



Board Minutes

BOARD MEETING

Date: Friday 29 March 2019

Time: 8:30am – 2.12pm

Venue: National Headquarters, Level 12, 80 The Terrace, Wellington

Present:

Hon Paul Swain	Chair
Dr Nicola Crauford	Deputy Chair
TeAroha Cook	Member
Peter Drummond (apology from 1.45pm)	Member
Malcolm Inglis	Member
Wendie Harvey	Member

In Attendance:

Rhys Jones	Chief Executive
Raewyn Bleakley	DCE Office of the Chief Executive
Bella Sutherland	Director Office of the Chief Executive
Darryl Purdy	Deputy Chief Executive Finance & Business
Brendan Nally	Deputy Chief Executive People
Paul McGill	National Commander Urban
Kevin O'Connor	National Manager Rural

The Chair opened the meeting at 8.30am and held a closed Board session until 9.00am and then met with the Chief Executive in a closed session until 9.45am.

The Chairman of the Board formally welcomed Raewyn Bleakley to her first meeting as Deputy Chief Executive, Office of the Chief Executive.

Peter Drummond recorded this thanks to the Chief Executive for accompanying him to Nelson to see first hand the response to the Nelson wildfires. Peter found the visit very informative and the personnel were very professional in their response efforts.

1. 19(029) Conflicts and Declarations of Interest

Members updated their declaration of interests to include:

- Wendy Harvey, Chair of Hawkes Bay Airport Construction Ltd effective 19 March 2019
- Te Aroha Cook - Regulatory Service Manager for Westland District Council

Members confirmed they had no conflicts of interest in any of the agenda items.

2. 19(030) Minutes of the meeting held 6 March 2019

The minutes of the meeting held on 6 March 2019 were approved as a true and accurate record of the meeting with minor amendments.


CHAIR

Moved: Nicki Crauford; Seconded: Malcom Inglis

Action Log updates

The Board updated the timeframe for the delivery of the Board Charter from April to June 2019; and requested a Review of Board performance be undertaken during the calendar year.

3. 19(031) Strategic Priorities

The Board was presented with five Strategic Priorities that underpin the Fire and Emergency NZ Strategy and provided feedback on minor points. The Board was pleased with the progress being made in this area and acknowledged the engagement being undertaken with unions and associations.

Resolved:

That the Board:

1. **noted** the draft Strategic Priorities within this paper have been reviewed and confirmed by ELT;
2. **noted** that the Strategic Priorities underpin the Fire and Emergency NZ Strategy. The Board will receive a draft of the Fire and Emergency NZ Strategy at the 1 May 2019 meeting.
3. **noted** that once the Board has agreed the Strategic Priorities, management will look for opportunities to engage with internal and external stakeholders on the Priorities
4. **approved** the draft Strategic Priorities so that further development on the strategy can occur

Moved: Wendie Harvey; Seconded: Peter Drummond

4. 19(032) Statement of Performance Approval

The Board was asked to provide feedback on the second draft of the 2019/20 Statement of Performance Expectations (SPE) and to approve to send to the Minister for review and feedback.

The Board provided feedback to management on specifics and noted the following:

- Rural measures need to be targets rather than information;
- Local Advisory Committees – to be updated to reflect the Integration & Change Committee request that management provide options for boundaries and deployment of LACs at the May 2019 Committee meeting;
- Concern around the Leadership Framework completion date

The Board requested early notification of any feedback provided by Audit New Zealand via email if out of meeting cycle.

Management were asked to do a final “sense check” on the next edition to ensure appropriate language.

Resolved:

That the Board:

1. **reviewed** the contents of the draft Statement of Performance Expectations and provided feedback.
2. **approved** the draft being forwarded to the Minister for review subject to the comments and changes outlined above.
3. **approved** replacement of the Q4 report with a full SPE measures report and (provisional) full year financial results subject to Ministerial approval.

CHAIR

Moved: Nicki Crauford; Seconded: Malcolm Inglis

5. 19(033) Positive Workplace Culture – Accountability of Board

The Board was asked to agree the accountability arrangements for the implementation of the recommendations from the Positive Workplace Culture Review.

Resolved:

That the Board:

1. **request** an evaluation framework (31 May 2019) and detailed measurement (31 October 2019) for the Board's agreement.
2. **agreed** to hold the Chief Executive accountable for the implementation of an integration plan;
3. **agreed** that the Chief Executive will provide the Board with a monthly report on progress as part of the "no surprises" approach.

Moved: TeAroha Cook; Seconded: Peter Drummond

6. 19(034) Budget concepts

The Deputy Chief Executive, Finance and Business Operations (DCE FBO) joined the meeting for this item.

The Board was provided with the concepts used in producing the 2019/20 financial year budget for Fire and Emergency New Zealand, the prospective financial statements for the Statement of Performance Expectations (SPE) and at a high level the budgeted revenue and expenditure for the 2019/20 financial year.


The DCE FBO spoke to the paper and informed his intent to overlay the budget with greater visibility of strategic projects and priorities to ensure cost savings where appropriate without impacting on the organisations ability to respond.

The Board discussed borrowing powers, the definition of major emergencies and requested that management forward a paper outlining the policy on borrowing vs caps together with a list of management recommendations.

Resolved:

That the Board:

1. **noted** the accounting assumptions used in setting the 2019/20 financial year budget for Fire and Emergency New Zealand;
2. **noted** the range of strategies, initiatives, programmes and projects the 2019/20 budget supports;
3. **noted** the three year prospective financial statements that will be included in the 2019/20 SPE;
4. **noted** the budgeted revenue and expenses for the 2019/20 financial year;
5. **noted** the reasons for increased expenditure in the 2018/19 financial year and the out years;
6. **noted** the increased investment in our infrastructure in the three-year period covered by the 2019/20 SPE;
7. [REDACTED]


CHAIR

8. **noted** the balance sheet key performance indicators that evidence the strength of our balance sheet;
9. **noted** the potential risks that may impact the 2019/20 financial year budget and forecasts for the following two years; and
10. **noted** the timeline for finalising the 2019/20 financial year budget and the prospective financial statements for inclusion in the 2019/20 SPE.

7. 19(035) Chief Executive's Report

The National Commander Urban and the National Rural Manager joined the meeting for this item.

The Chief Executive presented the March monthly report, and provided an update on:

- Fire and Emergency Funding Review – and noted that DIA have indicated that the timeframe may be extended with consultation occurring late 2019 and this will be confirmed in due course with departmental officials. The Finance & Investment Committee requested that the Board be provided with a full financial analysis and this would be provided at the next Board meeting.
- Tasman Fires – the Board was advised that internal debriefs will commence in May, the Operational Review will be conducted by AFAC in June and there would be an inter-agency review led by MCDEM. The Board would be kept informed as these were completed. It was noted that as yet management were unable to provide a full summary of associated costs.

The Board requested the following:

- A five year average on the incident report; and
- More visibility of the Cadet scheme work being undertaken by the UFBA

Resolved

That the Board:

1. **noted** the contents of the Chief Executive's Report;

8. 19(036) Unified Uniform project update

The Board was provided with the outcomes from the first phase of the Unified Uniform Project and the final uniform designs and colour range for noting In order to commence with procurement of the uniform items (Phase 2).

The Board was provided with a display of the garmets and photoboards for their information. The Board congratulated management on the work to date with the project, noted the financial investment and urged enough planning time was allocated to ensure a smooth rollout across the organisation.

Recommendations

That the Board:

1. **noted** the extensive consultation undertaken to develop the uniform colours and design concepts;
2. **noted** detailed cost analysis will be done in Phase 2 of the project;
3. **noted** that there is a total budget [REDACTED]
4. **noted** a further paper will go to the Board in late 2019 to outline the preferred rollout approach and its associated budget; and

CHAIR

5. **noted** ELT's approval of the uniform colour range and design concepts.

9. 19(037) Safety Health & Wellbeing monthly report

The Deputy Chief Executive People joined the meeting and provided the Board with the monthly Safety, Health and Wellbeing update. The Board requested for their information a report back once Level 2 investigations were completed.

Resolved:

That the Board:

1. **noted** the Safety, Health and Wellbeing monthly report;
2. **noted** the Level 2 investigations of concern to management
3. **noted** the Safe@Work report provided for incidents recorded during the Tasman response as at 28 February 2019.

10. 19(038) Committee meeting updates:

Integration & Change (25 March 2019) - Verbal update

The Deputy Chair provided the Board with an update on the Integration & Change Committee meeting held on 25 March 2019, and requested monthly reports provided to the Committee are shared with the Board; and noted that the Local Advisory Committee options would be presented to the Committee at the May 2019 meeting.

Resolved:

That the Board:

1. **noted** the update provided.

Audit & Risk Committee (5 March 2019)

The Board was provided with an update on the Audit & Risk Committee (the Committee) meeting held on 5 March 2019. The draft minutes of the meeting were provided for information, noting that the Committee will amend or approve at the June meeting.

Malcolm Inglis, Chair of the Committee updated the Board on matters concerning the Committee, in particular:

- Overpayment of Salary
- Rural compliance with Canteen licencing
- Audit NZ Management letter – historical actions/financial/non-financial

Resolved:

That the Board


1. **noted** the report and the draft minutes attached.

11. 19(039) Tasman fires recognition

The National Manager Rural joined the meeting for this item.

The Board was provided with management's proposal as to how the organisation will recognise Fire and Emergency New Zealand personnel who were involved in responding to the Tasman fires.

The Board was very supportive of the approach being proposed and urged management to also celebrate and acknowledge those involved in community work and risk reduction activities across the country.


CHAIR

Resolved:

That the Board:

1. **noted** the contents of the paper;
2. **agreed** to the following activities in recognition of Fire and Emergency New Zealand personnel involved in the Tasman fires:
 - issuing a Board communication acknowledging all firefighters and brigades for their contribution over the year;
 - hosting a BBQ in Nelson on International Firefighters' Day and issuing invitations to those within the Area who responded to the Tasman fires.
3. **agreed** that letters of thanks are sent to partner agencies and external stakeholders acknowledging the role that they played in the response.

Moved: TeAroha Cook; Seconded: Nicki Crauford

12. 19(040) Fellowship & Scholarship update

The Board was provided with an update on the Firefighters' Scholarship (Scholarship) and the Len Doughty Fellowship (Fellowship) formal review that was endorsed by the Board in September 2017 (Minute 17(104) Scholarship and Fellowship Review) and management's recommendations.

The Board noted the approach and sought management assurance that the Scholarship and Fellowship would be inclusive and available to all personnel and that they reflected the Fire and Emergency New Zealand environment.

Resolved:

That the Board:

1. **noted** that a review of the Firefighters' Scholarship and Len Doughty Fellowship was undertaken by People and Capability;
2. **notes** that the Scholarship and Fellowship would reflect the new Fire and Emergency NZ unified environment
3. **agreed** that the Scholarship and Fellowship continue to be offered across the organisation;
4. **approved** the Chief Executive administering the Scholarship and Fellowship;
5. **approved** the transfer of funding for the Scholarship and Fellowship to the Chief Executive; and
6. **noted** that stakeholders will be informed of the Board decision.

Moved: Wendie Harvey; Seconded: Malcolm Inglis

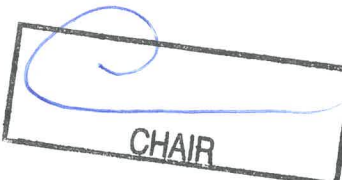
13. 19(040) Power of Attorney – Executive Leadership Team

The Board was asked for approval to revoke existing powers of attorney, appoint new attorneys, and adjust the matters in respect of which attorneys are appointed for Fire and Emergency New Zealand for the purposes of section 129(1) of the Crown Entities Act 2004.

Resolved:

That the Board:

1. **noted** the contents of the paper;


CHAIR

2. **agreed** to revoke the existing power of attorney of 18 August 2017 *attached* as Appendix A, and accordingly authorise the Chair and one other member to sign the 'Revocation of power of attorney' document *attached* as Appendix B;
3. **agreed** to appoint Rhys Jones, Darryl Purdy, Kerry Gregory, Russell Wood, Raewyn Bleakley, and Paul McGill (the latter to 30 June 2019) to be attorneys for Fire and Emergency NZ for the purposes of section 129(1) of the Crown Entities Act 2004 (CEA), and accordingly authorise the Chair and one other member to sign the 'Power of attorney' deed *attached* as Appendix C; and
4. **noted** that the signed 'Power of attorney' deed will be deposited with the Registrar-General of Land under section 212 of the Land Transfer Act 2017.

