- personnel are refuelling a Fire and Emergency vehicle.
- a new or replacement fuel card is allocated to a vehicle, or
- we are monitoring fuel card use.

All vehicles that we own or lease are allocated a fuel card. These cannot be exchanged between vehicles. They must always be used at a BP station unless one is not available. Fuel cards can only be used for the purchase of fuel, diesel exhaust fluids, and lubricants.

The application form for a fuel card is available on the Portal.

Other driving collateral

There are three supporting schedules for our drivers:

- Allowable speeds during incident response
- licence classes
- driver competencies.

In addition there is a driving hours guide and appliance manoeuvring guide. The New Zealand Transport Agency (NZTA) also have a work time variation notice which we provide access to along with associated FAQs.

Technical collateral

We provide technical manuals for pump operation and HazMat Command Vehicles as well as an Appliance types guide. There are also unpublished technical guides available to assist drivers with operating Battery Electric Vehicles (BEVs) and Plug in Hybrid Electric Vehicles (PHEVs) because they are less familiar for our drivers, especially their charging requirements.

Forms

The fleet asset related forms not already referenced above are outlined below in alphabetical order:

- Appliance pump test (not published, only available on our Shared Drive)
- Fixed asset (fleet) acquisition (for our use only)
- Fleet acceptance[68]
- Motor vehicle windscreen claim
- Portable pump test (this is not published on the Portal but is available on our Shared Drive)
- Road user distance licence application
- Road User Charges – label requests
- Use of Fire and Emergency motor vehicle agreement
- Vehicle defect (this is not published on the Portal but is available on our Shared Drive)
- Vehicle or driver transfer notice
- Vehicle disposal

[68] The removal of the Fleet Acceptance form has been requested because it has been superseded by the Fixed asset (fleet) acquisition form.

DOES NOT REFLECT BUDGET AVAILABILITY

- Vehicle warranty claim (Note regional staff making a warranty claim need to contact their Region Fleet Coordinator).

Processes

There are two published processes for appliance fault repairs. The one that is applicable for all our appliances is available here and a more specialised one that is only to be used for Type 5/6 Bronto aerial appliances is outlined here. There are a more extensive set of desk files that are available on our Shared Drive and these include processes for:

- White fleet asset disposal and replacement.
- An appliance warranty claim.
- Motor vehicle insurance claims.
- New appliance deliveries.
- Vehicle warranties.

DOES NOT REFLECT BUDGET AVAILABILITY

As an indication of what a review of the fleet policies will consist of, we have listed all of them below in Table 39 with an initial determination as to whether they require updating or refreshing as well as the priority for doing this and the required resourcing. The resourcing requirements and prioritisation will use the same rating system. Note that both the prioritisation and required resourcing ratings are provisional until a more thorough assessment of each policy is conducted.

Table 25 - Proposed fleet asset policies review

Policy	Update/Refresh required	Priority rating (High, Medium or Low)	Resourcing required (High, Medium or Low)
Aerial appliances	Yes, because it was due for a formal review in January 2023.	If an update or refresh is required because of the Aerial Appliance Strategy, the priority rating would be High, otherwise it will be Low.	This will depend on whether an update or refresh is required because of the Aerial Appliance Strategy and how extensive this is. For example, if formal stakeholder consultation and a major redraft is necessary the resourcing rating would be High as opposed to minor editorial changes which would be Low.
Appliance equipment requirements	Yes, the NZFS branding and terminology will be replaced with Fire and Emergency branding and terminology. We will determine separately if the policy remains fit for its intended purpose with the addition of new fleet assets and whether it is future proofed for the additional capabilities that may be required.	High	Medium. Note that this may end up with a High resourcing rating if formal stakeholder consultation is deemed necessary.
Appliance maintenance	Yes, because it was due for a formal review in December 2018.	Medium. While the formal review is well overdue there is no other obvious business requirement or need to update or refresh this policy.	Low because it is not anticipated that major changes to the policy will arise from the review.
Beacons and sirens	Yes, the NZFS branding and terminology will be replaced with Fire and Emergency branding and	High, The current policy allows Region Managers to allocate beacons and/or sirens to OSVs. This will lead to	High, formal stakeholder consultation across all the regions and with the unions[69] will be required.

[69] For the purposes of the AMP unions refer to the New Zealand Professional Firefighters' Union (NZPFU), the Fire and Emergency Commanders Association (FECA), the Public Service Association (PSA), and UFBA.

DOES NOT REFLECT BUDGET AVAILABILITY

Policy	Update/Refresh required	Priority rating (High, Medium or Low)	Resourcing required (High, Medium or Low)
	terminology. This rebranding may occur as a separate project pr be done at the same as the overall review of the policy.	inconsistencies in beacons and sirens installations for OSVs between regions. Stricter and clearer criteria are required, and the approval level also needs to be reviewed to achieve greater consistency between regions for when beacons and sirens are installed in OSVs.	
Capital expenditure and donated assets policy	Yes	High, because the implementation of this policy is causing issues between Fire and Emergency and volunteer fire brigades over the ownership and eventual disposal of donated fleet assets. However, any updates need to align with the publication of the volunteer fire brigade owned vehicle policy because this will clarify the ownership, management, and disposal of donated fleet assets.	High if a separate consultation exercise is required. However, if this can be done as part of updating the volunteer fire brigade owned policy the resourcing requirement will be Low.
Driver training	Yes, the NZFS branding and terminology will be replaced with Fire and Emergency branding and terminology. We will determine through a separate review whether the policy remains fit for its intended purpose and can accommodate future changes such as the widespread deployment of EV	High, driver training is a critical component of the safe and effective operation of fleet assets. This is also the case for the policy's key supporting documents e.g., the Schedule of driver competencies. a thorough review of the policy and its supporting documents will be required to ensure they remain fit for their intended purpose and can accommodate future changes.	High, this will require extensive stakeholder consultation including with the unions.

