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Fire and Emergency New Zealand
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Ref: 21069

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Tēnā koe M

Thank you for your request of 7 March 2026 to Fire and Emergency New Zealand requesting information relating to asset management plans. Your request has been considered under the Official Information Act 1982 (OIA).

In line with our obligations to make and communicate our decision to you within the statutory timeframe, we wrote to you on 18 June outlining that we decided to grant the remaining aspects of your request and would release the information requested without undue delay. Thank you for your patience and please see our response to the remaining aspects of your request below.

- *The asset management plans have undergone external evaluation to validate planning assumptions and cost models, and to provide a benchmark to support our asset management maturity journey.*
- *Please provide A, B, C, D, E & F relating to asset management plan:*

A) The party/list of parties who did these external evaluations

We can advise that Morrison Low Ltd and Beca Consulting produced the first-generation asset management plans (AMPs).

B) The external deliverables by these external parties

Morrison Low Ltd provided technical advice and guidance on the development of AMPs and insights to industry practice to support plan development but they did not produce external deliverables. Beca Consulting were engaged to review the AMPs that Fire and Emergency created. Please find attached, as **Appendix One** to this response, copies of the Beca AMP reviews. Some information has been withheld under section 9(2)(a) of the OIA, to protect the privacy of natural

persons. In making this decision, we have considered the public interest considerations in section 9(1) of the OIA.

C) Terms of engagement that led to these external evaluation

Please find attached, as **Appendix Two** to this response, copies of the engagement documents with Morrison Low and Beca Consulting. Some information has been withheld under section 9(2)(a) of the OIA, to protect the privacy of natural persons. In making this decision, we have considered the public interest considerations in section 9(1) of the OIA.

D) The current asset management plans that are being implemented

The first-generation AMPs represent an initial, evidence-based assessment of Fire and Emergency's asset condition, lifecycle requirements, and associated costs. These plans distinguish between the level of investment required to sustain the asset base and the level of investment that is affordable under current funding settings.

Independent review (Beca) and internal commentary both identify that the plans are not affordable under the current funding model, particularly in the later years. The plans also confirm an ageing asset base with historic underinvestment and demonstrate that forecast revenue is insufficient to meet minimum asset performance requirements over the medium to long term.

As such, the first-generation AMPs should be understood as a foundational baseline that identifies the scale of asset need and funding pressure at a point in time, rather than a fully funded or deliverable investment programme. Please find attached, as **Appendix Three** to this response, copies of the first-generation AMPs. Some information has been withheld under section 9(2)(b)(ii) of the OIA, as the making available of that information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information. In making this decision, we have considered the public interest considerations in section 9(1) of the OIA.

E) Current cost models

Asset specific cost modelling was undertaken as part of the creation of the AMPs. The models in the AMPs represent an aspirational position and assume no budget limitations. The AMP budgets should not be considered as budget forecasts or a commitment to spend; actual budgets and spend commitments are subject to business casing and organisational prioritisation.

F) Current benchmark to support our asset management maturity journey

Fire and Emergency does not have a current benchmark. The previous benchmarking was completed in 2022. For this reason, this aspect of your request is refused under section 18(e) of the OIA, as the document alleged to contain the information does not exist.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

We trust that the information being provided is of assistance. If you require further information, please email officialinformationrequests@fireandemergency.nz

Nāku noa, nā

A handwritten signature in black ink, appearing to read 'A. Saunders'.

Aidan Saunders
Manager, Information Requests

