflection is essential to our growth and development as a learning organisation. This strategy supports our continuous improvement and aligns with our value of auahatanga by ensuring we critically and impartially evaluate our operations and initiatives, using the findings to further strengthen our ways of working.

I look forward to the implementation of this strategy, which I see as fundamental to the future of Fire and Emergency. It will present us with many opportunities to move our organisation forward in a meaningful way and undoubtedly create lasting positive outcomes for our people, and our nation.



Kerry Gregory
Chief Executive

Introduction

Kupu whaataki

This document sets out how we will prioritise investment in research and evaluation over the next 10 years to support evidence-based decision making at Fire and Emergency, to better inform how we work to protect and preserve lives, property and the environment efficiently and effectively.¹

To ensure research and evaluation are used, we must ask useful questions and create research outputs that are usable by our people, partners and the wider research and evaluation system. This will involve a mix of physical and social science research across the spectrum of evidence needs as we look to understand our changing environment, and the impact of our interventions. This strategy outlines how we will achieve this.

It is divided into the following sections:

- **Introduction** – defines research and evaluation and describes our National Strategy's priorities. It explains how a research and evaluation strategy will align research and evaluation activity with our strategic priorities to strengthen the usefulness and usability of research and evaluation in decision-making.
- **Our operating environment** – sets out our role and wider context, including the internal and external changes that research and evaluation will help us keep pace with.
- **Research priorities and key shifts** – describes the five priorities for research and evaluation we will pursue in response to this context. For each of these priorities we explain what we will focus on, why it matters and how it will contribute to our organisational outcomes.
- **Delivery roadmap** – outlines areas in which we will undertake research and evaluation to achieve the priorities.

¹Section 13 (3) of the Fire and Emergency New Zealand Act 2017 states: 'In formulating the operating principles, the board must take into account... the importance of providing evidence-based, efficient, and effective services'.

What is research and evaluation?

Research and evaluation are part of the evidence base that Fire and Emergency can use to:

- understand the issues we're facing (the scale and nature)
- understand issues other jurisdictions are facing so we can minimise the risk to us
- focus efforts on what may work by understanding what has worked before and in other contexts
- understand what outcomes our stakeholders want to achieve
- measure progress towards intended outcomes and whether any changes are required
- identify emerging and established trends and risks that we should prepare for
- build credibility as an agency that makes decisions based on evidence.

Research is a systematic process that involves: collection of data; documentation of critical information; and analysis and interpretation of that data/information, using appropriate methodologies set by specific professional fields and academic disciplines.

Evaluation is the systematic collection and analysis of evidence on the design, delivery and outcomes (results) of strategies, policies, projects or portfolios, so as to make recommendations about their relevance, effectiveness and efficiency.

Mātauranga Māori literally means Māori knowledge and encompasses traditional concepts of knowledge and knowing. This strategy recognises mātauranga Māori as a field of study and source of evidence.



Principles for our research and evaluation strategy

Our Research and evaluation strategy is underpinned by the following principles: useful, usable and used. This means that our research and evaluation support operational and strategic decision-making by ensuring that all stakeholders, internal and external, are aware of and can access our past, current and future research. Useful, usable and used research and evaluation avoid duplication, and the results are presented in a clear and accessible way.

Useful — means that the research and evaluation we produce provides the right information at the right time for decision-makers. We need to ensure we're asking the right questions, which means working closely with stakeholders and end users to understand the big decisions that are coming for the organisation. It also means that when we are scoping a research or evaluation project, our lead focus is on the business problem/s or decision/s being made, before we consider what the research and evaluation questions are.

Usable — means that we produce research and evaluation in a timely and accessible way. Fire and Emergency is committed to using plain English in its reports and using different media to communicate the evidence in ways that work for all end users. This involves using methods like sense-making sessions, storytelling, interactive slide decks and presentations to provide engaging and relevant outputs for the organisation.

Used — a key measure of the success of research and evaluation investment is that we use the outputs as part of the evidence base in decision-making. Fire and Emergency is committed to evidence-based decision-making, which means both decision-makers and those involved in creating evidence have a role in ensuring this happens.

Success for the Research and evaluation strategy is when our research and evaluation is useful, usable and used to support the achievement of our National Strategy and supporting strategies as shown in Figure 1.