DOES NOT REFLECT BUDGET AVAILABILITY

Policy	Update/Refresh required	Priority rating (High, Medium or Low)	Resourcing required (High, Medium or Low)
		The review process should also include strengthened provisions for journey management and effectively addressing driver fatigue including reminding staff of the statutory requirements to take rest breaks after prescribed amounts of driving time.	
Driving	Yes, because it was due for a formal review in December 2020.	N/A because this is currently being reviewed and updated by the Response Capability Advisory Team.	N/A.
Fleet procurement and allocation	Yes, because it was due for a formal review in July 2022.	Low	Low, the policy is overdue for its two-yearly review but otherwise there does not appear to be an operational or business requirement to update this.
Four-wheel drive (4WD) utes	Yes	High, there has not been a policy for this fleet asset group sub-category since 2019 A review of this fleet asset group's sub-category's operational requirements is required before the policy is even drafted.	High, determining the operational requirements will require formal consultation with stakeholders including the unions.
Fuel cards	Yes, because the policy was due for a formal review in March 2021. In addition, key parts of the process including the replacement of lost fuel cards and using the BP fuel app are not in the current policy or are unclear.	Medium	Medium, a new section is required for advising personnel what to do when they lose or otherwise need to replace their fuel card. We also need a new section on how to set up the fuel card and use the BP fuel app.
HazMat/Command vehicles	Yes, the policy's NZFS branding and termino ogy will be replaced with Fire and Emergency branding and terminology.	Low	Low, apart from the branding there is no obvious business or operational requirement for further updates.

DOES NOT REFLECT BUDGET AVAILABILITY

Policy	Update/Refresh required	Priority rating (High, Medium or Low)	Resourcing required (High, Medium or Low)
Motor vehicle policy	Yes, because the policy is due for a formal review. In addition, we also sought feedback on a proposed draft policy from the unions and we need to better accommodate sustainability requirements.	High, feedback was received from union representatives on the draft policy in August 2022, and we have yet to formally respond to this.	High, changes were suggested / recommended by the union representatives, some of which are substantial. We will also need to do an additional round of formal consultation with the unions and other affected stakeholders including People Branch.
Quad bike and light utility vehicle	Yes, the policy's NZFS branding and terminology will be replaced with Fire and Emergency branding and terminology.	Medium, it needs to be determined if quad bikes and light utility vehicles are still being used by brigades and if so in what capacity.	Med um, We may need to consult with the unions on updating the policy. The brigade owned references should be removed as this will be covered by the brigade owned vehicle policy which is currently under development. Additional (but relatively minor) updates may also be necessary e.g., updates to the NZTA references and training requirements.
Transporting BA cylinders	Yes, the policy's NZFS branding and terminology will be replaced with Fire and Emergency branding and terminology.	Medium	Medium, the policy needs to reflect the most current NZTA references and requirements, and we also need to make sure the roles and responsibilities are still accurate.
Use of NZFS operational vehicles	Yes, the policy's title and content are still using NZFS branding and terminology and will be replaced with Fire and Emergency branding and terminology. The policy also has potentially outdated statutory references.	Medium the volunteer fire brigade owned references should be shifted to the new policy being developed.	Medium, needs to be updated to reflect the current NZTA and local and central government references.
Using cellphones in vehicles	N/A this policy will be incorporated into the updated Driving policy outlined above.	N/A	N/A
Water tankers	Yes, because a formal review was due in September 2022. We may also need to develop a new policy	High, we do not have a policy for all tankers.	High, developing a new policy or updating the existing one will require formal consultation with stakeholders including the unions.

DOES NOT REFLECT BUDGET AVAILABILITY

Policy	Update/Refresh required	Priority rating (High, Medium or Low)	Resourcing required (High, Medium or Low)
	or update this one to incorporate all tankers that Fire and Emergency uses.		

DOES NOT REFLECT BUDGET AVAILABILITY

Appendix 3 – Fleet maintenance and configuration details

This appendix contains various granular level details of the fleet maintenance activities and configuration.

Workshop stays by maintenance provider and asset type

Comparing the 2022/23 financial year with the 2023/24 financial year we break down the workshop stays (average and longest) by the listed suppliers, in alphabetical order in Table 13 below.

Table 26 - Workshop stays by supplier for the 2022/23 and 2023/24 financial year

Supplier	Average length of workshop stay (days) 22/23 financial year	Average length of workshop stay (days) 23/24 financial year	Longest workshop stay (days) 22/23 financial year	Longest workshop stay (days) 23/24 financial year
Access Specialities (2017) Ltd	3	3	31	83
Bell Block Service Centre	4	4	13	26
Bridge Motors Kaniere Ltd	1	1	1	7
Bridgestone Tyres	1	1	1	1
Brook Truck Services	1	1	1	2
Cableprice (NZ) Limited (Christchurch)	18	10	132	168
CAL Isuzu (Whangarei)	1	2	3	8
Diesel Solutions Ltd	12	8	49	65
Eastern Truck & Marine Ltd	2	3	7	18
Emmett's Service Centre (Palmerston North)	2	3	6	31
Emmett's Service Centre (Whanganui)	1	1	3	3
Fulton Hogan Ltd (Alexandra)	1	1	1	7

DOES NOT REFLECT BUDGET AVAILABILITY

Supplier	Average length of workshop stay (days) 22/23 financial year	Average length of workshop stay (days) 23/24 financial year	Longest workshop stay (days) 22/23 financial year	Longest workshop stay (days) 23/24 financial year
Fulton Hogan Ltd (Dunedin)	8	11	16	84
JA Harrex Mechanical Ltd	1	1	5	1
Lloyd Heslop Motors Ltd	6	5	23	181
Lockheed Martin Global Inc.	16	11	126	98
Phil Buckland's Motors Ltd	1	2	6	59
Prestige Diesel & Marine Ltd	10	10	128	157
Scania New Zealand (Whangarei)	7	7	47	46
Southern Mechanical	6	4	30	75
The Workshop Ltd	3	1	14	11
White Brothers	16	8	42	75

Broken down by asset type the average time spent at the workshop and longest time for the 2022/23 and 2023/24 financial years are outlined in Table 14 below.

Table 27 - Workshop stays by fleet asset group and sub-category[70]

Red Fleet Asset Type	Average stay in workshop (days) 22/23 financial year	Average stay in workshop (days) 23/24 financial year	Longest stay in workshop (days) 22/23 financial year	Longest stay in workshop (days) 23/24 financial year
Type 1 appliances	7	22	49	156
Type 1 4x4 appliances	1	3	3	20
Type 2 appliances	6	18	132	181
Type 3 appliances	9	19	246	102
Type 4 aerial appliances	3	2	55	28

[70] These align with the fleet asset groups and (where appropriate) sub-categories noted above in Section 7.1 and only include asset groups and sub-categories with data in both financial years

DOES NOT REFLECT BUDGET AVAILABILITY

Red Fleet Asset Type	Average stay in workshop (days) 22/23 financial year	Average stay in workshop (days) 23/24 financial year	Longest stay in workshop (days) 22/23 financial year	Longest stay in workshop (days) 23/24 financial year
Type 5 aerial appliances	2	4	24	83
Type 6 aerial appliances	2	1	34	9
Ultralight appliances	1	1	11	5
Water tankers	2	4	8	75
Specialist vehicles	Fire Medical: 1	1	1	1
	Foam Tender: 2	1	11	3
	HazMat: 1	1	1	2
	HazMat/Command: 1	1	30	50
	Heavy Rescue: 1	1	22	1
	Hose Layer: 1	1	4	7
	ISV: 1	1	5	4
	OSV: 1	1	7	7