Moved: Malcom Inglis; Seconded: TeAroha Cook

14. 19(041) Approval of contract: TotalCare Laundry facility

The Board where asked to approve the establishment of the South Island laundry facility for holding and laundering Structural Level 2 (L2) garments and to extend the Totalcare laundry contract to December 2022, as the total cost of the contracts are outside the financial delegation of the Chief Executive.

Management withdrew the paper and advised the Board that an updated paper would be provided.

15. 19(042) SSC – Model Standards

The Board was provided with an update on Fire and Emergency New Zealand's position in relation to the new Model Standards for information gathering released by the State Services Commission (SSC).

Resolved

That the Board:

1. **noted** the new Model Standards for information gathering released by the SSC and the requirement for the Chair to provide the SSC with a written assurance of full compliance by 30 April 2019;
2. **noted** the work currently underway within Fire and Emergency to assess compliance and plan actions to meet the requirements of the Model Standards;
3. **noted** Fire and Emergency is not yet compliant with the Model Standards and is unlikely to be so by 30 April 2019, due to the ongoing policy work in the area of compliance and enforcement; and
4. **note** the Chair to work with management directly on correspondence to the Commissioner by 30 April 2019.

16. 19(042) General Business

The Board noted the:

- a. Correspondence: incoming and outgoing; and
- b. Upcoming Events – and the following was agreed:
 - Wendie Harvey to attend the Career graduation ceremony in September 2019;
 - Paul Swain to attend the Career graduation ceremony in June 2019;
 - Wendie Harvey would confirm her availability for the AFAC Conference in August 2019

The Board requested that the Secretariat see if there was alternate options for the August Board meeting, due to the clash with the AFAC Conference.

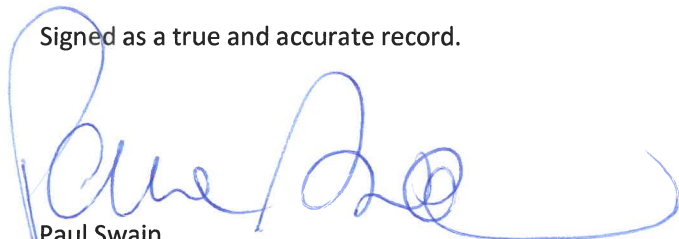

CHAIR

Malcolm Inglis updated the Board on his attendance at the Hunterville VFB celebration where he presented the Board Commendation (approved in July 2018) to Sarah Lilburn in recognition of outstanding and meritorious service in the course of regular Fire Service duties.

It was noted that the Chief Executive would be absent from the next meeting, due to a prior AFAC commitment in Australia.

There being no further business the meeting closed at 2.12pm.

Signed as a true and accurate record.



Paul Swain
Chairman

Released under the Official Information Act 1982



Board Minutes

BOARD MEETING

Date: Wednesday, 1 May 2019

Time: 9.00am – 3.15 pm

Venue: National Headquarters, Level 12, 80 The Terrace, Wellington

Present:

Hon Paul Swain	Chair
Dr Nicola Crauford	Deputy Chair
Peter Drummond	Member
Malcolm Inglis	Member
Wendie Harvey	Member
TeAroha Cook	Member (via teleconference 9.00am – 11.40am)

In Attendance:

Raewyn Bleakley	DCE Office of the Chief Executive
Darryl Purdy	Deputy Chief Executive Finance & Business
Russell Wood	Deputy Chief Executive Strategy & Capability
Brendan Nally	Deputy Chief Executive People
Paul McGill	National Commander Urban
Jenny Stevens	Executive & Ministerial Services Manager

The Chair opened the meeting at 9.00am and held a closed Board session until 10.00am and then met with the Deputy Chief Executive, Office of the Chief Executive in a closed session until 11.00am.

1. 19(043) Conflicts and Declarations of Interest

Nicki Crauford updated the Declarations of Interest register to include her appointments as Independent Chair, Joint Governance Board, Chorus and Visionstream UFB Connect, and a Member of the EPA Decision making committee, OMV Great South Basin marine discharge consent application.

Members confirmed they had no conflicts of interest in any of the agenda items.

2. 19(044) Minutes of the meeting held 29 March 2019

The minutes of the meeting held on 29 March 2019 were approved as a true and accurate record of the meeting with minor amendments.

Moved: Nicki Crauford; Seconded: Wendie Harvey

Action Log updates

The Board was updated on the UFBA Transitional and Advisory Support Agreement (TASA) joint review; and noted that the Board would receive regular update on the UFBA cadet scheme progress through future Chief Executive reports.

3. 19(045) Operating Principles

Russell Wood joined the meeting for this item and presented the Board with the recommended final operating principles for Fire and Emergency New Zealand (NZ) and sought Board feedback.

The Board provided feedback and it was agreed that the final Operating Principles would be provided to the Board for noting at the 31 May 2019 meeting and the operating principles would be reviewed on a bi-annual basis.

Resolved

That the Board:

1. **noted** that the draft operating principles were consulted on as part of the Detailed Design Operating Model;
2. **noted** that management agreed to remove the draft operating principle of “drive change” (as included in the Proposal for Consultation) as this unnecessarily duplicates concepts associated with the value “we strive to improve - auahatanga” in the context of the Strategic Framework;
3. **agreed** the operating principles in accordance with section 13(1), (2) and (3) of the Fire and Emergency New Zealand Act 2017; and
4. **agreed** that the operating principles be reviewed on a 2 yearly basis.

Moved: Malcolm Inglis; Seconded: Wendie Harvey

4. 19(046) Fire & Emergency NZ strategy

Russell Wood joined the meeting for this item and provided the Board with the first full draft of the long-term (25 year) organisational strategy for Fire and Emergency New Zealand for discussion and feedback.

The Board noted that this was the first iteration and the Board was generally happy with the direction the document was taking. Management was asked to consider the different audiences and how the content could be disseminated across the business.

Resolved

That the Board:

1. **discussed** the attached Strategy document, to support its further development[;
2. **agreed** to receive the updated Strategy, incorporating Board comments, at the 28 June 2019 Board meeting; together with a Communications Plan; and
3. **noted** that the final Strategy is due to be completed in July 2019.

Moved: Paul Swain; Seconded: Nicki Crauford

5. 19(047) Financial Position and future considerations

Darryl Purdy joined the meeting for this item and provided the Board with a financial overview of Fire and Emergency NZ which identified key financial issues and outlined the steps required to ensure the organisation remains financially sustainable. The Board was asked to note that this item should be considered with the next agenda item: *Budget paper for 2019/20 financial year* seeking approval for next year's budget and outlines prospective financial statements for the next three years.

The Board was informed of progress and improvements in financial analysis and reporting and the longer term work programme to provide the Board with more assurance of the operating parameters and the analysis of data. The Board discussed the need to take a fiscally sustainable approach to ensure that projects and programmes were both feasible and necessary in the current and long term climate.

The Board were informed that management were currently completing work to understand the current costs of the organisation and were prepared if necessary to apply some fiscal constraints and prudence.

The Board acknowledged the openness of the discussion and the need to be kept informed as the work is further developed and would discuss further with the Minister in due course.

Resolved:

That the Board:

1. **noted** the key financial issues outlined in this paper and that we are developing a programme of work to resolve them. We will update the Board as this work progresses.
2. **noted** that the appropriate level of costs for Fire and Emergency NZ to undertake its new responsibilities needs to be agreed internally by the end of September 2019 to feed into the *first principles funding review*.
3. **required** any further drawdown of debt, whether via bank loans, finance leases or repayable capital injections to be approved by the Board.

Moved: Peter Drummond; Seconded: Malcolm Inglis

6. 19(048) Approval of the 2019/20 financial year budgets

Darryl Purdy joined the meeting for this item and sought Board approval of the 2019/20 financial year budget for Fire and Emergency New Zealand and the prospective financial statements for the Statement of Performance Expectations (SPE) for 2019/20 to 2021/22.

The Board requested that a subsequent letter be sent to the Minister of Internal Affairs noting that if the projection of negative cashflows for the 2022/23 financial year eventuated the management of cashflows could also include living within budget by not spending cash on non-legislative mandate.

Resolved:

That the Board:

1. **noted** the changes to expenditure and revenue for the 2019/20 to 2021/22 financial year's for Fire and Emergency New Zealand from those seen in last month's Budget Concept paper; and
2. **approved** the 2019/20 financial year budget and the prospective financial statements for inclusion in the 2019/20 SPE.

Moved: Wendie Harvey; Seconded: Malcolm Inglis

7. 19(049) FireSuper Review

Mike Woodbury, Chapman Tripp and Simon Ferry, AON joined the meeting and provided the Board with the draft following their independent review of the New Zealand Fire Service Superannuation Scheme (**FireSuper**) in accordance with terms of reference approved on 26 November 2018.

The Board discussed the report in detail and noted the recommendations in the report around eligibility, sustainability and structure. The Chief Executive was authorised to share the report with the New Zealand Professional Firefighters' Union and the directors of the FireSuper Trustee Limited noted that feedback would be provided to the authors of the report before the final version was provided to the Board for the June 2019 meeting.

Resolved

That the Board:

1. **noted** the draft report jointly prepared by Chapman Tripp and Aon *attached* as Appendix A;
2. **discussed** the draft report with the attending representatives of Chapman Tripp and Aon; and
3. **authorised** the Chief Executive to:
 - (a) share the draft report with the New Zealand Professional Firefighters' Union (**NZPFU**) and the directors of FireSuper Trustee Limited (**FSTL**) and invite them to make any comments necessary to ensure the accuracy of the draft report;
 - (b) pass any comments received back to Chapman Tripp and Aon to take into account, before preparing a final version of the report; and
 - (c) provide the final version of the report to the Board ahead of its meeting on 28 June 2019, with accompanying management recommendations on issues arising from the report and any further work that may be required.
4. **agreed** that discussion of any further work or decisions arising from the draft report or related management recommendations will be deferred until after the final version of the report and those recommendations have been provided to the Board.

Moved: Nicki Crauford; Seconded: Wendie Harvey

8. 19(050) FireSuper membership post 1 July 2019

The Board was asked to approve a process to identify candidates for directorships on the board of FireSuper Trustee Limited (**Trustee Company**), which is the sole corporate trustee of the New Zealand Fire Service Superannuation Scheme (**FireSuper**).

Resolved:

That the Board:

1. **noted** the current terms of appointment of Geoff Taylor and Brett Warwick as directors of the Trustee Company expire on 30 June 2019;
2. **authorised** the Chief Executive to identify suitable candidates for the soon to be vacant directorships through the Institute of Directors' (**IoD**) 'Director Search' process, with discretion to arrange any complementary due diligence or candidate selection processes the Chief Executive considers necessary;
3. **authorised** Wendie Harvey and Malcolm Inglis to work with management to agree the critical skills and attributes that will be used to identify candidates through the Director Search process; and

4. **noted** that the Chief Executive will provide details of at least five candidates to the Board for its consideration, with deliberation and the making of appointments to occur at the Board's meeting on 28 June 2019.

Moved: Peter Drummond; Seconded: Paul Swain

9. 19(051) Board Charter and Code of Practice

The Board was asked to approve commissioning advice and draft documentation regarding Board Governance addressing a Board Charter and Code of Practice.

Raewyn Bleakley spoke to the paper and committed to providing the Board some documentation for review at the June 2019 meeting. The Board requested the involvement of Nicki Crauford, Deputy Chair in this work to ensure that while compliance was adhered to the documentation was also practical and aligned to the role of the Board.

Resolved:

That the Board:

1. **approved** the commissioning of advice regarding the proper scope of Board Governance documentation for Fire and Emergency New Zealand taking into account all relevant guidance;
2. **approved** the commissioning of draft Board Governance documentation to be presented to the Board for its consideration and approval; and
3. **approved** that – subsequent to the approval by the Board of the governance documentation – additional work be commissioned to ensure that the Terms of Reference and any other relevant documentation for all Board Committees are aligned to reflect the approved Board governance documentation.