Our research and evaluation system

Our strategy sits within a wider research and evaluation system that supports a strong and developing evidence base for decision-makers across the emergency management sector. The system involves academics, agency researchers, practitioners and other decision-makers. In alignment with our operating principle to 'work together' from our Strategic Framework, we will recognise our role in, and contribute to, the research and evaluation system by working with those who are best placed to undertake specific research or evaluation.

As well as participating in international networks such as AFAC (the Australian and New Zealand National Council for fire and emergency services) and working closely with Natural Hazards Research Australia, we are part of a number of New Zealand networks that will be vital to the success of the Research and evaluation strategy. Fire and Emergency is leading the development of an Emergency Sector Research Council in New Zealand as a subcommittee of the Emergency Sector Leadership Board. We also work closely with the Ministry of Business, Innovation and Employment's (MBIE's) Resilience to Nature's Challenges network, the Rural Fire Research Advisory Committee and many partners across academic institutes, Crown research institutes and other research agencies.

Figure 2 reflects our current research and evaluation system, which may change as we implement the Research and evaluation strategy. It highlights our place in the national and international system that supports evidence-based decision-making across Fire and Emergency.



Figure 1 – Success for Research and evaluation strategy

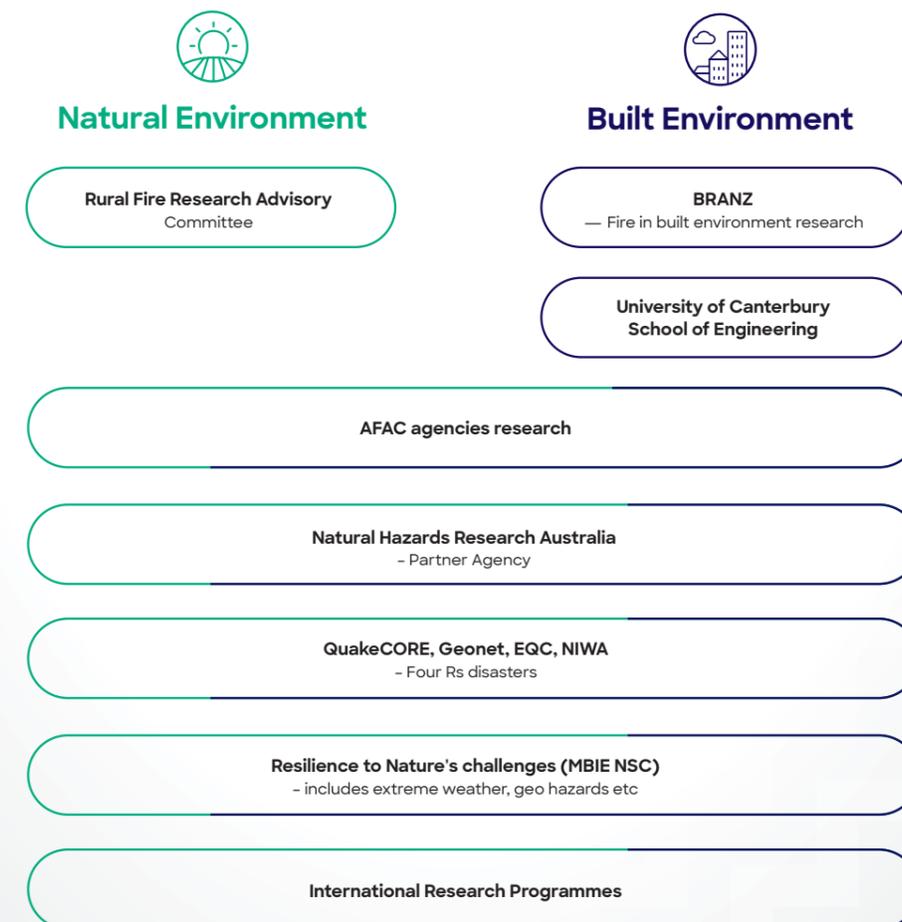


Figure 2 – Our research and evaluation system

Our National Strategy

Te rautaki matua ā-tari

Our National Strategy 2019–2045 sets out our strategic direction and intentions over 25 years. It is centred around our five strategic priorities. These are the areas where we need to make the most change now to effectively meet the demands of the future.