Red fleet asset equipment lists

There are various lists, checklists, schedules, and tests to ensure that the relevant red fleet assets meet operational requirements. There are also dedicated checklists to ensure that all of the red fleet asset's required equipment is present and in satisfactory condition. The current lists are noted below in alphabetical order starting with the equipment lists:

- HazMat/Command standard equipment list
- Standard equipment list – Light response vehicle (LRV)
- Standard equipment list – NZFS Type 3
- Standard equipment list – Type 1 Appliance
- Standard equipment list – Type 2 Appliance
- Standard equipment list – Type 4 Appliance

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Red fleet asset checklists

- Aerial appliance service checklist
- Appliance relocation equipment checklist
- Appliance service checklist
- Career appliances daily checklist
- Hazmat/Command Unit Service checklist
- Hino 500 Series service checklist
- Pre CoF checklist (published on the Shared Drive)
- Simon LTI aerial service checklist
- Type 3 MAN service checklist
- Volunteer appliances weekly checklist

Red fleet asset maintenance schedules

- Appliance maintenance schedule
- HazMat/Command vehicle maintenance schedule
- Servicing plan (published on the Shared Drive)

Red fleet asset tests

HazMat/Command vehicle monthly test

HazMat/Command vehicle weekly and post-incident test schedule

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Appendix 4 - Cascade plan

The current cascade plan includes the upcoming new appliance deliveries and is outlined in Table 21 below.

Table 28 - Current appliance cascade plan

Type	Build No.	Delivery month	Station	Region	Cascading appliance	Destination station	Region	Cascading appliance	Destination station	Region	Cascading appliance	Destination station
1	194	Jan-24	Mataura 451	5	2012 Iveco Eurocargo GLB618	Takaka 391	4	1999 Mitsubishi FK195 XI8436	Scargill 9271	4	1986 Hino NB374	Dispose
1	195	Jan-24	Warkworth 931	1	2012 Iveco Eurocargo GMQ497	Benneydale 481	2	1993 Mitsubishi FK160 SL8448	Dispose			
1	196	Feb-24	Okaihau 691	1	2012 Iveco Eurocargo GEH192	Rawene 701	1	2000 Mitsubishi FK195 ZA5828	Waimana 9871	2	1987 Hino FD162LA NU3414	Dispose
1	197	Feb-24	Clevedon 461	1	2012 Iveco Eurocargo GHL346	Tokomaru Bay 921	2	1998 Mitsubishi FK195 XB5946	Whakatutu 861	2	1987 Hino FD162LA OP5269	Dispose
1	198	Mar-24	Dannevirke 671	3	2012 Iveco Eurocargo GJT766	Takapau 611	3	1999 Mitsubishi FK195 XD3574	Ongaonga 641	3	1988 Hino FD162LA NZ7561	Dispose
1	199	Apr-24	Waiuku 571	1	2013 Iveco Eurocargo GZH83	Okato 651	3	1999 Mitsubishi FK195 XI8435	Manapouri 741	5	1988 Hino FD162LA NM5135	Dispose
1	200	Sep-24	Lincoln 411	4	1994 Mitsubishi FP270 SR8098	National relief fleet (Type 3)	NHQ	n/a				
1	201	Oct-24	Matamata 381	2	2013 Iveco Eurocargo ML120 GRQ183	Te Karaka 851	2	2000 Mitsubishi FK195 ZB9533	Rangiwahia 421	3	1989 Hino FD162LA ON2164	Dispose
1	202	Oct-24	Paihia 751	1	2013 Iveco Eurocargo ML120 GWW922	Fairlie 821	4	2000 Mitsubishi FK195 ZF8738	Duntroon 841	5	1989 Hino FD162LA OP1371	Dispose
1	203	Oct-24	Maungaturoto 801	1	2013 Iveco Eurocargo MI120 HAT651	Riverton 331	5	2000 Mitsubishi FK195 ZE7022	Kingston 9371	5	1989 FD162 NW1113	Dispose
1	204	Nov-24	Lake Taupo 291	2	2014 Iveco Eurocargo ML120 HFK928	National relief fleet (Type 2)	NHQ	n/a				
1	205	Nov-24	Titahi Bay 341	3	2014 Iveco Eurocargo ML120 HGH774	National relief fleet (Type 2)	NHQ	n/a				
1	206	Nov-24	Waipukurau 581	3	2014 Iveco Eurocargo ML120 HFK881	Waitarere 351	3	2000 Mitsubishi FK195 YY8728	Collingwood 402	4	1989 Hino FH222 ON2766	Dispose

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1	207	Dec-24	Oneroa 401	1	2013 Iveco Eurocargo ML120 HAT636	Wyndham 421	5	2008 Iveco Eurocargo ML120 ERF424	Otautau 581	5	1990 Hino FH222 OL5929	Dispose
1	208	Dec-24	Kumeu 861	1	2013 Iveco Eurocargo ML120 GPY65	Okere Falls 6971	2	2002 Mitsubishi FK195f1 THUMPY	Kuaotunu 8472	2	1989 Hino OI5115	Dispose
1	209	Jan-25	Mangawhai 801	1	2014 Iveco Eurocargo HKC953	Te Ihu Training	4	1999 Mitsubishi FK195 XI8439	Wa kari 601	4	1990 Hino FD1017 PN1268	Dispose
1	210	Feb-25	Ngatea 521	2	2014 Iveco Eurocargo ML120 HEQ658	Tahuna 351	2	2002 Mitsubishi FK195 ANA514	Turua 531	2	1989 Hino FD162LA OO3207	Dispose
1	211	Feb-25	Carterton 621	3	2014 Iveco Eurocargo ML120 HJA688	National relief fleet (Type 2)	NHQ					
Medium crew cab 4x4	38	May-22	Kaiaua 4271	1	1993 Mitsubishi FK160 CQT826	Dispose						
Medium crew cab 4x4	39	May-22	Mahia 9771	3	2018 Isuzu NPS450 LLP119	Remutaka 4971	3	1994 Mitsubishi Canter AUZ458	Dispose			
Medium crew cab 4x4	40	Feb-23	Minginui 5971	2	1983 Isuzu JCS KR6781	Dispose						
Medium crew cab 4x4	41	Feb-23	Whanganui 7171 Whanganui 7172	3	2001 Mitsubishi Canter XU4834 2003 Isuzu NPS450 BLP665	Dispose Papatowai 9771	5	1995 Nissan Condor EEU898	Dispose			
Medium crew cab 4x4	42	Mar-23	Houhora 5471	1	2015 Isuzu FTS800	Tinopai 8871	1	2003 Isuzu NPS BGD639	Rangitata Gorge 5571	4	1982 Isuzu SBR422 KT371	Dispose
Medium crew cab 4x4	43	Mar-23	Darfield 692	4	2010 Iveco Eurocargo FFF431 1986 Hino GT NO185	Hanmer Springs 671 Dispose	4	1996 Mitsubishi FK160 UH5120	Arthur's Pass 9671	4	1997 Toyota Dyna CLL639	Dispose
Medium crew cab 4x4	44	Oct-23	Paparoa 8171	1	2020 Isuzu FSS550 4x4 Crew Cab NCZ87	Shelley Beach 8871	1	1994 Mitsubishi FK160 SX5862	Dispose			
Medium crew cab 4x4	46	Oct-23	Patea 58xx	3	2009 Iveco Daily LRV EYZ767	Whakapapa 2920	3	1998 Mitsubishi Canter WM6773	Auckland Operations Support	1	TBC	
Medium crew cab 4x4	47	Oct-23	Southern Lake Taupo 3071	2	1991 Mercedes CDR289	Kaingaroa 61xx	2	1998 Mitsubishi FK195 WY1841	Dispose			
Medium crew cab 4x4	48	Oct-23	La riston 8871	4	2018 Isuzu FSS550 4x4 Crew Cab MGQ375	Athol 9171	5	2009 Isuzu NPS400 4x4 EWR642	Rai Valley 2371	4	1996 Isuzu F Series FTS600 HEG257	Tokomaru Bay 9275