Moved: Nicki Crauford; Seconded: Peter Drummond

10. 19(052) Chief Executive's Report

Brendan Nally, Paul McGill, Russell Wood and Darryl Purdy joined the meeting for this item.

Raewyn Bleakley, Deputy Chief Executive, Office of the Chief Executive presented the monthly report to the Board.

The Board sought an update on Union/Association relationships and noted the co-ordinated strategic approach taken by management to ensure that Unions and Associations were kept informed of the integration progress. The Board requested an update on the release date for the approved Volunteer and Risk Reduction strategies and Raewyn Bleakley agreed to provide written confirmation of the dates.

Resolved:

That the Board:

1. **noted** the monthly report;
2. **noted** that the Board would be informed of the agreed release dates for the Volunteerism and Risk Reduction strategies as soon as possible.



11. 19(053) Safety Health and Wellbeing monthly report

Brendan Nally joined the meeting for this item and presented the monthly safety health and wellbeing report.

The Board requested future reporting of Level 2 investigations include analysis of management insights or emerging themes to help the Board identify if there were systemic issues or emerging risks that they should be aware of across the organisation.

Management provided the Board with assurance that any incidents were investigated by a member of the Operational Leadership Team, reported through to management and if an equipment failure was at fault, all necessary checks were undertaken across other sites to ensure the equipment was fit for purpose.

The Board requested an update be included in the next monthly report on the employee participation scheme engagement processes and effectiveness; and a list of questions that the Board could use when visiting brigades to assist in their understanding of our safety hazards, remediation and outcomes.

Resolved:

That the Board:

1. **noted** the interim Safety, Health and Wellbeing monthly report;
2. **noted** that there has been one notifiable incident during the current reporting period.; and
3. **requested** an update in the next monthly report on the employee participating scheme and a series of questions that can be used by the Board when visiting brigades or fire forces to assist in their understanding of our approach to safety and wellbeing of our people.

12. 19(054) Organisation design and consultation update

Yvonne Conventry joined the meeting for this item and provided the Board with a detailed update on progress of the organisational design and supporting consultation and timelines.

Resolved:

That the Board:

1. **noted** the changes made to the original plan for organisational design
2. **noted** the progress being made to deliver against the plan.

13. 19(055) Finance & Investment Committee report

The Chair of the Finance and Investment Committee provided the board with a copy of the draft minutes of the meeting held on 28 March 2019.

Resolved:

That the Board:

1. **noted** the draft minutes of the Finance & Investment Committee meeting held on 28 March 2019.



14. 19(056) Quarterly report to the Minister

The Board was asked to approve the draft quarterly report to the Minister for the third quarter of the 2018/19 financial year, noting that it was due to be submitted to the Minister on Friday, 3 May 2019. The Board requested minor amendments be made and authorised the Chair of the Board to approve the final version before 3 May 2019 once the feedback had been incorporated.

Resolved:

That the Board:

1. **provided** feedback on the content of the quarter three report;
2. **noted** that Board's feedback will be incorporated into the draft prior to it being sent to Minister;
3. **noted** the quarterly report is to be submitted to the Minister's Office by 3 May 2019;
4. **noted** the Minister's agreement will be sought to produce an abridged Q4 report to reduce the duplication between the Q4 and annual reports (Board endorsed 29 March 2019); and
5. **delegated** final approval to the Chair before 3 May 2019.

Moved: Malcolm Inglis; Seconded: Nicki Crauford

15. 19(057) Power of Attorney – 6 monthly register

The Board was provided with a copy of the register recording all instances of the signing or execution of documents by Fire and Emergency New Zealand's attorneys in the 6 months to 17 April 2019, in accordance with Board minutes 17(089) and 19(040).

Resolved

That the Board members:

1. **noted** the register in Appendix A, recording 16 instances of the signing or execution of documents by Fire and Emergency New Zealand's attorneys in the 6 months to 17 April 2019.

16. 19(058) Approval of contract: Total care laundry

The Board was asked to approve establishing a South Island laundry facility for holding and laundering Structural Level 2 (L2) garments and to extend the Totalcare laundry contract to December 2022, as the total cost of the contracts are outside the financial delegation of the Chief Executive.

Resolved

That the Board:

1. **approved** the creation of a South Island laundry facility;
2. **approved** the extension of the TotalCare contract to December 2022; and
3. **noted** the cost/benefit of this proposal.

Moved: Peter Drummond; Seconded: Nicki Crauford

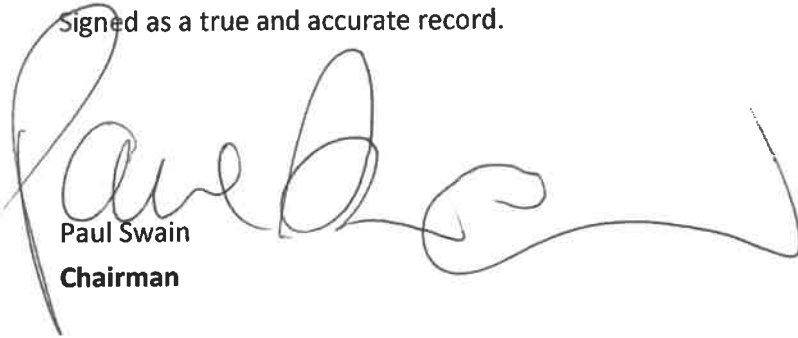
17. 19(059) General Business

The Board noted the:

- a. Correspondence: incoming and outgoing; and

There being no further business the meeting closed at 3.15pm.

Signed as a true and accurate record.

A large, stylized handwritten signature in black ink, appearing to read 'Paul Swain', is written over the typed name and title.

Paul Swain

Chairman

31 May 2019

Released under the Official Information Act 1982



Board Minutes

BOARD MEETING

Date: Friday 31 May 2019

Time: 9.00am – 3.12pm

Venue: National Headquarters, Level 12, 80 The Terrace, Wellington

Present:

Hon Paul Swain	Chair
Dr Nicola Crauford	Deputy Chair
Peter Drummond	Member
Malcolm Inglis	Member
Wendie Harvey	Member
TeAroha Cook	Member

In Attendance:

Raewyn Bleakley	Deputy Chief Executive Office of the Chief Executive
Kerry Gregory	Deputy Chief Executive Service Delivery
Darryl Purdy	Deputy Chief Executive Finance & Business
Russell Wood	Deputy Chief Executive Organisational Strategy & Capability
Brendan Nally	Deputy Chief Executive People
Amelia Dalley	Secretariat

The Chair opened the meeting at 9.00am and held a closed Board session until 10.10 and then met with the Deputy Chief Executive, Office of the Chief Executive, and Deputy Chief Executive, Service Delivery in a closed session until 10:50am.

1. 19(060) Conflicts and Declarations of Interest

Members confirmed they had no conflicts of interest in any of the agenda items.

2. 19(061) Minutes of the meeting held 1 May 2019

The minutes of the meeting held on 1 May were approved as a true and accurate record of the meeting with minor amendments.

Moved: Nicki Crauford; Seconded: Peter Drummond

Action log updates

None



3. 19(062) Chief Executive's Report

The Deputy Chief Executive People, Deputy Chief Executive Organisational Strategy & Capability, Deputy Chief Executive Finance & Business, Deputy Chief Executive Service Delivery and Director, Integration joined the meeting.

The Deputy Chief Executive Office of the Chief Executive presented the monthly report to the Board. The Board were advised that announcements on the Service Delivery Leadership team were imminent and are being managed carefully by the Executive Leadership Team.

The Board requested an update on the meeting with Department of Internal Affairs (DIA) on the Fire and Emergency funding review. The Deputy Chief Executive Strategy and Capability noted the meeting went well but Fire and Emergency have requested that further detail be included in this initial phases of establishing terms of reference and approach to the review.

It was noted that the first brief for a national communications campaign to promote a safe and inclusive culture at Fire and Emergency has been presented to management. There is further work to be completed before it is finalised, including ensuring there is support for anyone impacted by the campaign and those seeking to moderate their behaviour. The Board discussed the potential for the tranche work to impact on the positive workplace programme and requested management's view on how to manage this. Management noted that they are cognisant of the risk of unwanted behaviours emerging through the tranche work and are continuing to reinforce messages about the behaviour that is expected of all personnel and will continue to deal with specific issues that are raised.

The Board noted the increased engagement being undertaken with Ngāi Tahu following the fire fatality in early May.

The Board discussed the high number of false alarms. Management advised that they are looking at how data and technology can be used to better understand the impact of false alarms and associated risk. We also continue to work with building owners on alarm systems and are working with the Ministry of Business, Innovation and Employment on a review of the standards.

The Deputy Chief Executive Finance and Business confirmed that the capital expenditure programme is on track.

The Board noted the adjustment to the actuarial valuation of staff entitlement and gratuities. The Deputy Chief Executive Finance and Business advised that as we don't have an internal model for calculating it can fluctuate when the actuarial calculation is completed. It was noted that an internal model is needed for this.

The Board discussed the increase in personnel costs and noted that further work is being undertaken urgently to understand what is driving the figures, particularly to ensure that tranche decisions are affordable.

The Board was advised that a paper would be presented at its June meeting to test its philosophy on borrowing. This would then inform a draft policy to be presented to the Board later in the year for approval.

The Board noted that we are working with the New Zealand Professional Firefighters Union (NZPFU) to confirm a second order of MAN appliances.

The Board noted that the Cash flows graph is a dynamic model and that the forecasts have changed since it was last presented.


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CHAIR

Resolved:

That the Board:

1. **noted** the monthly report.

4. 19(063) Safety Health & Wellbeing monthly report

The Deputy Chief Executive People joined the meeting and presented the monthly safety health and wellbeing report.

The Board noted that the new reporting has shown an increase in exposure to operational trauma. We are investigating the data to understand how the category is being used by personnel and ensure that it being used as intended.

Resolved:

That the Board:

1. **noted** the interim Safety, Health and Wellbeing monthly report.

5. 19(064) Repayment of capital injection

The Board were asked to approve the authority to make a repayment of \$12 million to the Crown for the Crown funding injection, approved by Government and received in three tranches during the period 2016/17 to 2018/19.

Resolved:

That the Board members:

1. **noted** that a payment of \$12 million for the repayment of the Crown funding injection is due on 30 June 2019; and
2. **delegated** authority to the Chief Executive to approve the payment of \$12 million for repaying the Crown funding injection by 30 June 2019.

Moved: Malcolm Inglis; Seconded: Nicki Crauford

6. 19(065) Auckland Rail Link Agreement

The Board were asked to approve an agreement with Auckland Council under s17 of the Public Works Act 1981 (PWA), under which Auckland Council will acquire and compensate Fire and Emergency New Zealand for part of the land under Auckland City Fire Station.

The Board asked whether it had previously been advised of the proposal for Auckland Council to acquire this land and noted its expectation that it would have earlier input into these types of decisions. The Board were assured that seismic work on the station could still be undertaken without breaching covenants and that associated resource consents are reasonably attainable.

The Board asked how this fits into the property strategy and noted that decisions such as these are linked into a broader strategy.



Resolved:

That the Board:

1. **noted** that Auckland Council has authority to acquire the Stratum Estate and the Covenant from Fire and Emergency under the PWA, for the purposes of the City Rail Link;
2. **noted** that Auckland Council and CRLI have been negotiating with Fire and Emergency to determine an agreed amount of compensation for the acquisition of the Stratum Estate and the Covenant since May 2017;
3. **noted** that representatives of CRLI (with authority to negotiate on Auckland Council's behalf) and Fire and Emergency attended mediation with their respective experts in Auckland on 13 May 2019, reaching conditional agreement [REDACTED];
4. **noted** that the agreement reached at mediation is conditional on approval by Fire and Emergency's Board by 4 June 2019;
5. **approved** [REDACTED] and
6. **authorised** one of the appointees to whom the Board has granted power of attorney to execute the associated agreement under s17 of the PWA, the terms of which have been negotiated by the parties' lawyers.