- **Building resilient communities** – empowering communities to identify local risks and needs so they are well prepared when emergencies happen
- **Collaboration, partnerships and influence** – working towards a strong and collaborative role in our sector with a focus on shared outcomes
- **Growing our people** – building an organisation with a respectful and inclusive culture that people want to be a part of
- **Intelligence-led, evidence-based decisions** – evidence-based decision-making will help us deliver our outcomes and make strategic shifts
- **Keeping pace with change** – we will be responsive and courageous in a changing environment

Our 10-Year Plan helps us to deliver our National Strategy. This Research and evaluation strategy will drive the production of research and evaluation that is useful, usable and used so we can learn as we deliver our outcomes.

Appendix 1 outlines how the Research and evaluation strategy integrates with our National Strategy and supporting strategies.

The need for a Research and evaluation strategy

In response to a changing operating environment, New Zealand’s urban and rural fire services were unified into one integrated fire and emergency services organisation under new legislation – the Fire and Emergency New Zealand Act 2017 (the Act). This broadened our mandate; now firefighters work to reduce risk in communities, respond to a wide variety of emergencies beyond fire, including transport accidents, medical emergencies, hazardous substances incidents, severe weather events and natural disasters, and play a regulatory compliance role.

The Act introduced the need for the Fire and Emergency New Zealand Board to take into account ‘the importance of providing evidence-based, efficient, and effective services’ (s 13). This has translated into recognising the importance of research and evaluation in key internal documents, which highlight the role of research as a strategic function that supports decision-making, with a particular focus on risk reduction, readiness and response.

Fire and Emergency were already well placed to do this with a dedicated research function that was established before the unification process. When we made the organisational design decisions, we embedded this function within the business in the Strategy and Performance directorate.

A number of business units currently invest in research and evaluation to varying degrees and will continue to do so. Their efforts will contribute to the organisation meeting its research goals. The knowledge and insights resulting from their work will have a greater impact when they undertake it with a systematic and coordinated approach based on a shared strategy.



Our Research and evaluation strategy will help us:

- align research and evaluation investment with the priorities of our National Strategy
- identify what changes we need to make to existing work programmes and what new work programmes we need to undertake to deliver on our research priorities
- prioritise what new knowledge is required to meet our outcomes
- improve the way we do research and evaluation
- use the outcomes of research and evaluation we have done, and will do in the future, to support decision-making
- keep pace with change by ensuring our decisions are intelligence-led and based on robust evidence, so our services are effective and efficient
- contribute to and leverage our part in our research and evaluation system
- in combination with foresight thinking, help us to understand possible changes to our operating environment.

How we developed our Research and evaluation strategy

We analysed internal and external research to better understand where we can build on our strengths and where we must develop new research and evaluative capability.

Strategy design is a collaborative process, and the expertise of our people who commission and use the results of research and evaluation across all our branches, and across all levels of the organisation from our Chief Executive to our regional offices, has been foundational to developing this strategy.

Our commitment to Māori as tangata whenua

Māori are tangata whenua of Aotearoa, and Fire and Emergency recognises that Māori are significant partners in fire prevention, building community resilience and informing emergency response to contribute to a safer environment.

This understanding flows through to our research and evaluation strategy, and is woven through all five of our research priorities. In particular, to support the development of kaupapa Māori capability within research and evaluation, Priority 4 has a focus on investing in capability that centres hapori Māori and mātauranga Māori – Māori communities and knowledge.

Our operating environment Tō Mātou Horopaki Mahi

Fire and Emergency faces a complex operating environment, with rapid social, economic and environmental changes. New Zealanders expect more of us while the range and number of fire and emergency incidents we respond to has grown.



Fire and Emergency's activities are locally delivered, regionally co-ordinated and nationally enabled. This means that research and evaluation must support the organisation to continuously identify, prioritise and manage current and emerging risks, as well as opportunities to adapt and improve our work, across these different levels. The right mix of technical research and behavioural research will help us do this by deepening our understanding of the environmental and social determinants of risk and resilience.

Changing nature of fire and emergency response

The number of structure fires in New Zealand has decreased over time, but we are experiencing an increased number of emergencies as a result of climate change. As extreme weather-related events become more frequent and more severe, the number of significant flooding and landslips incidents has grown and wildfires are bigger, cause more damage and are harder to bring under control.