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Medium crew cab 4x4	49	Oct-23	West Melton 9571	4	2011 Isuzu GBU828	Kokatahi 911	4	1991 HINO FH DZA282	Dispose			
Medium crew cab 4x4	50	Oct-23	Swannanoa 1771	4	2020 Isuzu FSS550 4x4 Crew Cab MTE639	Sefton 3971	4	1986 Hino GT NO185	Dispose			
Medium crew cab 4x4	51	Oct-23	Oxford 792	4	2020 Isuzu FPS550 4x4 Crew Cab NBP156	Wakefield 341	4	1993 Mitsubishi FK160 RU6112	Return to relief fleet			
Medium crew cab 4x4	52	Nov-23	Kakanui 9171	5	2020 Isuzu FPS550 4x4 Crew Cab NBP160	Millers Flat 4371	5	2006 Isuzu NPS400 4x4 DJR303	Pines Beach 1971	4	1986 Hino GT1118 NX893	Dispose
Medium crew cab 4x4	53	Nov-23	Springfield 7411	4	2020 Isuzu FSS550 4x4 Crew Cab NCZ88	Dunstan 6771	5	2010 Isuzu NPS300 4x4 FJP714	Little Wanganui 811	4	1995 Mitsubishi FK160 TN4182	Dispose
Medium crew cab 4x4	54	Nov-23	Hira 5571	4	2020 Isuzu FSS550 4x4 Crew Cab MTE638	Kohi 7371	3	2001 Isuzu N Seri s 100P ADE359	Karekare 7371	1	1993 Daihatsu Delta RY4113	Dispose
Medium crew cab 4x4	55	Dec-23	Chartwell 4271	2	1993 Mitsubishi FK160 SJ4178	Dispose						
Medium crew cab 4x4	56	Dec-23	Heretaunga 5071	3	2020 Isuzu FSS550 4x4 Crew Cab NBP159	Elsthorpe 7971 Elsthorpe 7925	3	2012 Isuzu NPS300 GJF645 2018 Toyota Hilux LKP127	Te Pohue 7371	3	2001 Mazda Bounty QAJW403 and trailer	Dispose
Tanker	46	Oct-23	Leeston 4311	4	1997 Hino Ranger ENQ658	Culverden 6611	4	1995 Isuzu DQU496	Omarama 5611	5	1985 Isuzu FVR123F MD4854	Dispose
Tanker	47	Oct-23	Arrowtown 7811	5	2007 Volvo FE320 JNL395	Dipton 3911	5	1984 Isuzu JCS420 MA1977	Dispose			
Tanker	48	Oct-23	Waimate 8811	4	2006 Hino FG DLR785	Portobello 2911	5	1994 Mitsubishi Fuso BHB627	Dispose			
Tanker	49	Nov-23	Nelson 2111	4	2003 Isuzu BPU752	Naseby 8111	5	1984 Isuzu LI7450	Dispose			
Tanker	50	Nov-23	Balclutha 4611	5	2008 Volvo FE280 JFH886	Lumsden 5411	5	1989 Ford N1418 RO982	Dispose			
Tanker	51	Nov-23	Papakura 3811	1	1997 Hino JHDFS1KL WE3426	Balfour 5511	5	1987 Mitsubishi SG7641	Dispose			
Tanker	52	Nov-23	Te Puke 7911	2	2017 Hino 500 MKU444	Waipara 6111	4	1988 Isuzu FTR NZ4021	Dispose			
Tanker	53	Nov-24	Southbridge 4511	4	1998 Hino Ranger EMT607	Hanmer Springs 1311	4	1988 Ford N1418 UN2827	Dispose			
Tanker	54	Dec-24	Waihola 6811	5	2010 Volvo FL260 HUQ276	Lawrence 5811	5	2007 Mercedes Atego KCC723	Dispose			
Tanker	55	Jan-25	Pa aparaumu 3711	3	n/a							

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Tanker	56	Feb-25	Te Akau 8775	2	1996 Hino EDG422	Te Karaka 8575	2	1988 Isuzu XA7040	Dispose			
Tanker	57	Mar-25	Ker keri 6711	1	2018 Hino 500 MML298	Motunau Beach 9711	4	1989 Ford N1518 OK4018	Dispose			
Tanker	58	Mar-25	TBC									
Tanker	59	Apr-25	TBC									
Tanker	60	May-25	TBC									
Tanker	61	Jun-25	TBC									
Tanker	62	Jun-25	TBC									
n/a	n/a	n/a	n/a	n/a	n/a	Turangi 2371	2	2004 Isuzu NPS450 CGH711	Matakana Island 7071	Jan-00	1984 Isuzu JCS LQ1324	Dispose

DOES NOT REFLECT BUDGET AVAILABILITY

Appendix 5 - White fleet allocation

Contractual and tool of trade vehicle allocations

The allocations for contractual and tool of trade vehicles are provided in the Motor vehicle allocation schedule. This schedule lists:

- the Fire and Emergency roles that are entitled to a vehicle
- whether the vehicle has been allocated for contractual or tool of trade purposes
- if it is a contractual vehicle whether it is available for full or limited private use and the amount of salary sacrifice that an employee must provide to obtain the vehicle.