Moved: Nicki Crauford; Seconded: Peter Drummond

7. 19(066) Kaiapoi Land Acquisition

The Board were asked to approve for the acquisition of 2,658m² of land located at 51-53 Hilton Street, Kaiapoi for the new Kaiapoi Fire Station.

The Board were advised by the Deputy Chief Executive Organisational Strategy and Performance that the station would encompass facilities to include some facilities for the Pines Beach/Kairaki Rural Brigade and a St John presence at the station.

The Board requested further information on whether the splitting of rural facilities would create any future issues and whether it reflected the broader strategy for a unified service.

Resolved

That the Board:

1. **noted** the proposal,
2. **requested** further advice on how the proposal aligns to Fire and Emergency's objectives.

Moved: Nicki Crauford; Seconded: Te Aroha Cook



8. 19(067) Statement of Performance Expectations

The Board were asked to approve the 2019/20 Statement of Performance Expectations (SPE) and agree to forward it to the Minister to present in the House.

Resolved:

That the Board:

1. **approved** the attached as the final version of the 2019/20 SPE subject to minor amendments
2. **agreed** to the 2019/20 SPE being forwarded to the Minister to present in the House
3. **noted** Audit NZ feedback on the first draft of the SPE, and
4. **noted** that the Minister has agreed there is no requirement for a Q4 report.

Moved: Peter Drummond; Seconded: Nicki Crauford

9. 19(068) Operating Principles

The Board were provided with the final operating principles for Fire and Emergency New Zealand (NZ), incorporating the Board's wording amendments.

The Board agreed to minor wording amendments as suggested by the Deputy Chief Executive Organisational Strategy and Capability.

Resolved:

That the Board:

1. **noted** the final operating principles for Fire and Emergency NZ with amendments
2. **noted** that as requested by the Board, these will be scheduled for review in two years
3. **noted** that now the Board has agreed the operating principles, the Strategic Framework is complete.

Moved: Paul Swain; Seconded: Te Aroha Cook

10. 19(069) UFBA funding request 2019/20 financial year

The Board were provided with recommendations in respect of the United Fire Brigades' Association's (UFBA's) 2019/20 financial year funding request identified in the UFBA Business Plan 1 July 2019 - 30 June 2022.

The Deputy Chief Executive, Finance and Business introduced the paper and noted that Fire and Emergency has a significant history with the UFBA.

The Board noted that Fire and Emergency is required to provide advocacy and support free of charge to volunteers and noted the need to have assurance that this is being delivered.

The Board noted the potential merger of the Forest and Rural Fire Association (FRFANZ) and the UFBA had slowed. This is impacting on timeframes for Fire and Emergency to consider its future framework for providing advocacy and support services to volunteers, which enables transparent contestability and puts Fire and Emergency as the purchaser. The Board requested a timeline to develop a framework be presented for its consideration at its June meeting.



Resolved:

That the Board:

1. **noted** the contractual framework between Fire and Emergency New Zealand and UFBA via the Transitional and Advocacy Support Agreement (July 2018)
2. **noted** that a review of the Transitional and Advocacy Support Agreement has not been completed and is intended to be completed once there is further clarity on the UFBA and FRFANZ merger
3. **noted** the dedicated work and that management will provide a broader work programme on the relationship with the UFBA
4. **noted** the UFBA has requested funding of \$4.433 million for the 2019/20 financial year (\$4.324 million for the 2018/19 financial year). The grant will cover a range of both core and non-core services, and
5. **approved** up to \$4.433 million reduced by the underspend against prior years' activities as advised by UFBA or alternately not reduced on the basis UFBA complete the activities from prior years for which funding remains unutilised;
 - i. reduced by the underspend against prior years' activities as advised by UFBA or alternately not reduced on the basis UFBA complete the activities from prior years for which funding remains unutilised;
 - ii. subject to the stipulations and conditions in respect of Independent Advocacy and Dispute Resolution, Operating Costs, Occupancy Costs, Benevolent Fund, the Conference, the Challenges, and Sector Strategy, Policy Advice and Amalgamation as specified throughout this paper and collated in Appendix 1;
 - iii. subject to six monthly reports including actual vs budget, forecast with clear performance metrics delivered to the Board within three months of the close of each reporting period;
 - iv. subject to UFBA agreeing, arranging and providing an audit report from an internal audit provider by the end of 2019 that examines whether the funding provided by Fire and Emergency New Zealand has been used for the purposes the funding was provided and that the services the funding supported have been delivered.
5. **noted** a dedicated working group are designing a new advocacy services model.

Te Aroha Cook left the meeting at 2pm



11. 19(070) Integration & Change Committee

Alison Barnes, Safety, Health and Wellbeing Lead, Brendan Nally and Janine McLees joined the meeting.

The Board were provided with Integration and Change Committee requests that for them noted or approved.

Health Standards

Sid Wellik, Chief Legal Advisor and Samantha Turner, Simpson Grierson provided legal advice to the Board on implementing health standards.

Currently, a Physical Competency Assessment (PCA) is mandatory for career firefighters and if it is not passed that staff member becomes "PCA red" and are assigned alternative duties until they pass.

The approach being developed is to extend health standards and monitoring to the wider workforce, including our volunteer firefighters and to build the standards into training nights so that it's a maintenance approach rather than an annual test.

Acknowledging the previous joint approach to the development of health standards the Board agreed that Fire and Emergency should continue to involve the NZPFU as appropriate but noted the need for the design and implementation of Health Standards to continue.

Health Standards

1. **Approved** the Health Standards Phase Two Recommendations paper.
2. **Approved** continuing phase three development and refinement as outlined, based on re-setting the collaboration and co-design commitments from all parties.

Moved: Wendie Harvey; Seconded: Nicki Crauford

Peter Drummond left the meeting at 2:40pm

The Board discussed the remainder of the integration papers. It noted that the conversation on life insurance was broad and that no decision has been made yet, as further analysis is required.

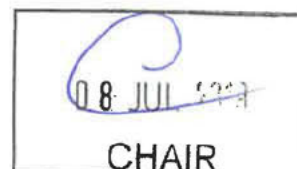
The Board sought assurance that timeframes for delivery are being met, particularly in relation to the fire permitting system. The Director Integration advised that it is on track to be implemented in early September.

Resolved:

That the Board:

3. **Approved** the paper on Progress on implementation of Volunteer Reward and Recognition programme with amendments.
4. **Approved** the paper on Local Advisory Committees - Recommendations on Local Advisory Committee Boundaries and proposed deployment approach.
5. **Noted** the Monthly Status Report for 1 – 30 April 2019.

Moved: Nicki Crauford; Seconded: Wendie Harvey



12. 19(071) East Coast Bays Fire Station approval

The Board was asked for the approval of funding to award the contract for the East Coast Bays Fire Station replacement. The Board noted the assurance provided by the Chief Executive that for decisions of this quantum that a refreshed business case is presented with a clear problem definition and benefit realisation included.

Resolved:

That the Board:

1. **agreed** to total capex budget for the East Coast Bays Fire Station project is \$9,210,428.00 (excluding GST)
2. **agreed** to award a contract to [REDACTED]
3. **noted** following this approval construction is set to start in late May 2019 with the project completed in June/July 2020.

Moved: Paul Swain; Seconded: Wendie Harvey

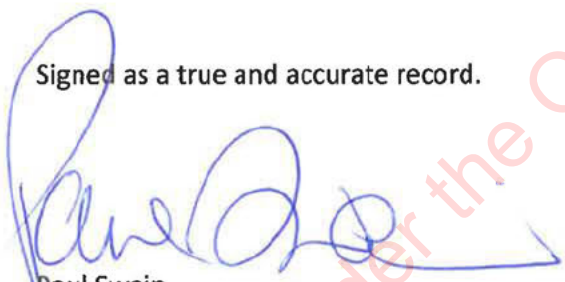
13. 19(059) General Business

The Board noted the:

- a. Correspondence: incoming and outgoing; and
- b. Confirmed availability to attend upcoming events.

There being no further business the meeting closed at 3.12pm.

Signed as a true and accurate record.



Paul Swain
Chairman

08 JUL 2019
CHAIR



Board Minutes

BOARD MEETING

Date: Friday 28 June

Time: 8:30am – 3:10pm

Venue: Portside Hotel, 2 Reads Quay, Gisborne

Present:

Hon Paul Swain	Chair
Rebecca Keoghan	Deputy Chair
Malcolm Inglis	Member
Wendie Harvey	Member
Te Aroha Cook	Member

In Attendance:

Rhys Jones	Chief Executive
Raewyn Bleakley	Deputy Chief Executive Office of the Chief Executive
Russell Wood	Deputy Chief Executive Organisational Strategy and Capability Development
Amelia Dalley	Secretariat

The Chair opened the meeting at 8:30am and held a closed Board session until 9.45am and then met with the Chief Executive in a closed session until 10.30am.

1. 19(073) Conflicts and Declarations of Interest

Members confirmed they had no conflicts of interest in any of the agenda items.

Rebecca Keoghan declared the following interests:

- Director - Keoghan Farm Ltd
- Director - Invercargill City Forests Ltd
- Director - Forest Growth Holdings Ltd
- Director - Westland Milk Products
- Director - Gravity Dance Studio
- Chair - H&S Board Committee – Westland Milk Products
- Chair - H&S Board Committee – Invercargill City Forests
- Advisory Board Member - Buller Water Pipeline Project


CHAIR

2. 19(074) Minutes of the meeting held 31 May 2019

The minutes of the meeting held on 31 May were approved as a true and accurate record of the meeting with minor amendments.

Moved: Malcolm Inglis; Seconded: Te Aroha Cook

Action log updates

None.

3. 19(075) Approval for Kaiapoi land acquisition

The Board were asked to approve the acquisition of 2,658m² of land located at 51-53 Hilton Street, Kaiapoi [REDACTED]

Resolved

That the Board:

1. **noted** the land is required for the new Kaiapoi Volunteer Fire Station
2. **noted** that all four parcels of land are to be acquired by agreement under s17 of the PWA, as the land is currently held by the Waimakariri District Council for the purposes of a public work and the PWA enables a road stopping as part of the transaction
3. **noted** the purchase price is [REDACTED]
4. **noted** that an independent valuation prepared for Fire and Emergency NZ by Jones Lang LaSalle has valued the council owned land at [REDACTED] but our valuer considers Waimakariri District Council's final valuation of [REDACTED] to be within an acceptable range for the property
5. **approved** the acquisition of 2,658m² of land by agreement under the PWA and for the total consideration noted at (3) above, and
6. **noted** that the agreements and associated land transaction documents giving effect to the acquisition will be executed on behalf of Fire and Emergency NZ by one of the ELT appointees to whom the Board has granted power of attorney.

Moved: Paul Swain; Seconded: Wendie Harvey


4. 19(076) Final Strategy for the Organisation and communications approach

The Board were provided with the final draft of the Strategy for the organisation, and outline of the communications approach to launch and implement the Strategy.

Resolved

That the Board:

1. **agreed** the final content of the attached Strategy for the organisation.
2. **noted** the final Strategy has been reviewed and agreed by the Executive Leadership Team (ELT)
3. **noted** the summary communications approach to launching and implementing this Strategy, and
4. **discussed** how the Board would like to support the launch of the Strategy for the Organisation.


CHAIR

Moved: Te Aroha Cook; Seconded Malcolm Inglis

5. 19(077) Statement of Performance Expectations Assurance on Delivery

The Board were provided with a summary of how management intends to deliver against the various outputs and associated performance measures in the 2019/20 Statement of Performance Expectations (SPE). The DCE, Organisational Strategy and Performance advised the Board of the work that had been undertaken to develop the summary.

The Board provided feedback for management's consideration on specific monitoring and reporting initiatives.

Resolved

That the Board members:

1. **noted** the approach to providing assurance of successful delivery of the outputs included in the 2019/20 Statement of Performance Expectations
2. **noted** the Executive Leadership Team will be monitoring organisational performance of delivery against the SPE quarterly with particular outputs monitored monthly, and
3. **noted** performance updates will be provided to the Board monthly on an exceptions basis with a full report provided quarterly, as per the current process.