In the year ended June 2022, 14,588 Fire and Emergency people worked together to protect lives, property and the environment in response to more than 80,000 incidents. Of these, a quarter were fire related, while the remaining three quarters of incidents included medical emergencies, transport accidents, hazardous substances incidents, such as gas and chemical leaks, technical rescues and assisting with evacuations.

Non-fire emergencies such as those described above, as well as major earthquakes and wildfires, often involve coordinating with and assisting our emergency sector partners both in New Zealand and overseas.

New Zealand's changing social, demographic and economic landscape

To develop and provide effective and targeted services, we must understand our changing communities: their values, needs and strengths, and who is disproportionately affected by emergencies.

We must also identify and adapt to the relevant social and economic impacts of the COVID-19 pandemic so we can continue to provide uninterrupted service through our career and volunteer workforce, and work closely with communities to build resilience.

Research and evaluation will help us determine:

- how to ensure the use of levy in our investments in people and culture, systems and processes, and assets and infrastructure represent good value that delivers for our communities
- how best to prioritise these investments, including if our levy revenue is impacted.

What this means for our future

Our value 'we strive to improve' (auahatanga) expresses our aspiration to be a learning organisation that recognises the value of acquiring, applying and sharing knowledge. We will do this by using research and evaluation to become increasingly more evidence-based in our operational and strategic decision-making, and building on our partnerships within the research and evaluation system.

Research priorities and key shifts

Aronga rangahau tōmua me ngā huringa matua

Our Research and evaluation strategy comprises five priorities and the key shifts necessary to achieve them. It reflects our responsibility under the Act to recognise the importance of providing evidence-based, efficient and effective services. It guides all our research and evaluation activities and investments.



Our People



Our Communities



Our Risks



Our Commitments



Our Organisation

This strategy sets out an ambitious but practical plan that will support the activities of all our people, because robust evidence supports better decision-making across the organisation. It is based on our current knowledge of our operating environment and will be updated as we learn from experience. Our communities can rely on us to strengthen our research and evaluation capability, capacity and culture so that we continuously improve our ability to protect and preserve lives, property and the environment.

Priority 1: Our People

Aronga 1: Ō Mātou Tāngata



Identifying the changes we need to make to reflect the communities we serve, and ensure our people are valued, safe, capable and adaptable

Why does this matter?

Our people are the most important resource for our organisation; people are our biggest investment and it is our people who deliver outcomes for our communities. Useful and usable insights will help us plan for a sustainable, adaptable and responsive workforce that is safe and prepared in an increasingly complex operating environment.

How this priority contributes to our organisational outcomes

- We better reflect the communities we serve at all levels and are diverse but unified: career, volunteer and support people.
- Our people value evidence, learning and development.
- Our people are healthy, well, safe and engaged.
- We employ the best people for the role, regardless of background, location or other factors.

What do we need to do?

Use research and evaluation to help us understand how to:

- support growing diversity through recruitment, retention and leadership development
- support and grow sustainable volunteerism
- eliminate bullying, harassment and discrimination so all our people feel safe, welcome and included
- embed a learning culture so we proactively seek opportunities to evaluate and improve our risk reduction, readiness, response and recovery services
- continue to improve the safety, health and wellbeing culture at fire and emergency
- identify current and future workforce capability needs, and how to fulfil them. This includes where we need to focus on investing in learning and development, evaluating training quality and uptake, and succession planning.



Priority 2: Our Communities Aronga 2: Ō Mātou Hapori



Determining what support our communities need to be empowered to manage their own risks

Why does this matter?

We strive to make our decisions closer to the communities we serve in line with the organisation's broader direction, and for everyone to know what decisions they are accountable for² so that our communities are prepared for, respond to, and recover well from emergencies.

Integrating research and evaluation insights with our community engagement processes will allow us to support communities to become increasingly resilient by reducing their vulnerability to threats.

What do we need to do?