Outlined in Table 22 below are the positions that are allocated a vehicle because of their role and/or operational requirements.

Table 29 - Fire and Emergency roles with an allocated vehicle

Position	Vehicle type	Usage classification	Percentage salary sacrifice[71]
Region Manager	Contractual	Private/business use	25%
District Manager	Contractual	Private/business use	25%
		Limited private use	10%
National Manager Kaupapa Māori	Contractual	Private/business use	25%
Group Manager	Contractual	Limited private use	10%
Property Manager Upper North Island	Tool of Trade	N/A	N/A
Property Manager South Island	Tool of Trade	N/A	N/A
Pou Whakahaere	Tool of Trade	N/A	N/A
Region Fleet Coordinator	Tool of Trade	N/A	N/A
Region Property Coordinator	Tool of Trade	N/A	N/A
Region Trainer	Tool of Trade	N/A	N/A
Region Safety and Wellbeing Coordinator	Tool of Trade	N/A	N/A
Senior Fire Risk Reduction/Community Readiness and Recovery	Tool of Trade	N/A	N/A
Fire Safety Officer	Tool of Trade	N/A	N/A
VSO[72]	Tool of Trade	N/A	N/A

[71] The amount of the salary sacrifice will vary depending on the vehicle's value. The salary sacrifice also includes all the necessary extras, excluding GST and on road costs, to ensure that the vehicle will meet operational requirements.

[72] If the relevant employee is only a 0.5 FTE VSO, they must share the vehicle with their 0.5 FTE counterpart.

DOES NOT REFLECT BUDGET AVAILABILITY

Position	Vehicle type	Usage classification	Percentage salary sacrifice[71]
Region Training Coordinator	Tool of Trade	N/A	N/A

Pool vehicle allocations

Pool vehicle allocations need to meet the principles set out in the Motor vehicle policy. The policy provides the office or station location for pool vehicles as well as the number and size of the cars and whether they can be used for operational purposes. The locations, numbers, and types of pool vehicles are outlined in Table 23 below. Where appropriate the purposes that the vehicle can be used for are also provided.

Table 30 - Pool vehicle allocations, locations, and uses

Location	Number and type	Notes
National HQ	1 small car	
Te Hiku HQ	1 small car	
	2 medium cars[73]	
Ngā Tai ki te Puku HQ	2 small cars	
Te Ūpoko HQ	2 small cars	
	1 medium car	
Te Ihu HQ	1 small car	
	1 medium car	
Te Kei HQ	1 small car	
Whangarei Fire Station	1 van or ute	These vehicles are used for crew changeover, staff light duties, training delivery, and transport of equipment.
Takapuna Station	1 van or ute	
Henderson Station	1 van or ute	
Auckland City Station	1 van or ute	
Mt Wellington Station	1 van or ute	
Papatoetoe Station	1 van or ute	
Hamilton Station	1 van or ute	
Tauranga Station	1 van or ute	
Rotorua Station	1 van or ute	
Gisborne Station	1 van or ute	
Napier or Hastings Station	1 van or ute	
New Plymouth Station	1 van or ute	
Whanganui Station	1 van or ute	
Palmerston North Station	1 van or ute	
Masterton Station	1 ute	
Trentham Station	1 rural ute	

[73] The medium cars at Regional HQs outlined here and below are to be used for operational responses as and where necessary or appropriate.

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Location	Number and type	Notes
Avalon Station	1 van or ute	
Porirua Station	1 rural ute	
Wellington Station	1 van or ute	
Nelson Station	1 rural ute	
Christchurch Station	1 van or ute	
Timaru Station	1 van or ute	
Dunedin Station	1 van or ute	
Invercargill Station	1 van or ute	
National Training Centre	6 vans	
Kilbirnie Training Centre	1 van or ute	
Mt Wellington Training Centre	2 vans	
Woolston Training Centre	1 van or ute	
Dunedin Training Centre	1 van or ute	

Non-contractual vehicle permitted uses

Vehicles are also provided for non-contractual roles. These vehicle allocations fall into three broad categories: tool of trade (no private use), tool of trade (limited private use), and pool vehicles (assigned to an office or station). These categories and their permitted uses, requirements and/or restrictions are provided in Table 24 below.[74]

Table 31 - Non-contractual vehicle use

Non-contractual vehicle category	Permitted use	Requirements/restrictions
Tool of trade (no private use)	Fire and Emergency business related use only by: • the person holding the position to which the vehicle is allocated • other personnel who hold a current full driver's licence.	Not available for general private use. However, these vehicles may be: • used by the person to whom the vehicle is allocated for travel: o between home and work o incidental to business travel (for example, passing by the bank on the way home from work) • stored at the home of the person it is allocated to. The above applies as long as the requirements outlined in Appendix A of the Motor vehicle policy are met.
Tool of trade, with limited private use	The same as the tool of trade category above **plus** limited private use by:	Vehicles may be: • used by the person to whom the vehicle is allocated for:

[74] Any breach of these requirements or restrictions will incur a FBT charge and must be noted in the vehicle's logbook.

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Non-contractual vehicle category	Permitted use	Requirements/restrictions
	• Fire Safety Officers • VSOs during any period when they are formally rostered on call.	o travel between home and work o travel incidental to business travel (for example, passing by the bank on the way home from work) o private use during any period when they are formally rostered on call.[75] The vehicle may not be used for: • transporting extraneous or heavy loads of a domestic or commercial nature • towing any trailer for private use Drivers of limited private use vehicles are required to complete FBT logbooks on a monthly basis and submit these in a t mely manner to meet Inland Revenue Department (IRD) requirements.
Pool	Fire and Emergency business related use only by personnel who hold a current full driver's licence.	• Not available for private use. • Must be stored on Fire and Emergency premises overnight except where individuals are: o on call overnight, or o travelling out of town on Fire and Emergency business the previous/next day. • Their use is limited to half a day unless an extension is approved by the relevant manager. • A booking protocol for the vehicle must be in place and adhered to. • An FBT logbook must be completed after every use of the vehicle.

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[75] The private use of tool of trade vehicles when they are rostered on call is restricted to the transportation of the employee and passengers to and from domestic activities within an area approved by their Region Manager.