6. 19(078) Performance Measurement Framework

The Board were provided with the design of the performance measurement framework (PMF) and the background to its development. The design of a PMF is a performance measure in the 2018/19 Statement of Performance Expectations.

The Board were advised that the Statement of Performance Expectations and discussions at the upcoming Board strategy day would support the population of the PMF.

The Board requested advice on how they could receive updates on initiatives underway across the organisation to enable the Board to answer questions when approached during visits to stations.


Resolved

That the Board:

1. **noted** the 2018/19 SPE measure: Performance framework designed by 30 June 2019 has been met, and
2. **noted** the next steps for populating the performance measurement framework (phase 2) and that the Board will be provided with an update when this work has been completed, which is expected by 31 December 2019.

7. 19(079) Fire Permitting Project update

The Board were provided with an update on the Fire Permitting Project which is tasked with implementing a new national fire permitting system. The Director Integration joined the meeting via video conference and updated the Board on the testing of the new fire permitting system. The Board emphasised the need to have the system operating in time for the upcoming fire season and requested monthly updates on progress.


CHAIR

Resolved

That the Board:

1. **noted** the assurance from management that all districts will go live on the new fire permitting system by Sep 2019, and
2. **noted** the the update on the Fire Permitting Project as outlined in this paper.

Moved: Paul Swain; Seconded: Rebecca Keoghan

8. 19(079) Advocacy and Support Project update

The paper was withdrawn and Board will receive a further paper at the July meeting outlining high level options.

9. 19(080) FireSuper Trustee Limited – Appointment of new directors

The Board were provided with an update on the progress towards the identification of candidates for appointment as directors of FireSuper Trustee Limited (Trustee Company), to replace two existing nominee directors whose terms of appointment expire on 30 June 2019 and recommendations to be taken to appoint new Trustee Company directors in accordance with best practice.

The Board noted that an email had been received from the Chair of the FireSuper scheme recommending consideration of licenced independent trustees.

Resolved

That the Board:

1. **noted** the current terms of appointment of Geoff Taylor and Brett Warwick as directors of the Trustee Company expire on 30 June 2019 and that the Trustee Company directors' next quarterly meeting is scheduled for 12 September 2019
2. **noted** that the Institute of Directors' (IoD) 'Director Search' process has identified a list of 17 candidates for appointment as Trustee Company directors
3. **noted** that the details of the candidates have only recently been provided and that the IoD has recommended that candidates are interviewed before appointment decisions are made;
4. **noted** that the list of licenced independent trustees would be investigated in order to consider whether this is an additional source of potential additional candidates
5. **agreed** to defer the appointment of new directors until a future meeting cycle and accordingly:
 - a) **authorised** the Chief Executive to approach the out-going Trustee Company directors to see whether they are interested in being considered for reappointment against other candidates
 - b) **authorised** Wendie Harvey, Malcolm Inglis, and a member of senior management nominated by the Chief Executive to:
 - i) consider the list of licenced independent trustees, review the list of candidates provided by the IoD and the out-going directors (if they express interest in being considered) and determine a short-list of candidates for interview
 - ii) interview the short-listed candidates on the Board's behalf, and


CHAIR

- iii) provide comments and recommendations to the Board for consideration at its meeting on 29 August 2019, with a view to appointment decisions being made and effective from 9 September 2019, and

6. **noted** that from 1 July 2019:

- a) Fire and Emergency New Zealand will only have one nominee director of the Trustee Company until new directors are appointed
- b) that situation will not breach the terms of the FireSuper trust deed or the Trustee Company constitution, which tolerate short vacancies in nominee director appointments, and
- c) certain risks will arise from the imbalance in nominee director numbers between Fire and Emergency New Zealand and the New Zealand Professional Firefighters' Union (NZPFU), until new directors are appointed.

Moved: Rebecca Keoghan; Seconded: Te Aroha Cook

10. 19(081) Chief Executive's Report

The Chief Executive presented the monthly report to the Board.

The Board requested presentations on the Māori initiatives and engagement and the UFBA Pathways to Fire and Emergency project at future meetings. The Board also requested updates on the funding review for its July meeting and a update at a future meeting on the work of the Project Management Office.

The Board noted the progress on the mobility project and the importance of the pilots to ensure the system is fully functional prior to further rollouts.

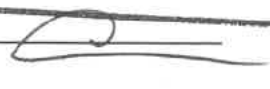
The Chief Executive advised the Board of the successful engagement with trustees at the Tapu Te Ranga Marae Fire and the Board noted the importance of our leaders being able to appropriately engage.

The Board clarified that the Positive Workplace Programme would be continuing beyond the end of 2019. The Board requested information on how the rules for the Dispute Resolution Scheme would be confirmed. Management will provide this information to the Board via email.

The Board were advised that a further OIA had been received on the PFAS investigations and were updated on the work done since the monthly report was prepared.

The Board discussed an offer made by the University of Canterbury to the Chair to support with training to enhance the collaboration on the Ilam Fire Station and Fire Engineering Educational Training Facility. Following a discussion with management, the Board requested a letter be sent to the University of Canterbury to advise that Fire and Emergency is not currently in a position to confirm any further collaboration on training initiatives.

The DCE, Finance and Business joined the meeting and advised that year end is approaching and it will take a few days to assess the financial position but is expecting that cash may be lower than forecast due to timing of accruals. The Board clarified that a surplus is still be projected.


CHAIR

Resolved:

That the Board:

1. **noted** the monthly report .

11. 19(082) Port Hills Action Plan update

The Board were provided with an update on the progress made on the Port Hills Action Plan and were advised that all actions had been integrated into business as usual or would be picked up in the Tasman fires review and the plan could be formally closed.

The Board acknowledged the work that had been undertaken to implement the Port Hills Action Plan and the successful engagement with the community.

Resolved:

That the Board:

1. **noted** the update on the Port Hills Action Plan as at 20 June 2019
2. **approved** the closure of the Port Hills Action Plan with the transfer of incomplete actions to the new Deputy Chief Executive, Service Delivery, and
3. **noted** post Board meeting the Ministers office and departmental officers will be informed of the progress.

Moved: Te Aroha Cook; Seconded: Malcolm Inglis

12. 19(083) 2019/20 Drawdown Application

The Board were provided with an update on the application for the 2019/20 drawdown of the capital injection for the establishment and transition of Fire and Emergency.

Resolved:

That the Board:


1. **noted** that the drawdown application for the capital injection (the Drawdown) for the establishment and transition of Fire and Emergency is nearing completion, and
2. **agreed** that to complete this advice to the Board, the Board nominated the Chair and Malcolm Inglis to work with management over the next month.

13. 19(084) Cost changes since establishment

The Board were provided with an update on how costs have changed from the NZ Fire Service 2016/17 Annual Report to the current unified organisation (2019/20) – where we are now, and how they are forecast to change over the next few years until a “steady state” is achieved (2021/22) – where we will be.

The DCE, Finance and Business advised the Board that further work is being undertaken to better understand costs, including what has already been committed and the work with the asset managers.

The Board asked what personnel are included in the enablers category and management undertook to report back on how many personnel are part of the integration programme.


CHAIR

Resolved

That the Board:

1. **noted** that Fire and Emergency NZ is largely on track with the forecasts provided to the Board on 18 December 2018 in the presentation: *Update on the Operating Model Investment Case*¹.
2. **noted** that the forecast increase in operating costs from establishment to 2021/22 will deliver the structure outlined in scenario 2 of the operating model: an additional 399 FTEs; increased wage rates in line with inflation; increased investment in Property, Systems and Fleet; and an increased focus on ICT.
3. **noted** that we are continuing to document the linkages from the drivers for change in the Reviews/Cabinet papers/Legislation to forecast costs and funding options. This will be a crucial input into the *first principles funding review*.
4. **endorsed** continued work on creating a value story for Fire and Emergency New Zealand to support the *first principles funding review* and key planning and accountability documents.

Moved: Malcolm Inglis; Seconded: Rebecca Keoghan

14. 19(085) Safety Health & Wellbeing monthly report

The Board were presented the monthly safety health and wellbeing report. The Board asked how Fire and Emergency is benchmarking itself against other agencies and were advised that our performance is compared to similar high risk agencies across the state sector and AFAC partners.

The Board clarified that if operational personnel are assessed as not being fully fit then they would be placed on alternative duties until they were recovered and noted that operational personnel continue to receive ACC entitlements until they have returned to shift work.

The Board requested further information on how level 2 investigations are undertaken and what the expectations are for different types of incidents and when the last external safety, health and wellbeing audit was undertaken. The DCE People undertook to report back to the Board.

The Board received brochures that are provided to operational personnel to promote wellbeing and psychological support.

Resolved

That the Board:

1. **noted** the Safety, Health and Wellbeing monthly report.

15. 19(086) Review of Board gift for 25 years' service (oral item)

The Board were advised that the statuette it gives to personnel in recognition of 25 years' service is no longer being produced by the supplier. The Board agreed to receive a paper at its July Board meeting outlining options for procuring a replacement gift.

¹ Board meeting 18 December 2018, item 7: 18(157) Levy analysis.


CHAIR

16. 19(087) Progress on implementation of Volunteer Reward and Recognition programme

The Board received an update on the progress of the Volunteer Reward and Recognition programme. The Board noted that it had not made a final decision on the provision of life insurance and expected further advice.

Resolved

That the Board:

1. **noted** the progress briefing paper.

17. 19(088) 2018/19 Annual Report

The Board were provided with the timeline for the 2018/19 Annual Report and seek the Board's feedback on the proposed themes and lead stories.

Resolved

That the Board:

1. **noted** the timeline for the Annual Report, and
2. **provided** feedback on the proposed themes and lead stories.

18. 19(089) Audit and Risk Committee update

The Board were provided an oral update on the Audit and Risk Committee meeting.

19. 19(090) Extension of current Type 3 Appliance Body Build Agreement

The Board were asked to approve the extension of the current Type 3 body build agreement with Fraser Fire and Rescue for a further 5-year term (plus a 2 year right of renewal at Fire and Emergency's discretion).

Resolved

That the Board:

1. **approved** the extension of the current Type 3 body build agreement, for a further 5-year term (from December 2019)
2. **approved** a delegation to the Chief Executive to sign the agreement extension on behalf of the Board, and
3. **noted** that Fire and Emergency intends to order additional MAN Type 3 appliances under the Type 3 body build agreement until deliveries of a new model Type 3 appliance commence.

Moved: Wendie Harvey; Seconded: Rebecca Keoghan

20. 19(091) Board Governance update

The Board were provided with an update on progress to date regarding the development of a Board suite of documentation to assist the Board in performing its governance functions

Resolved

That the Board:

1. **noted** the update on progress
2. **approved** that the form of Board Governance documentation be a Board Governance Manual, consistent with guidance from the State Services Commission that is specifically for statutory Crown entity Boards
3. **approved** the indicative list of topics for the Board Governance Manual, subject to any additions or alterations, and
4. **approved** that the Board Governance Manual be developed in two tranches, the first being available at the August Board meeting, and the second being available at the September Board meeting.

Moved: Paul Swain; Seconded: Wendie Harvey

21. 19(092) Statutory Delegations

The Board were asked to approve the statutory delegations to reflect the new Service Delivery Leadership Team structure that will come into place on 1 July 2019.

Resolved

That the Board:

1. **noted** the content of this paper
2. **noted** that the Region Managers are suitably qualified and trained to perform or exercise the functions, duties and powers identified in the proposed delegations instrument *attached* to this paper
3. **noted** that the Deputy Chief Executive, Service Delivery remains suitably qualified and trained to perform or exercise the functions, duties and powers identified in the proposed delegations instrument *attached* to this paper
4. **agreed** to delegate the functions, duties and powers identified in the proposed delegations instrument to the Deputy Chief Executive, Service Delivery and Region Managers subject to the limitations set out in that instrument and with effect from 1 July 2019
5. **authorised** the Chair of the Board to sign the proposed delegations instrument on the Board's behalf, and
6. **noted** that – if approved – this results in only two extant statutory delegations from the Board:
 - a) One to the Chief Executive (dated 6 June 2017, with effect from 1 July 2017)
 - b) One to Service Delivery branch personnel (dated 28 June 2019, with effect from 1 July 2019).