Use research and evaluation to help us understand:

- who makes up our communities – this goes beyond geography, and includes factors such as disability and ethnicity, and communities who are disproportionately impacted, as well as virtual communities
- community fire and emergency related threats, values, strengths, needs, attitudes and behaviours and the impact of these on their risks and resilience
- community values and levels of community satisfaction with our services
- how best to influence relevant individual, whānau and community attitudes and behaviour
- how best to provide risk information to communities with diverse backgrounds and abilities
- which community-led responses and partnerships are effective and sustainable, so we can learn from them.

²Empowered decision-making' from Eight key areas of change in our National Strategy, 2019-2045.

Priority 3: Our Risks Aronga 3: Ō Mātou Tūraru



Discovering how to proactively mitigate, manage and adapt to our current and emerging risks and trends

Why does this matter?

Keeping pace with change means we must identify opportunities to help achieve our strategic priorities, and maintain awareness of current and emerging risks that could impact on our ability to provide valued and trusted services to communities.

Research and evaluation provide evidence for the insight and foresight that will ensure we are aware of future trends that are relevant to our success.

What do we need to do?

Use research and evaluation to help us understand:

- how our risk reduction, readiness, response and recovery services need to adapt to the impacts of climate change
- how our risk reduction, readiness, response and recovery services need to adapt to built environment and land use changes
- emerging and changing risk dynamics that affect our ability to provide services, and how we can support our people and communities to adapt to these
- fire behaviour
- emerging and changing industries and factors that drive non-fire risk, such as increased hazardous substance incidents.

How this priority contributes to our organisational outcomes

- Fire and emergency risks are reduced at national and community levels.
- Risks are shared, where appropriate, through strong partnerships.
- Emerging risks are addressed early so their impact can be minimised.

Priority 4: Our Commitments

Aronga 4: Ō Mātou Takohanga



Understanding how best to deliver on expectations of us as a Crown entity

Why does this matter?

We are committed to working with Māori as tangata whenua, improving our environmental performance and creating a fairer workplace.

Research and evaluation will provide insight into how we can succeed in meeting these commitments, and carry out our responsibilities as a provider of a range of emergency management functions and regulatory compliance responsibilities, openly and with integrity.

What do we need to do?

- Develop research and evaluation capability to ensure kaupapa Māori is embedded in our systems and processes from design and procurement through sampling and data management to dissemination and application.
- Ensure our research and analysis is in the context of, and coordinated with that of, other emergency response and social support agencies.
- Use research and evaluation to help us understand:
 - where and how well we are working with communities who are disproportionately impacted by fire and emergencies to contribute to a safer environment for them, and what we need to do to improve
 - how to create a fairer workplace for all our people
 - potential pathways to improve our environmental sustainability
 - the effectiveness of our regulatory activities and how to encourage positive behaviour change
 - the key shifts we need to make for better regulatory practice
 - the most desirable and feasible ways to improve our openness for transparency and public participation.

How this priority contributes to our organisational outcomes

- Fire and Emergency supports the outcomes that Māori as tangata whenua seek.
- Research is designed and delivered through a kaupapa Māori lens where appropriate.
- Māori participation in the emergency management system is recognised, enabled and valued.
- Workplace inequities are reduced.
- We are transparent, risk-based and responsive as we undertake our regulatory activities.
- Impacts of fire and emergencies on people, the economy and environment are reduced.
- We are reducing our carbon footprint in line with emissions reduction targets developed under the requirements of the Carbon Neutral Government Programme.
- We proactively release information (including digitally) to support public trust and participation.

Priority 5: Our Organisation

Aronga 5: Tō Mātou Wāhi Mahi



Continually learning how to operate more responsively so we are trusted, efficient and effective

Why does this matter?

Responsiveness to our communities is integral to our ability to protect and preserve lives, property and the environment in a changing operating environment. Evidence and insights from research and evaluation combined with incident data and community feedback will inform how we adapt our capability so our services are trusted and valued now and in the future.

What do we need to do?

Use research and evaluation to help us understand:

- when and why we should trial and test new ideas on a smaller scale and when to scale up change
- where and how we can have more impact through influence, collaboration and partnering
- the effectiveness, efficiency and equity of our services
- how technology can help improve the effectiveness, efficiency and equity of our services
- how we can use technology and build services to enable our people to be safe and well.

