



Pumicelands Rural Fire Authority

Strategic Plan

2016 to 2017

The Board of Pumicelands Rural Fire Authority (Pumicelands) has agreed a strategic plan for the next 12 to 24 months in light of the introduction of the Fire and Emergency New Zealand (FENZ) Bill. It is anticipated that the legislation will come into force, in large part, on 1 July 2017 and will result in the dissolution of Pumicelands.

The aims of this plan are to ensure that Pumicelands continues to maintain effective rural fire protection administration services that meet statutory requirements¹ and have those services in a state of readiness by 30 June 2017 for a seamless transition to FENZ in accordance with the Transition Plan² under the new legislation, and in accordance with the goals and objectives in the Pumicelands constitution.

Strategies

1. The Fire Plan

*The Pumicelands fire plan is the guiding document to enable the management of rural fires by the Territorial Authorities, Department of Conservation and the large commercial forest companies that collectively have jurisdiction over the Central North Island.*³

Pumicelands will maintain and comply with the fire plan and provide adequate resources to meet the requirements of Reduction, Readiness, Recovery and Response in accordance with current legislation, national standards, and audit requirements of the NRFA⁴ up to and during the transition.

To this end, Pumicelands will:

- Maintain and comply with the fire plan and the management of the risk until the new legislation takes effect.
- Complete and implement the Pumicelands Health and Safety policy.
- Maintain capability, capacity, training, staff numbers and assets at the required level to ensure that Pumicelands can be transferred smoothly to FENZ.
- Obtain sufficient information, support and resources from the transition team to meet these goals.

2. Current Assets

Pumicelands will sustain and maintain its existing response assets⁵ (assets) to the standards specified by the NRFA up to and during the transition and will make these available as appropriate to FENZ.

To this end, Pumicelands will:

¹ Section 2.2 of PRFA Constitution: Goals and Objectives

² To be formulated by the Transition Committee

³ Section 1.1 PRFA Fire Plan

⁴ section 7.1(a) Fire Administration Plan

⁵ Referred to as response assets in Part 1 of the FENZ Bill

- Identify and record all assets, including buildings, owned, leased, or licensed⁶ by Pumicelands contributing stakeholders, in an assets register.
- Maintain the ownership, condition and efficient use of its assets and add to those resources as necessary to ensure all Pumicelands' fire forces are up to standard.
- Ascertain from Pumicelands Territorial Authorities and forestry companies how each wants utilise its assets upon the dissolution of Pumicelands.
- Support the Transition Team assets transition work stream.
- Transfer its assets in accordance with the FENZ legislation.
- Obtain sufficient information, support and resources from the Transition Team to meet these goals.

3. Stakeholder Relationships

Pumicelands will continue to maintain and develop the relationships with and between its contributing stakeholders⁷ to meet the challenges and opportunities afforded by the FENZ legislation.⁸

To this end Pumicelands will:

- Continue to improve its stakeholder relationships to ensure appropriate and efficient deployment of resources.
- Maintain and lead the organisation through the transition and manage uncertainty by keeping stakeholders, as well as other organisations who work with and influence its stakeholders, engaged and focused.
- Inform the stakeholders of the new legislation and its implications for Pumicelands and stakeholders from 1 July 2017. Each stakeholder needs to decide what they want to do in light of their own risk profiles and responsibilities.
- Obtain sufficient information, support and resources from the Transition Team for Pumicelands to meet these goals and make good decisions.
- Use the Board's influence through taking up offers of consultation in areas such as asset transfer, boundaries and representation of local interests on Local Committees.

4. Workforce

Pumicelands will mitigate the risk of losing members of its workforce through the transition by enhancing and supporting the development of its employees, volunteer network and contractors; helping them through the transition into the new organisation; and giving them sufficient information to allow them to make informed decisions at the time.

To this end Pumicelands will:

⁶ Definition of response assets in Part 1 FENZ Bill

⁷ as listed on p19 of Pumicelands Constitution

⁸ Potential challenges include loss of stakeholder capability in the face of likely changes to existing, hard won, boundaries and the effect of such changes on stakeholder relationships; the decline of present levels of collaboration and buy-in to the collective responsibility for the administration of rural fire forces.

Potential opportunities include encouraging future Local Committees to recognise the value of the current working relationships and local knowledge of the stakeholders.

- Engage and consult with the Transition Team to obtain accurate and clear information to communicate to its employees, stakeholders, volunteers, concerning the transition to FENZ.
- Devise and implement an engagement plan for its employees, volunteers and contractors pending the transition.
- Prepare an inventory and assessment of the capacity and capability of the volunteer fire fighters.
- Obtain sufficient detailed information, support and resources from the Transition Team to implement this strategy.

5. Communications

Pumicelands will communicate to the Pumicelands workforce and stakeholders reliable and consistent information on both its continuing operations and the transition.

To this end, Pumicelands will:

- Identify stakeholders and affected persons within the Pumicelands boundaries and compile a distribution list.
- Disseminate information to all stakeholders and affected persons as it becomes available using newsletters, the web site, email, social media etc.
- Encourage individual committee members to consult with their constituents.
- Communicate to its employees, stakeholders, volunteers, and other affected persons including the wider community on issues concerning the transition to FENZ.

6. Profile and Image

Pumicelands will raise its profile and image in the rural sector and with rural land owners through fire risk management; and by its communications.

To this end, Pumicelands will:

- Complete the web site development, maintain and regularly update it.
- Advertise the website to stakeholders, work force and public through a marketing campaign.
- Post official communications about the transition to the website.
- Post Pumicelands strategies to web site.
- Utilise the website as part of the communications plan.
- Encourage the wider stakeholders to post links to the Pumicelands website.
- Continue to collaborate across the sector.

7. Finance

Pumicelands will use its funds to implement the fire plan, to support strategic initiatives to prepare for the transition, and to cover contingent liabilities and other risks.

To this end, Pumicelands will:

- operate within its budget
- fund this strategic plan to enable a smooth transition to FENZ

8. Transition Opportunities

Pumicelands is prepared in principle to engage pro-actively with the FENZ transition committee in relation to the transition

To this end, Pumicelands will:

- Be open to considering opportunities to be involved in a pilot programme for Local Committees.
- Engage in transition workstreams as appropriate.
- Give information as it becomes available to its stakeholders to enable them to have informal discussions with key people and give feedback at the next board meeting.