Appendix 6 – Fleet financial information

Table 32 - Fleet asset replacement capital expenditure ($M)

Programme	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32	FY32/33	FY33/34	FY34/35
Type 1	7.7	9.6	6.7	6.5	6.5	5.5	10.4	10.4	0.5	8.2
Type 2	0.0	0.7	1.4	6.8	3.4	1.7	7.4	8.6	7.4	11.4
Type 3	17.1	13.7	8.6	12.6	8.7	8.7	8.7	7.8	5.8	7.8
Type 4	0.3	0.9	1.8	5.4	5.4	5.4	5.4	1.4	0.0	0.0
Type 5 and 6	3.9	0.0	0.0	0.0	0.0	0.0	4.1	2.1	0.0	2.1
Rural medium appliances	0.3	0.2	1.0	1.4	5.1	4.8	3.0	2.8	2.6	1.8
Water tanker 4x2	0.0	0.0	0.0	1.0	3.8	3.8	1.3	2.6	1.3	0.6
Water tanker 4x4	0.0	0.0	0.0	1.5	0.0	0.0	0.4	0.8	1.5	0.0
Water tanker 6x4	0.0	0.0	0.0	2.5	1.6	0.6	1.7	2.1	8.4	2.2
Specialist appliances	0.0	0.0	0.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Incident Support Vehicles	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.3	1.5	0.0
Light response vehicles	0.0	0.0	0.0	0.8	0.5	0.5	0.5	0.8	1.8	1.4
Operational Support Vehicles	0.0	0.0	0.8	1.8	1.5	1.5	0.0	1.5	0.8	0.1
Light vehicles	0.0	0.0	0.0	0.0	0.0	0.03	0.0	0.0	0.0	0.0
Caravans and trailers	0.0	0.0	0.0	0.02	0.07	0.04	0.08	0.4	0.04	0.04
Marine	0.0	0.0	0.0	0.0	0.03	0.0	0.0	0.0	0.0	0.0
EV charger installation	0.0	0.0	0.0	0.8	0.7	1.4	1.1	1.0	2.6	2.7
Vehicle fit outs	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other	0.3	0.0	0.0	0.5	0.2	0.2	0.2	0.2	0.2	0.2
Other (improvement)	0.0	0.0	0.0	1.8	0.5	0.0	0.5	1.8	0.0	0.0
Total	**29.7**	**25.0**	**20.7**	**43.4**	**38.1**	**34.0**	**44.7**	**44.1**	**34.5**	**38.4**

Table 33 - Fleet asset replacement operating expenditure by project

Initiative / project / planning operating costs	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32	FY32/33	FY33/34	FY34/35
Next Generation Type 3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.34	0.02
Type 5 nd 6 aerial r placement	0.12	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MAN Type 3	0.15	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New Type 1 and 2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.10	0.00	0.00
Type 4 replacement	0.55	0.12	0.12	0.12	0.12	0.00	0.00	0.00	0.00	0.00
Medium rural appliance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.10	0.00	0.00
Large water tanker	0.05	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Medium 4WD tanker	0.05	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Operations Support Vehicle	0.05	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

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Future Type 5 and 6 aerial replacement	0.00	0.00	0.00	0.55	0.12	0.00	0.12	0.00	0.00	0.00
Hazmat/Command replacement	0.00	0.00	0.20	0.05	0.05	0.05	0.00	0.00	0.00	0.00
Remaining specialist appliance replacement	0.00	0.00	0.05	0.00	0.05	0.00	0.05	0.00	0.05	0.00
Trial electric fire appliance	0.00	0.00	0.00	0.00	0.00	0.00	0.20	0.00	0.00	0.00
Trial electric support vehicle	0.00	0.00	0.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00
White fleet optimisation programme (EV migration)	0.00	0.00	0.00	2.14	0.41	0.00	0.00	0.00	0.00	0.00
Fleet Fault Management System	0.00	0.00	0.26	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Electronic Road User Charge system	0.00	0.24	0.24	0.24	0.24	0.24	0.24	0.24	0.24	0.24
Fleet Telemetry common database and reporting system	0.00	0.25	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04
GPS/location system	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14
EV migration project - training, comms, uplift in lease costs vs ICE, cord testing	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
EV charger software management platform	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01
EV charger maintenance contract	0.04	0.07	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09
Fleet test tools and facilities e.g. scales calibration, Kilbirnie shed	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02
Aerial appliance training simulator	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04
AMP, Strategy, policy updates - communication and consultation	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01
Total	**1.24**	**0.90**	**1.24**	**3.51**	**1.38**	**0.70**	**1.02**	**0.85**	**1.03**	**0.67**

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Appendix 7 – Fleet asset management supporting collateral

Fleet asset policies

Access to and use of ALPS data policy

Aerial appliances policy

Appliance equipment requirements policy

Appliance maintenance policy

Asset management policy

Beacons and sirens policy

Capital expenditure and donated assets policy

Driving policy

Driver training policy

Fleet procurement and allocation policy

Four-wheel drive (4WD) utes policy[76]

Fuel card policy

HazMat/Command vehicle policy

Insurance

Motor vehicle policy

Operational first aid policy

Procurement policy

Quad bike and light utility vehicle policy

Transporting BA cylinders policy

Use of NZFS operational vehicles

Using cellphones in vehicles policy

Water tankers policy

Fleet asset guides, guidelines and frequently asked questions

Guiding Appliances Important tips to manoeuvring appliances (poster)

Appliance types guide

Assets and capital expenditure guideline

Asset disposal – plant equipment intangibles and fleet guideline

[76] This policy has been removed pending a review of our future vehicle needs. Staff are advised to contact their Regional Fleet Coordinator with any queries related to 4WD vehicles.

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Driving hours guide

Fire suppression guide

Frequently asked questions: Driving hours work time variation

Guidelines for operational policies and procedures

Schedule of incident response Service Delivery Guidelines

Fleet asset schedules and tests

Aerial appliance allocations schedule

Allowable speeds during incident response schedule

Appliance allocations schedule

Appliance cascade plan schedule

Appliance maintenance schedule

HazMat/Command vehicle maintenance schedule

HazMat/Command vehicle monthly test

HazMat/Command vehicle weekly and post-incident test schedule

Motor vehicle allocation schedule

New appliance delivery schedule

Relief aerial appliance allocations schedule

Schedule of driver competencies

Schedule of HazMat/Command vehicle allocations

Schedule of licence classes

Standard tests (OM P)

Fleet asset checklists

Aerial appliance service checklist

Appliance relocation equipment checklist

Appliance service checklist

Career appliances daily checklist

HazMat Command standard equipment list

HazMat/Command Unit Service checklist

Hino 500 Series service checklist

Pre CoF checklist (not published, available on the Shared Drive)

Simon LTI aerial service checklist

Standard equipment list – Light response vehicle (LRV)