How this priority contributes to our organisational outcomes

- Research insights are useful, usable and used to inform strategic and operational decisions.
- We understand our successes so we can build on them and identify opportunities to create better outcomes.
- Technology helps us to improve the efficiency and effectiveness of our services and to strengthen community resilience.
- We are well connected with research partners, both nationally and internationally, for shared benefit and outcomes.
- We use the right capability for the job, rather than 'do what we've always done'.

National Research and evaluation strategy (2022 — 2032)

CONTEXT

- **Fire and Emergency Act (2017)** Section 14
- **Creation** of the new organisation
- **Changing nature** of fire and emergency response
- New Zealand's changing social, demographic and economic landscape
- Our **commitment** to work with Māori as tangata whenua
- The **wider** research and evaluation system
- **Inconsistent** use of research and evaluation across the organisation
- **Multiple streams** of research and evaluation
- National **Strategy**, supporting strategies and 10 year plan

ACTIVITIES

- Stakeholder **consultation**
- Annual work programme **planning** against the Research and Evaluation Strategy
- **Prioritisation** of work programmes against Strategy priorities
- **Delivery** of work programmes aligned to the Strategy
- Annual **reporting** against the Research and Evaluation strategy
- **Depositing** of research and evaluation outputs in the Evidence Hub
- Working in **partnership** with others in the research and evaluation system
- 3-yearly **review** of the Strategy and its priorities

OUTCOMES

KNOWLEDGE & AWARENESS SHIFTS

- Fire and Emergency people are **aware** of our research and evaluation priorities
- Fire and Emergency people **understand** why research and evaluation work programmes should align to the strategy
- Fire and Emergency people **understand** how the strategy supports us to achieve our national strategic outcomes/ goals
- Fire and Emergency people **know** how to align their work programmes to the strategy
- Fire and Emergency people **know** what research and evaluation we are doing and have done
- Fire and Emergency people **know** what research and evaluation is and how to use it
- Our partners in the research and evaluation system are **aware** of our research and evaluation priorities
- Our partners in the research and evaluation system **know** what research and evaluation we are doing and have done
- Our partners in the research and evaluation system **know** how to access our research and evaluation

BEHAVIOUR & PRACTICE SHIFTS

- Research and evaluation at Fire and Emergency is **aligned** to the strategy
- Gaps and duplications of effort in research and evaluation are **reduced**
- Fire and Emergency people have **access** to the evidence they need, when and how they need it
- Fire and Emergency people commission research and evaluation at the **right** time
- Our system partners **access** our research and evaluation
- Our system partners **use** our research and evaluation in their decision-making and practice

LONG-TERM OUTCOMES

- Research and evaluation outputs are **useful**
- Research and evaluation outputs are **usable**
- Research and evaluation outputs are **used** in decision-making
- Fire and Emergency is **intelligence-led**
- Fire and Emergency make **evidence-based** decisions
- Fire and Emergency are **effective** and efficient