Moved: Te Aroha Cook; Seconded: Rebecca Keoghan

22. 19(092) Board Committees

The Board considered a paper recommending a reconfiguration of its committees.

1. **agreed** to disestablish the Integration and Change Committee, with effect from 1 July 2019
2. **agreed** to disestablish the Finance and Investment Committee, with effect from 1 January 2020
3. **agreed** to establish a Health and Safety committee and management will report back with draft terms of reference and framework
4. **agreed** that, with effect from 1 July 2019, the members of the committees of the Board will be (asterisk denotes committee chairperson):
 - a) Audit and Risk Committee: Malcolm Inglis*, Te Aroha Cook, Paul Swain (ex-officio), Peter Taylor (external),
 - b) Finance and Investment Committee: Brian Monk (external)*, Wendie Harvey, Malcolm Inglis, Paul Swain
 - c) Remuneration Committee: Wendie Harvey*, Rebecca Keoghan, Paul Swain, Te Aroha Cook

Moved: Te Aroha Cook; Seconded: Malcolm Inglis

23. 19(093) General Business

The Board noted the:

- a. Correspondence: incoming and outgoing
- b. Confirmed availability to attend upcoming events, and
- c. Discussed future Board meetings, including confirming area visits for the remainder of the calendar year.

There being no further business the meeting closed at 3:10pm

Signed as a true and accurate record.

Paul Swain
Chair



Board Minutes

BOARD MEETING

Date: Thursday 25 July 2019

Time: 12pm – 6.30pm

Venue: Fire and Emergency National Headquarters

Present:

Hon Paul Swain	Chair
Rebecca Keoghan	Deputy Chair
Malcolm Inglis	Member
Te Aroha Cook	Member
Wendie Harvey	Member

In Attendance:


Rhys Jones	Chief Executive
Raewyn Bleakley	Deputy Chief Executive Office of the Chief Executive
Russell Wood	Deputy Chief Executive Organisational Strategy and Capability Development
Darryl Purdy	Deputy Chief Executive Finance and Business Operations
Brendan Nally	Deputy Chief Executive People
Amelia Dalley	Secretariat
Bella Sutherland	Interim Director, Policy
Cathryn Moriaty	Strategy Manager
Selina Tu	Senior Performance and Monitoring Advisor

The Chair opened the meeting at 12pm and held a closed Board session until 1.10pm and then met with the Chief Executive in a closed session until 2.14pm.

1. 19(094) Fire and Emergency New Zealand Ministerial Funding Review

DCE Finance and Business Operations, DCE Organisational Strategy and Capability Development and Interim Director, Policy joined the meeting.

The Board was provided with an update on the Fire and Emergency Ministerial Funding Review. The Board was advised that while the first phase of the review and consultation focused on the method of funding the draft consultation document proposed to include a figure on the cost to operate Fire and Emergency. The Board expressed concern that we did not have a sufficient level of confidence to confirm the future operating cost for the Department of Internal Affairs (DIA) consultation document.


CHAIR

The Board noted that consultation is proposed to occur while Fire and Emergency is planning to consult on its proposed operating model and that this may create challenges for people involved in both consultations.

Resolved

That the Board:

1. **noted** that Department of Internal Affairs (DIA) are nearing the completion of the first draft of the Fire and Emergency New Zealand Funding Review consultation draft document
2. **noted** that Raj Krishnan (General Manager, Policy) and Gina Smith (Director, Policy) from DIA will be presenting the key aspects of the Fire and Emergency Funding Review Consultation document
3. **noted** that this paper outlines some areas that the Board may want to discuss with DIA, and
4. **discussed** with DIA the key questions and talking points outlined at the end of this paper.

2. 19(095) DIA presentation

Raj Krishnan General Policy Manager, Gina Smith Policy Director and Joe Harbridge Senior Advisor from DIA joined the meeting.

DIA assured the Board that it is committed to delivering the review as agreed by Cabinet. The first milestone is the discussion document that will be published in October 2019 for consultation. DIA is working closely with us and the Treasury.

The discussion document will test the five funding principles already established in the Fire and Emergency New Zealand Act 2017 and present options for funding Fire and Emergency in the future, including the option to continue with levy funding. DIA advised that the discussion document will not present a preferred option.


DIA advised the Board that the Minister would receive a draft discussion document for comment on 2 August and it would be circulated to the Board at the same time.

The Board was provided with highlevel timeframes for the review. It is expected that Cabinet will approve the final discussion document in October. Consultation will then run until February 2020. If a new funding model is selected it will likely be implemented in 2024.

The Board discussed with DIA the potential impact on Fire and Emergency funding if the outcome of the review isn't implemented until 2024. DIA advised the Board that options for interim funding can still be considered while the implementation of the review is completed.

The Board raised with DIA the challenges of including the future cost of operating Fire and Emergency in the discussion document. DIA advised they were happy for this reference to be removed from the discussion document.

The Board discussed with DIA the position of Local Government New Zealand. DIA advised they had received feedback that LGNZ is keen to be involved in the consultation and that the main concern from that sector is that they may be asked to collect the funding.


CHAIR

DIA advised the Board that to date engagement on the draft discussion document was with government agencies and some discussions have been had with the Insurance Council and the Property Council. The Board provided feedback on the key sectors that will require engagement on the consultation. DIA noted the feedback and advised that a stakeholder engagement plan has been developed to support consultation.

DIA left the meeting at 3.15pm

3. 19(096) Conflicts and Declarations of Interest

Members confirmed they had no conflicts of interest in any of the agenda items.

Wendie Harvey added an interest:

- Director, Napier Port Holdings Limited

4. 19(097) Confirmation of minutes

The minutes of the Board meeting held on 28 June 2019 were approved as a true and accurate record of the meeting with minor amendments.

Moved: Malcolm Inglis; Seconded: Rebecca Keoghan

The minutes of the Integration and Change Committee meeting held on 20 May 2019 were approved as a true and accurate record of the meeting with minor amendments.

Moved: Paul Swain; Seconded: Te Aroha Cook

Action log updates

None.

5. 19(098) Chief Executive's Report

The Chief Executive presented the monthly report to the Board. The Board requested further information on the timeframes for the unified uniform project and Management undertook to provide at the next meeting.

The Board asked how work was progressing following the Coral Shaw report and particularly the role of unions in identifying inappropriate behaviour. The Board was advised that work is progressing.

DCE Finance and Business Operations joined the meeting.

The Board discussed the capital expenditure and the DCE Finance and Business Operations acknowledged that the process improvements have been identified and will be implemented.

The Board asked for clarification on the property variances and whether it formed part of the forecast variance.


CHAIR

The Board asked about the impact of the Tasman fires and were advised that the Operational Review will consider how resourcing decisions were made and whether there are any improvements that can be made.

The Board noted that questions had been raised about whether it is appropriate for reward and recognition initiatives for volunteers to be extended to paid staff where it is cost neutral to do so. The Board asked for further advice on whether it would be appropriate to investigate this. Management undertook to provide next month.

Resolved:

That the Board:

1. **noted** the monthly report.

6. 19(099) Safety Health and Wellbeing montly report

The DCE People presented the monthly safety health and wellbeing report to the Board. The Board noted the error in the June figure for the injuries per operational period.

The Board was advised of the ongoing work on reporting in on psychological near miss to ensure there is common understanding of reporting in the new system. Work is also continuing to encourage volunteers to report minor injuries and near misses.

The Board was advised that Fire and Emergency uses the "ICAM methodology" for its Level 2 investigations and that almost all actions have 3 months to be closed out but that for some this is too short and for others too long.

The Board was advised of the background to the report by SFF Josh Darby titled Why We 360. The report noted the implementation of Fire and Emergency personnel attending medical calls could have been better. Management are working to consider the findings of the report and any actions for implementation.

Resolved

That the Board:

1. **noted** the Safety, Health and Wellbeing monthly report.

7. Safety, Health & Wellbeing Committee Establishment

The paper was withdrawn for futher work and will be presented at the next Board meeting.


CHAIR

8. 19(100) Approval of the People Strategy for Fire and Emergency New Zealand

The Board was provided with the People Strategy for approval. The Strategy was well received by the Board and support the plan being developed.

Resolved

That the Board:

1. **noted** the development process of the People Strategy, and
2. **approved** the People Strategy.

Moved: Paul Swain; Seconded: Rebecca Keoghan

9. 19(101) Design and eligibility of the Board's 25 Year Statuette Gift

The Board was provided with options to replace the existing statuette provided to former urban personnel to recognise 25 years of service consideration for consideration. The Board was advised that a redesign had been identified to better reflect the diversity of Fire and Emergency and extended to former rural fire personnel. Supplier issues caused a redesign to become more urgent.

The Board noted the importance of pounamu being handled appropriately and was assured that advice would be sought from our Pou Herenga Māori.

Resolved

That the Board:

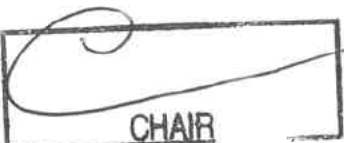
1. **approved** updating the existing statuette with a more inclusive design
2. **approved** design options for the development of a new award
3. **approved** a policy amendment to include rural personnel in the eligibility of the award, and
4. **approved** within the current funding envelope per item.

Moved: Rebecca Keoghan; Seconded: Wendie Harvey

10. 19(102) FireSuper Update

The Board received a verbal update on the FireSuper review and discussed the process to appoint trustees to the Board of FireSuper Trustee Limited. The Board noted the final report on the Review of the Fire Service Superannuation Scheme had been received and agreed it would be received by the Board at its next meeting.

The Board noted that the appointment panel had reviewed candidates for shortlisting and would attempt to arrange interviews in early August and provide a recommendation to the next Board meeting. It was confirmed that neither of the outgoing trustees were interested in being considered for a further term.


CHAIR

11. 19(103) Draft publication and design layout of the Strategy for the Organisation

The Board was provided with the approved long-term (25 year) Fire and Emergency New Zealand (Fire and Emergency) Strategy for the Organisation (Strategy) in its published form. DCE Organisational Strategy and Capability Development and Strategy Manager joined the meeting.

The Board provided minor feedback on the strategy to be incorporated into the final version.

Resolved

That the Board:

1. **noted** the draft design and layout of the attached Fire and Emergency Strategy
2. **advised** any feedback or comments on the draft design and layout, and
3. **noted** that a final version ready for publication will be provided for agreement at your August 2019 meeting. Subject to agreement, the Strategy will be launched in September 2019.

12. 19(104) Quarter 4 SPE Performance Measure results

The Board was provided with the Statement of Performance Expectations (SPE) performance measure results for the 2018/19 financial year. Senior Performance and Monitoring Advisor joined the meeting.

The Board was advised that the Minister agreed there wasn't a need to provide a full Q4 SPE report as it duplicates the information in the annual report.

The Board asked about using response times as and whether it is a good reflection of our performance. Management advised that it is a focus for emergency services globally and can provide comfort to the public.

The Board clarified the information that would be provided to the Minister and noted that a cover briefing would be provided to the Minister from management that provided high level commentary on the results.

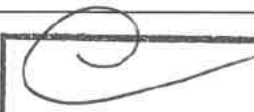
The Board asked for more information on what story the figures are telling us about our achievements and progress as an organisation, particularly how the Board might be able to discuss the performance for the year when talking to people about Fire and Emergency.

The Board was advised that the Annual Report would contain more commentary on the performance of the organisation.

Resolved

That the Board:

1. **noted** the results of the 2018/19 SPE measures, and
2. **noted** the Minister's agreement to remove the requirement of a Q4 Report due to the duplication between the Q4 and Annual Report.


CHAIR

13. 19(105) Approval of the Spark Meraki Managed Service Contract to Improve Telecommunication Services to all Fire and Emergency Stations

The Board was requested to authorise the Chief Executive to enter into a contract with Spark for the provision of telecommunications services to Fire and Emergency Stations.

The Board noted the contract is within budget and that the services offered will improve network services at stations and critical sites across the country.

The Board asked whether there would be any sites that it would be difficult to deliver network services to and requested a list of remote sites that need prioritising. Management undertook to develop and provide a list of sites that present challenges for providing network services to.