Standard equipment list schedule – NZFS Type 3

Standard equipment list schedule – Type 1 Appliance

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Standard equipment list schedule – Type 2 Appliance

Standard equipment list schedule – Type 4 Appliance

Type 3 MAN service checklist

Volunteer appliances weekly checklist

Fleet asset procedures and processes

Appliance fault repair process

Appliance fault repair process Appendix 1 (for Type 5 and 6 Bronto aerial appliances)

Beacons and sirens procedure

Fleet asset forms

Appliance pump test form (not published, available on the Shared Drive only)

Beacons or Beacons and a Siren

https://portal.fireandemergency.nz/assets/documents/4ed9343b39/FL2-1-POP-Use-of-NZFS-operational-vehicles-policy.pdfFixed asset (fleet) acquisition form (for Fleet team use only)

Fleet acceptance form

Fuel card request form

https://portal.fireandemergency.nz/assets/documents/5383b582d8/Fire-and-Emergency-Motor-Vehicle-Claim-Form.pdfMotor vehicle windscreen claim

Portable pump test form (not published but available on the Shared Drive)

Road user distance licence application form

Road User Charges – label requests

Use of Fire and Emergency motor vehicle agreement

Vehicle defect form (not published, available on the Shared Drive only)

Vehicle or driver transfer notice

Vehicle disposal form

Vehicle warranty claim form (for Fleet team use only, regional staff need to contact their Fleet Coordinato).

Fleet asset technical manuals

HazMat Command Vehicle Technical manual

Pump Operation Technical Manual

Fleet asset renewal and replacement projects

The Mobility Programme

Public Safety Network

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Other Fire and Emergency Portal collateral

Change and Implementation Plan template and completed example

Change Characteristic assessment template and completed example

Change Impact Analysis - Initial Assessment Template v0.5

Change metrics and KPIs (unpublished)

Change Risk Assessment template

Communications and engagement plan (unpublished)

Feedback and continuous improvement (unpublished)

Fleet asset dashboard

How we manage risk quick guide

Lessons learned (unpublished)

NHQ Business Continuity Plan

Post-implementation review (unpublished)

Procurement Database

Project change management

Risk management standard

Risk matrix

Safety health and wellbeing manual

Safe@Work

Sustainable assessment (unpublished)

Training and development plan (unpublished)

Writing style guide

Other Website Collateral

Australasian New Car Assessment Program (ANCAP) 4-star rating

Economic Cost of Unwanted Fire Alarms Business and Economic Research Limited June 2019

Euro 6 emission standards

Levels of service definition

Unit Converters

United Nations Economic Commission for Europe Regulation 29 (UN ECE 29)

Fleet Team Shared Drive Collateral

Acquisition cost and NBV of fleet assets

AoG motor vehicle catalogue July 2023

Appliance fleet maintenance and running costs

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Appliance production plan

Appliance warranty claim

Capex Forecasts

Designers' guide to firefighting operations – Emergency vehicle access

Desk Files for the Regional Fleet Coordinators

Disposals

Drivers agreements

EV Technical Guides

EV Migration Plan and supporting data

Fault management system high level requirements

Fleet asset current projects and here

FENZ rebranding

FENZ fleet assumptions and cashflow forecasts

Fleet maintenance transactions

JDE instructions

Motor vehicle insurance claims

New appliance delivery process

Ngā Tai ki te Puku Fleet collateral

OSCD – Work Planning – Fleet June 2023

Red Fleet JDE Report

Red and white fleet registration report March 2024

Servicing plan

Te Hiku desk file

Te Hiku Fleet collateral

Te Ihu Fleet collateral

Te Kei Fleet collateral

Tenzing white fleet optimisation programme

Te Ūpoko desk file

Te Ūpoko Fleet collateral

Understanding red fleet carbon emissions literature review BERL

Vehicle warranties

Vehicle warranty expiry dates

White fleet asset disposal and replacement

White Fleet JDE Report

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Draft fleet strategies and the Strategic Asset Management Plan

Draft Fire and Emergency National Fleet Strategy 2024-2049

Fire and Emergency Strategic Asset Management Plan 2019-2045

NZ Fire Service Fleet Strategic Plan

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ICT Asset Management Plan

Fire and Emergency NZ

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Document control

Fire & Emergency NZ Document No.

Document Owner: Murray Mitchell, Chief Information & Technology Officer

Date:

Document number: 001

Project Management	
Name	Designation

Plan Prepared / Reviewed / Updated by		
Date	Name	Designation

Document History and Status

Rev	Date	Description	By	Reviewed	Approved

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Contents

Executive Summary 1

Portfolio overview 1
Strategic challenges 1
Key achievements 1
Current state 1
Future state / direction 1
Financial summary 2
Key improvement actions 4

1. Introduction 7

1.1. About this plan 7
1.2. Portfolio overview 8
1.3. Assets at a glance 8
1.4. Strategic linkages and context 10

2. Current asset state 13

2.1. Asset information 13
2.2. Asset priority 13
2.3. Summary of current asset state 14
2.4. Current state – Information as an Asset 15

3. Levels of service 16

3.1. Levels of service overview 16
3.2. Key users and stakeholders 16
3.3. Legislative framework 17
3.4. Policies, standards, and plans 17
3.5. User engagement 18
3.6. Service level summary 18
3.7. Service gaps 21

4. Future demand 22

4.1. Demand overview 22
4.2. Current demand trends 22
4.3. Current demand for services 22
4.4 Future ICT direction 23
4.5. Future ICT state 24
4 6 Demand management planning 26
4.7. Growth and demand assumptions 26

5. How we will manage our ICT assets and services 28

5.1. Overall lifecycle management approach 28
5.2. Decision making process 30
5.3. Capability Management Plans 31
5.4. Investment plans - asset class 31
5.5. Strategic ICT programmes 34

DOES NOT REFLECT BUDGET AVAILABILITY

6. Risk management 39

6.1. Risk management approach 39
6.2. Portfolio risk register 39
6.3. ICT resilience 40
6.4. Emergency risk planning 42
6.5. Infrastructure sustainability 42

7. Financial Summary 44

7.1. Financial overview 44
7.2. Expenditure categories 44
7.3. Operational expenditure summary 45
7.4. Capex expenditure summary 46
7.5. Budget prioritisation 48
7.6. Asset valuation summary 50
7.7. Funding strategy 50
7.8. Financial performance 50
7.9. Assumptions and confidence levels 51

8. AM Practices 53

8.1. AM Commitment 53
8.2. AM Policy 53
8.3. AM maturity 53
8.4. Government's expectations 53
8.5. AM Practices 54
8.6. Improvement Plan 56

9. AMP supporting documents 59

9.1. Acronym list 59
9.2. Full asset hierarchy 60
9.3. Asset operational life span 61
9.4. Full levels of service summary 62
9.5. Legislative framework 62
9.6. Policies, standards, and plans 64
9.7. Enterprise Information Management Strategy (EIMS) Roadmap 66
9.8. Three year Improvement Plan 68

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Executive Summary

Portfolio overview

Fire and Emergency New Zealand (Fire and Emergency / FENZ) manages a significant portfolio of Information and Communications Technology (ICT) assets in support of operations and delivery of its core business. The ICT asset portfolio consists of hardware, software, end user devices, and information.