INPUTS

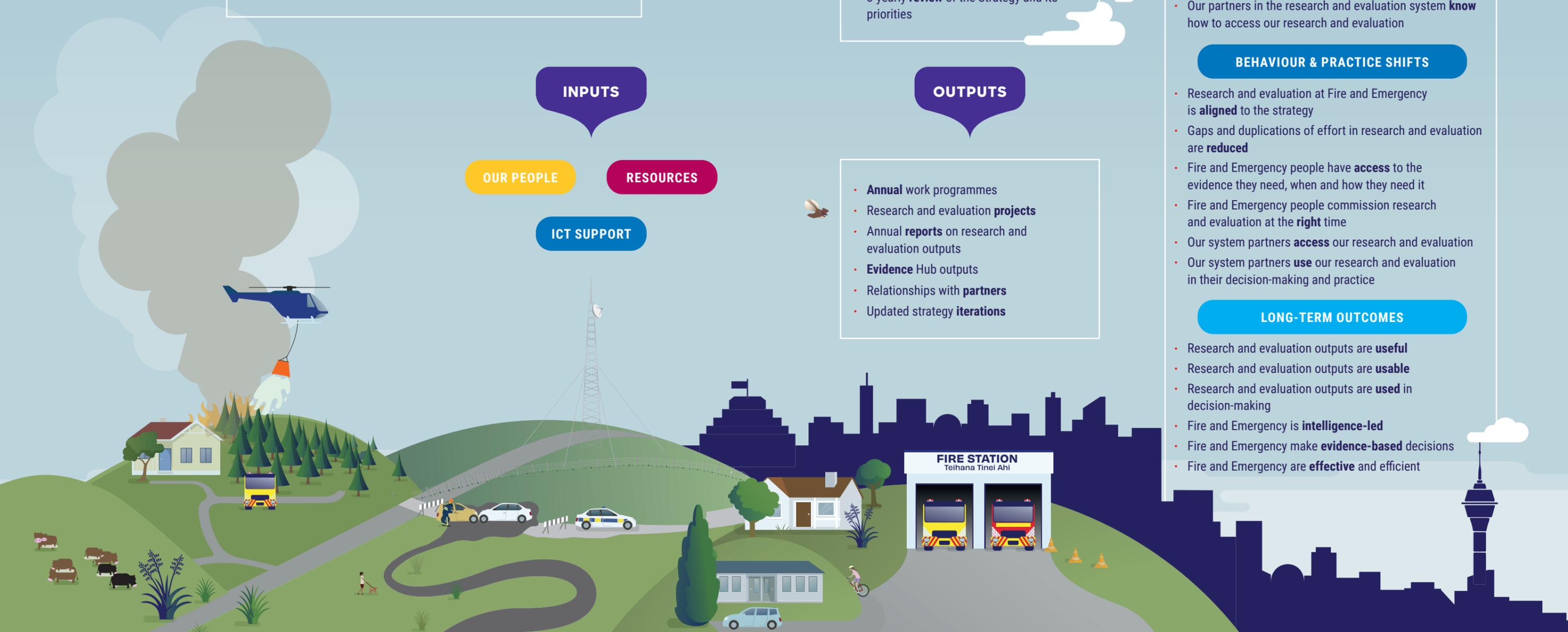
OUR PEOPLE

RESOURCES

ICT SUPPORT

OUTPUTS

- **Annual** work programmes
- Research and evaluation **projects**
- Annual **reports** on research and evaluation outputs
- **Evidence** Hub outputs
- Relationships with **partners**
- Updated strategy **iterations**



Appendix 1: Āpitihangā 1

Research and evaluation strategy links with
National and supporting strategies

Research and evaluation strategy

Links to and supports

Priority 1: Our People

Identifying the changes we need to make to reflect the communities we serve, and ensure our people are valued, safe, capable and adaptable

National Strategy

Priority 3: Growing our people

People Strategy

Priority 1: Safe and connected
Priority 2: Skilled and engaged

Safety, Health and Wellbeing Strategy

Risk Reduction Strategy

Priority 2: Fostering a risk reduction culture and capability

Hiwa-i-te-rangi, our Māori outcomes programme

Volunteerism Strategy

Priority 1: Broader and more flexible ways to volunteer
Priority 2: Thriving volunteerism
Priority 3: Better together

Priority 2: Our Communities

Determining what support our communities need to be empowered to own their own risks

National Strategy

Priority 1: Building resilient communities

Risk Reduction Strategy

Priority 3: Safer people, communities and environments

Hiwa-i-te-rangi, our Māori outcomes programme

Volunteerism Strategy

Priority 3: Better together

Priority 3: Our Risks

Discovering how to proactively mitigate, manage and adapt to our current and emerging risks

National Strategy

Priority 4: Intelligence-led, evidence-based decisions
Priority 5: Keeping pace with change

Risk Reduction Strategy

Priority 1: Leading the development of risk reduction best practice
Priority 2: Fostering a risk reduction culture and capability
Priority 3: Safer people, communities and environments

Safety, health and wellbeing strategy

Priority 4: Our Commitments

Understanding how best to deliver on expectations of us as a Crown entity

National Strategy

Priority 2: Collaboration, partnerships and influence
Priority 5: Keeping pace with change

Hiwa-i-te-rangi, our Māori outcomes programme

Priority 5: Our Organisation

Continually learning how to operate more responsively so we are trusted, efficient and effective

National Strategy

Priority 2: Collaboration, partnerships and influence
Priority 4: Intelligence-led, evidence-based decisions
Priority 5: Keeping pace with change

People Strategy

Priority 3: Empowered and innovative



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