Resolved

That the Board:

1. **noted** the new Spark contract will provide improved telecommunication services to all front-line stations;
2. **noted** Fire and Emergency Legal and Procurement teams approve the new contract
3. **noted** the three-year cost of is included in the ICT budgets
4. **noted** the Department for Internal Affairs (DIA) authorised Fire and Emergency to negotiate a new contract for telecommunication services that will be included in the All of Government (AOG) Contracts offering at a later date
5. **agreed** to the [REDACTED] over a period of 3 years, and
6. **approved** the Chief Executive to sign the three-year Spark Meraki Managed Service Contract.

Moved: Malcolm Inglis; Seconded: Te Aroha Cook

14. 19(106) Proposed Resources and Costs for the Fire and Emergency New Zealand Funding Review

The Board was provided with an update on the proposed resources and costs indicated by the new proposed operating model. DCE Finance and Business Operations joined the meeting.

DCE Finance and Business Operations advised that there is less urgency to confirm costs following the advice from DIA earlier in the meeting that it would not be necessary to include in the discussion document.

The Board discussed the information presented in the paper with management and agreed that further work is needed to test the assumptions and understand how the resourcing supports the organisation to reach its performance targets over the long term. The Board endorsed the operating model work being progressed to support this work.

The Board clarified that the operating model being developed for consultation is based on the funding levels set in the 2019/20 SPE and will allow for resources and functions to be added where there is a value justification.


CHAIR

The Chair confirmed that Board members could send additional questions to the DCE Finance and Business Operations.

Resolved:

That the Board:

1. **noted** the paper and that further work and updates will be undertaken.

15. Property Strategy Presentation

The Board held over the property strategy presentation.

16. 19(107) Local Advisory Committees (LACs) – Recommended locations for seven LACs

The Board was provided with recommendations for approving the first seven LACs to be established. Director Integration joined the meeting.

The Board agreed that Hawke's Bay should be included in the first seven LACs to be established due to the trial having been done in the Hawke's Bay and the risk that momentum may be lost.

Resolved:

That the Board:

1. **approved** the establishment of six of the recommended LAC locations and the establishment of a Hawke's Bay LAC by 30 June 2020 to meet the requirement for seven in the Statement of Performance Expectations
2. **endorsed** the recommendation to adopt area names that match those used by Civil Defence Emergency Management Group (CDEMG), as the LAC names to the Minister of Internal Affairs, and
3. **noted** that following the Board's approval of the locations for the seven LACs, a detailed implementation plan will be finalised in preparation for the establishment of the first LAC, which is planned to commence in August 2019.

Moved: Wendie Harvey; Seconded: Rebecca Keoghan

17. 19(108) Volunteer Advocacy and Support

The Board was updated on the high level options being investigated to shape the future of volunteer advocacy and support services for volunteers. The Board noted the impact of the uncertainty of the merger between the United Fire Brigades Association and the Forest and Rural Fires Association.

Resolved

That the Board:

1. **noted** the current status of the work on advocacy and support services for volunteers
2. **noted** the estimated costs for advocacy and support services for FY 2019/20 is \$180,000, and
3. **noted** the work required to provide the Board with options for potential solutions will take approximately three months, and that the goal is to have a solution implemented in early 2020.


CHAIR

18. 19(109) General Business

The Board noted the:

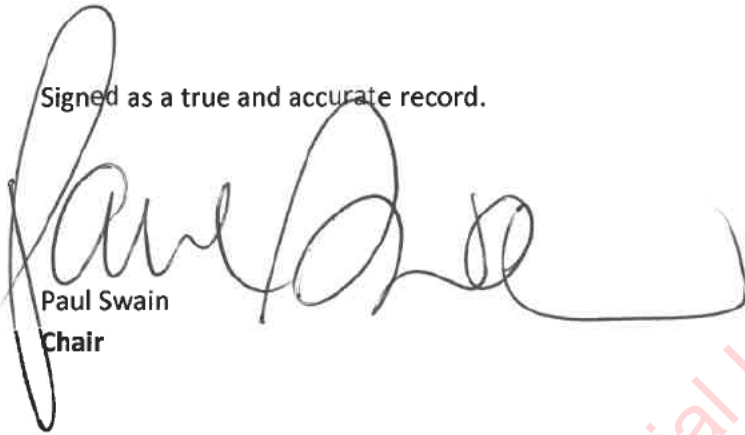
- a. Correspondence: incoming and outgoing
- b. Confirmed availability to attend upcoming events

The Board requested that the personnel working with the Newlands Brigade be sent a letter of thanks from the Board.

The Board noted the need to set a date for a Remuneration Committee meeting and agreed to confirm over email.

There being no further business the meeting closed at 6.30pm

Signed as a true and accurate record.



Paul Swain
Chair

Released under the Official Information Act 1982



Board Minutes

BOARD MEETING

Date: Monday 2 September 2019

Time: 8am – 3:55pm

Venue: Fire and Emergency New Zealand National Headquarters

Present:

Hon Paul Swain	Chair
Rebecca Keoghan	Deputy Chair
Malcolm Inglis	Member
Te Aroha Cook	Member
Wendie Harvey	Member

In Attendance:

Rhys Jones	Chief Executive
Raewyn Bleakley	Deputy Chief Executive Office of the Chief Executive
Russell Wood	Deputy Chief Executive Organisational Strategy and Capability Development
Brendan Nally	Deputy Chief Executive People
Darryl Purdy	Deputy Chief Executive Finance and Business Operations
Amelia Dalley	Secretariat
Cathryn Moriarty	Strategy Manager
Tania Woodcock	Interim Director, Organisational Strategy and Capability Development
Rebecca Scott	National Planning and Performance Manager
Raj Krishnan	General Policy Manager, DIA
Gina Smith	Policy Director, DIA
Stacey Hayward	Policy Manager, DIA
Bill Butzbach	Chief Executive, UFBA
Angela Christie	Project Manager, UFBA

The Chair opened the meeting at 8am and held a closed Board session until 9.20am and then met with the Chief Executive in a closed session until 9.50am. The Board then met with the CE and members of ELT until 10:40am followed by a closed session until 10:50am.


CHAIR

Resolved

That the Board in committee:

1. **approved** the Chief Executive performance assessment 2018/19.

Moved: Rebecca Keoghan; Seconded: Te Aroha Cook

1. **approved** the Chief Executive 2019/20 performance objectives.

Moved: Rebecca Keoghan; Seconded: Malcolm Inglis

1. 19(110) Conflicts and Declarations of Interest

Wendie Harvey added the following interest:

- Director, Napier Port Holdings Limited

Te Aroha Cook added the following interest:

- Acting Chief Executive, Westland District Council

Rebecca Keoghan removed the following interest:

- Director, Westland Milk Products

2. 19(111) Confirmation of minutes

The minutes of the Board meeting held on 25 July 2019 were approved as a true and accurate record of the meeting.

Moved: Rebecca Keoghan; Seconded: Malcolm Inglis

Action log updates

The Board agreed it would receive the Integration Work Programme at its September meeting. The Board requested that it receive an update on the development of the Leadership Programme at its September meeting and requested an outline of plans for the long term development of the Leadership Programme in February 2020.

Raj Krishnan, General Policy Manager, Gina Smith, Policy Director and Stacey Hayward, Policy Manager, from the Department of Internal Affairs joined the meeting

3. 19(112) Strategy Day report back

The Board was provided with a summary of the discussions and the results of the 10 Year Plan exercise undertaken at the Board and ELT Strategy Day.

Russell Wood, Cathryn Moriarty and Tania Woodcock joined the meeting. The Board noted the list of significant initiatives underway and requested that management email the Board with the 26 mandatory initiatives and cross check with the significant initiatives for the Board to provide feedback on which would benefit from high level reporting. Management undertook to provide this.


CHAIR

The Board clarified that the steering group for the 10 year plan is made up of ELT. The Board requested the reference to less risk averse be removed from the paper, recognising that the term risk has a clear definition for the organisation.

The Board confirmed that the Statement of Intent should be a rolling four year plan rather than fixed for four years.

Resolved

That the Board:

1. **noted** that a summary of the discussions during the strategy day on 26 July 2019 has been provided for the Board's records
2. **noted** the results of the 10 Year Plan exercise, which will be reflected in the 10 Year Plan, and
3. **noted** that a follow up strategy session for the Board and ELT will be scheduled for 20 December 2019.

4. 19(113) Strategy design for approval

The Board was provided with the long-term (25 year) Fire and Emergency New Zealand National Strategy and a draft design of the Strategic Framework for its approval.

The Board received a presentation on the evolution of the Strategy Framework design. The Board was supportive of the design and provided feedback.

The Board considered the National Strategy and provided minor feedback.

The Board was advised that the next steps are to launch the strategic framework design and strategy document, which will need to take into account the timing of consultation.

Resolved

That the Board:

1. **agreed** the final design and layout of the attached strategy
2. **noted** the results of the 10 Year Plan exercise, which will be reflected in the 10 Year Plan
3. **noted** that the strategy is planned for formal and supported launch in October/November 2019 but can be published earlier if required
4. **agreed** the draft Strategic Framework design as presented, and
5. **noted** that the final designed Strategic Framework forms part of the strategy document. The designed Strategic Framework will be launched alongside the strategy.

Moved: Paul Swain; Seconded: Rebecca Keoghan

5. 19(114) Funding Review discussion document

The Board was provided with the draft Fire and Emergency Funding Review Public Consultation Document (consultation document) and the associated Department of Internal Affairs (DIA) covering brief to the Minister. Russell Wood and Tania Woodcock remained for this item.

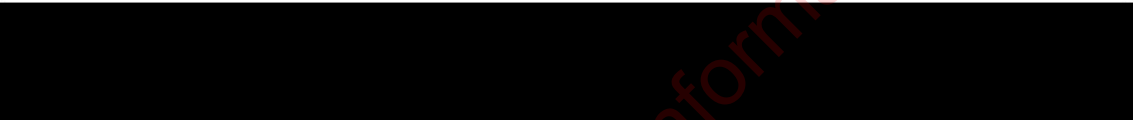
The Board provided feedback on the draft document.

The Board recommended including greater clarity on what is being funded across the four Rs, and the option for regionally based services.

The Board cautioned about proposing to charge for some activities as it may create incentives not to engage with Fire and Emergency.

Resolved

That the Board:

1. **noted** that DIA-led consultation with Government agencies on the draft consultation document has already begun and, subject to Cabinet approval, DIA-led public consultation is scheduled to begin late October
2. 
3. **noted** there is the opportunity for Fire and Emergency to further influence the content of the consultation document (until early September)
4. **noted** that we have provided some preliminary thinking regarding the content of the document for your consideration and now seek your views, particularly on the merits of specifically including borrowing powers as one potential option for funding large scale events, and
5. **noted** that once a preferred funding approach is approved by Cabinet, there will be a need for further public input regarding the detailed development of that approach (including the level of funding required), and Fire and Emergency may be required to undertake that consultation.

6. 19(115) DIA Monitoring

The Board received a verbal briefing from the Department of Internal Affairs (DIA) regarding its structure and approach to monitoring Crown Entities it has responsibility for. DIA noted that engagement with Fire and Emergency has been necessarily focussed on policy and is rebalancing engagements as the monitoring agency.

The Board clarified that the format of the independent review is yet to be determined. The Board also noted that timing needs to be considered given the impending appointment of a new Board member and desire to review across a full financial year.

Te Aroha Cook left the meeting at 12:25pm

The Board clarified that the independent review is for the benefit of individual Board members and the Board as a collective.


CHAIR

The Board asked whether there was anything specific that DIA was interested in receiving information on. DIA noted that it is useful to understand the skills matrix and culture of the Board to provide advice to the Minister on appointments. The Board discussed the need to further clarify elements of the letter from DIA.

The Board noted that management is meeting with DIA to discuss engagements and that this follows a number of personnel changes in both organisations.

7. 19(116) Chief Executive's Report

The Chief Executive presented the monthly report to the Board. The Board was provided with a brief report on the AFAC conference. The Board was advised that phasing resources for deployment is becoming difficult with longer more severe fire seasons. Fire and Emergency's presentations were well received and AFAC are seeing us as the leaders of culture change.

The Board was advised that Kerry Gregory, DCE Service Delivery is engaging with the forestry and agricultural sector. The Board requested a briefing on all engagements that are occurring and how they are progressing. This will be provided in the September meeting.

The Board noted the progress on the capital drawdown and noted that we need to have a robust case to put before DIA and Treasury following Board discussion.

The Board requested advice on whether the timeframes for the Advocacy and Support Services programme can be brought forward to align with the review of the UFBA funding agreement.

The Board was advised that recruitment is underway for a programme manager to undertake the Safety Health and Wellbeing Contractor Management programme. An update will be provided at the next meeting.

The Board noted its interest in the unified uniform rollout. The Chief Executive provided assurance that trials are scheduled to run in September and will inform future milestones.

The Board discussed the probably delay to the stocktake of the support services channel.

The Board noted the work undertaken on PFAS.

The Board asked what we are doing with the feedback from NZPFU on the dispute resolution scheme and whether the NZPFU request for a Law Society review is being considered. The Board was advised that we are still considering approach to quality assurance of the rules.

The Board confirmed the format of the reporting on communications and engagement and noted that we are in the process of recruiting a National Communications and Engagement Manager.

Darryl Purdy joined the meeting.

The Board discussed the timing of the funding review and potential impact on options for managing cash flows and noted the risk to accruals. The Board requested the financial risks section be provided to the Audit and Risk Committee.


CHAIR

The Board noted the East Coast Bays overspend and requested that in the future more context is provided on similar issues.

Resolved:

That the Board:

1. **noted** the monthly report.

8. 19(117) Safety Health and Wellbeing monthly report

Brendan Nally presented the monthly safety health and wellbeing report to the Board. The Board was advised of the issue with the reporting being produced from the new Safe@Work system and that this is being remedied.

ACC has confirmed that it will be auditing the Hamilton station and subsidiary sites.

The Psychological wellbeing workshops being delivered are gaining momentum in terms of reach into the organisation. Fire and Emergency was presented an award at the recent AFAC conference for this programme. The Board requested their congratulations be passed along.

The Board discussed the approach to blood testing firefighters to measure PFAS levels in our firefighters. The Board was advised that advice is being sought to ensure it is undertaken ethically.

The Board was advised that the incidents by severity is stabilising and it's not unusual to see an increase of strains and sprains at this time of year. The Board asked how the data being inputted is verified. The Board was advised that we can accept the recommendations of the review of the incident or not.

Resolved

That the Board:

1. **noted** the Safety, Health and Wellbeing monthly report.

9. 19(118) Safety Health & Wellbeing Committee Establishment

The Board was provided with a draft Terms of Reference for the Safety Health and Wellbeing Committee for its consideration and adoption. The Board provided minor feedback.

Resolved

That the Board:

1. **noted** that the Board agreed to establish a Health and Safety Committee at the 28 June 2019 Board meeting
2. **agreed** that the committee be called the Safety, Health and Wellbeing Committee
3. **agreed** that the Safety, Health and Wellbeing Committee be established with effect from 2 September 2019
4. **agreed** that the members of the Safety, Health and Wellbeing Committee will be: Wendie Harvey (Chair), Rebecca Keoghan and Te Aroha Cook (members), and


CHAIR

5. **approved** the draft Safety, Health and Wellbeing Committee Terms of Reference.

Moved: Paul Swain; Seconded: Malcolm Inglis

10. 19(119) UFBA Pathways Programme 6 monthly update

The Board received a presentation from Bill Butzbach, Chief Executive and Angela Christie, Project Manager on the Pathways Programme.

The Board was advised that Angela Christie was appointed in March. Engagement has been undertaken with brigades and a reference group stood up. There has been strong interest in supporting a pathways programme.

Four programmes have been designed to ensure age appropriate initiatives and cover a range of activities.

The Board asked what the next steps are to progress the Pathways Programme and requested a follow up paper from the UFBA to provide advice on the sustainability of establishing the Pathways Programme.

11. 19(120) Annual Report first draft


The Board was provided with the first draft of the 2018/2019 Annual Report. Russell Wood and Rebecca Scott joined the meeting.

The Board requested further work be undertaken to ensure consideration is given to how the document will be interpreted during the Funding Review consultation. The Board also requested the document be more succinct and capture the sentiment of Fire and Emergency being in its second year and reflecting where we have been and where we are going.

Resolved

That the Board:

1. **reviewed** the first draft of the 2018/19 Annual Report and provided feedback
2. **noted** that the report has been reviewed by the Executive Leadership Team (ELT) and their feedback has been incorporated into this version of the document
3. **noted** that the Board will receive an updated, proposed final, version to review on 26 September, and
4. **noted** the timeframe for publishing the Annual Report.


CHAIR

12. 19(121) FireSuper Review report

The Board was provided with the final report prepared jointly by Chapman Tripp and Aon following their independent review of the New Zealand Fire Service Superannuation Scheme (FireSuper), in accordance with terms of reference approved on 26 November 2018.

The Board noted that it is not endorsing any of the recommendations at this stage and will receive advice in early 2020. Management invited the Board to consider how it might wish to guide the process for providing advice.

Resolved

That the Board:

1. **noted** the final report jointly prepared by Chapman Tripp and Aon, and the related supporting notes for FSTL directors, *attached* as Appendix A
2. **noted** that a tracked changes version of the final report is *attached* for convenience as Appendix B: the main substantive change relates to the discussion of the potential of portfolio investment entity (PIE) status at pages 18 and 19 of the report
3. **authorised** the Chief Executive to provide the final report and the related supporting notes to the NZPFU and the FSTL directors, and
4. **noted** that a further paper will be provided to the Board once its new nominee directors of FSTL have been appointed, setting out options and recommendations for the Board's response to the review report.

Moved: Wendie Harvey; Seconded: Rebecca Keoghan

13. 19(122) FireSuper Trustee appointments

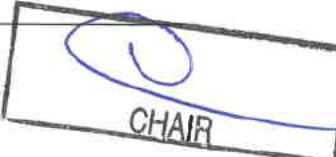
The Board was asked to appoint two new Directors to the Board of FireSuper Trustee Limited due to the terms of two Directors expiring on 30 June 2019.

The Board noted that it would consider further candidates for appointment to FireSuper Trustee Limited and would discuss at its September meeting.

Resolved

That the Board:

1. **noted** that short-listed candidates for appointment as directors of the Trustee Company were interviewed by Board members in the week of 12 August 2019
2. **noted** that the preferred candidates post-interview are Murray Coppersmith and Darryl Purdy, DCE Finance and Business Operations
3. **agreed** to appoint Murray Coppersmith and Darryl Purdy as directors of the Trustee Company, with immediate effect
4. **agreed** that, unless either appointment is ended sooner:
 - (a) Murray Coppersmith's term of appointment will be 3 years, ending on 2 September 2022; and


CHAIR

(b) Darryl Purdy's term of appointment will be 1 year, ending on 2 September 2020.

5. **noted** that the Chair will write to:

(a) the unsuccessful candidates, thanking them for their interest and involvement in the director-selection process;

(b) the new directors, confirming their appointments and relevant terms; and

(c) Denis Fitzmaurice, Chair of the Trustee Company's board, advising of the director appointments and asking Mr Fitzmaurice to arrange the necessary Companies Office formalities to record them. The Chair's communication will also:

(i)



(ii) ask that the Trustee Company board reviews those insurance arrangements and considers whether adjustments are necessary.

Moved: Malcolm Inglis; Seconded: Rebecca Keoghan

14. 19(123) Governance Manual

The Board was provided with a draft Board Governance Manual (the Manual) for the Board's consideration. The Board thanked personnel for the work completed to draft the Manual.

The Board agreed to adopt the Manual as drafted and provided feedback on the elements to be included in the work programme. The Board requested the Manual be circulated to the Board.

Resolved

That the Board:

1. **adopted** the Board Governance Manual as amended, and
2. **noted** a work programme that will include the code of practice will be developed.


Moved: Paul Swain; Seconded: Wendie Harvey

15. 19(124) Approval of MAN Type 3 Fire Appliance Procurement Approach

The Board noted that it approved the following out of session:

Resolved

That the Board:

1. **noted** the content of this paper and the various options presented
2. **approved** the recommended option requesting approval for procurement of thirty-six (36) current specification MAN Type 3 fire appliances, 
3. **noted** that operational deployment of the fully completed Type 3 appliances would commence at the end of 2020 with targeted completion by the end of 2022


CHAIR

4. **noted** that the Deputy CE Finance and Business Operations (DCE Fa BO) has been consulted regarding any fiscal impacts associated with the multi-year procurement and has confirmed his comfort with the approach, and
5. **authorised** the CE to execute the procurement, ordering and payments with the vehicle supplier and the body build supplier for thirty-six completed MAN Type 3 fire appliances over the 2019/20, 2020/21, 2021/22 and 2022/23 FYs.

Moved: Rebecca Keoghan; Seconded: Malcolm Inglis

16. 19(125) Approval to dispose of 3,150m² of land located at 163 Styx Mill Road, Christchurch

The Board was asked to agree to the disposal of 3,150m² of land located at 163 Styx Mill Road, Christchurch under the Public Works Act. The Board asked for an out of session update on the disposal of Lot 2.

Resolved

That the Board:

1. **noted** that CCC has expressed a desire to acquire approximately 3,150m² of Fire and Emergency's Redwood Fire Station site under the PWA, for stormwater purposes (namely enhancement and realignment of the existing Styx Mill drain);
2. **noted** that the parcel of land separately identified as Lot 2 LT 529594 is to be disposed by agreement under s17 of the PWA, as the land is currently held by Fire and Emergency for the purposes of a public work: i.e. Redwood Fire Station (now complete);
3. **noted** that independent valuation advice provided to Fire and Emergency by Jones Lang LaSalle assessed the value of the land at [REDACTED] whereas valuers appointed by CCC assessed the value of the land at [REDACTED] with a joint determination issued to the parties of compensation of \$275,000 plus GST (if any) which is considered to represent fair value for the land;
4. **noted** that an agreement for sale and purchase has been executed by one of the ELT appointees to whom the Board has granted power of attorney, conditional on Board approval, at its sole and absolute discretion, of the proposed sale;
5. **approved** the disposal of the land referred to in the agreement for sale and purchase to CCC for consideration of \$275,000 plus GST (if any), by agreement under s17 of the PWA;
6. **authorised** the Chief Executive to confirm satisfaction of the relevant condition of the agreement for sale and purchase to CCC; and
7. **authorised** the execution of the deed of waiver attached to the agreement for sale and purchase by one of the ELT appointees to whom the Board has granted power of attorney.

Moved: Malcolm Inglis; Seconded: Paul Swain

17. 19(126) Right of first refusal over Fire and Emergency land: Update

Malcolm Inglis declared potential conflict of interest and left the meeting room at 3.34pm.


CHAIR

The Board was updated on approaches received from Te Arawhiti (Office for Māori Crown Relations) regarding two properties owned by Fire and Emergency New Zealand.

The Board requested further advice on whether they are required to formally agree to the Right of First Refusal.

Resolved

That the Board:

Ngāti Maru (Taranaki)

1. **noted** that following consultation with the two volunteer brigades (Stratford and Toko), we are now able to give approval for a right of first refusal to be included in the deed of settlement, which is likely to be finalised in October this year

Whanganui Land Settlement

2. **noted** that at its meeting on 6 March 2019 the Board agreed (Minute 19(023)) to explore a right of first refusal over Whanganui fire station land
3. **noted** our consultation with the brigade will take place once the agreement in principle has been signed, now scheduled for end of August 2019

Update of our corporate policy

4. **noted** our asset disposal policy will now be updated to indicate Fire and Emergency will generally offer rights of first refusal where it can, and
5. **noted** that further advice on next steps will be provided at the September Board meeting.

18. 19(127) General Business

The Board noted the:

- a) Incoming and outgoing correspondence
- b) Confirmed availability to attend upcoming events

There being no further business the meeting closed at 3:55pm

Signed as a true and accurate record.



Paul Swain
Chair