It is recognised that the ICT portfolio includes applications and services that are considered critical, particularly supporting frontline operational mobility and critical Fire and Emergency services. ICT is important for Fire and Emergency not just in fire appliances and stations but also in our offices and homes. Fire and Emergency has key business, organisational and operational imperatives that require quality data, information knowledge, and intelligence as an emergency service responder. ICT crosses all Fire and Emergency's directorates / regions / branches and has touch points / dependencies with fleet, property, and operational equipment portfolios.

The ICT Asset Management Plan details how Fire and Emergency will manage these assets now and into the future. It is a forward-looking tactical plan to support Fire and Emergency's strategic direction for the ICT portfolio as set out in the Digital Strategy and gives effect to a range of other Fire and Emergency strategies and tactical planning documents. The ICT Asset Management Plan is the overarching technical document and is supported by Capability Management Plans for the five main asset classes. It provides a means through which Fire and Emergency can ensure and demonstrate responsible management of its ICT assets and services.

Strategic challenges

The key strategic challenges in managing the ICT portfolio are summarised in the table below.

Table 1 Summary of key challenges – ICT

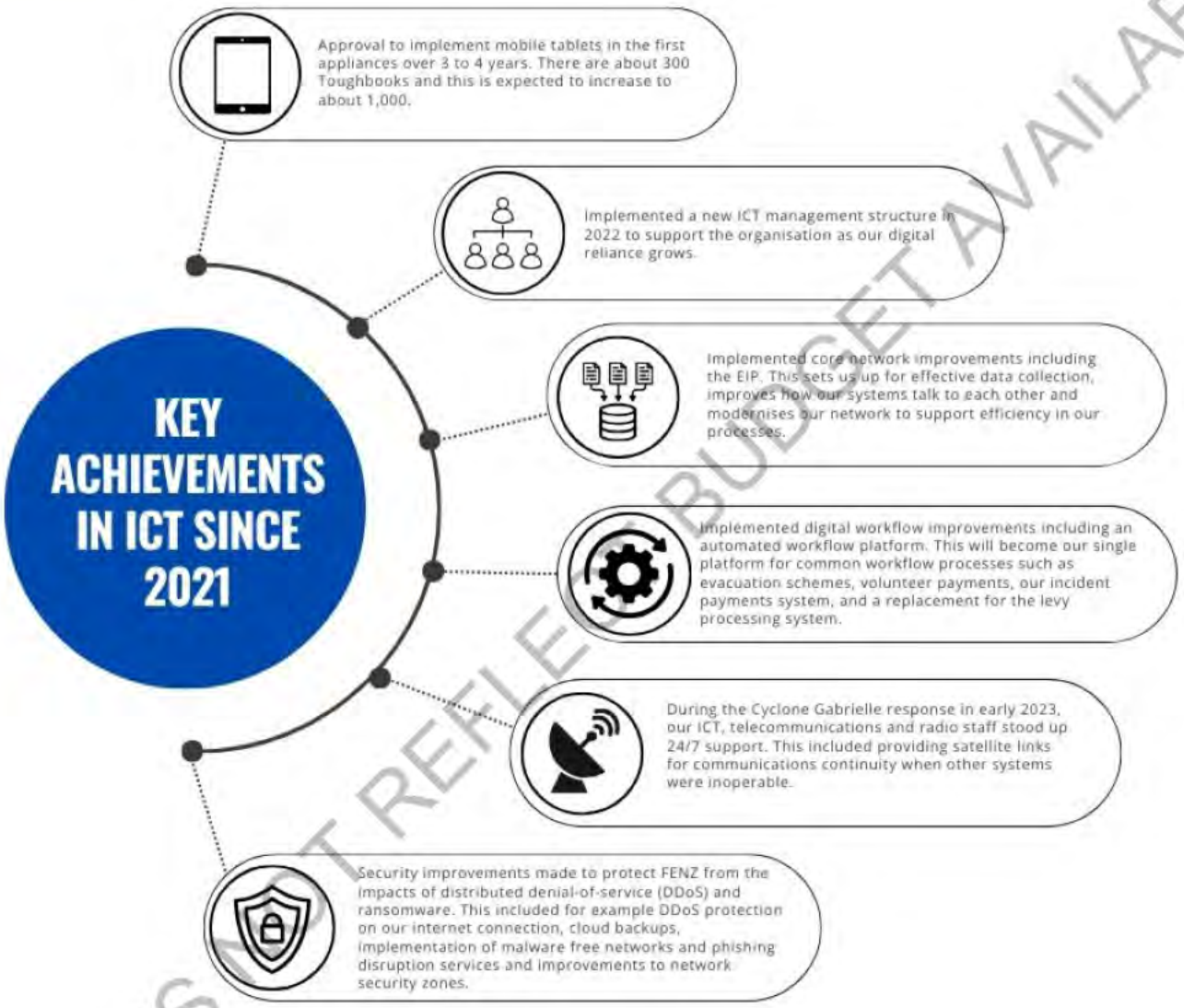
Focus areas	Key challenges	Description
People	Digi al maturity 	Fire and Emergency is planning for a more consistent digital future, using ICT to bring everyone together with the same digital capabilities across the organisation, no matter where they are based. Consulting with and listening to our people to deliver what they need is key. They will need assistance adapting to evolving technologies, including harnessing the opportunities presented by AI. A continued focus on providing intuitive applications and solutions is required as well as training, to improve our service delivery and help develop a culture of collaboration, where sharing data, decisions and processes become our default way of working. This also increases the uptake of new and existing ICT systems. We will need to develop a wider range of skills and abilities in our staff with our shift from owning and managing hardware to utilising more As A Service offerings as we continue our move to the cloud.
Processes	Keeping the organisation safe from cyber security threats 	Cyber security threats are ever present and evolving. Fire and Emergency needs year-on-year investment in cyber security management. Higher levels of investment are required to achieve and maintain an appropriate target maturity and control environment.
	Change management	There are multiple ICT improvement initiatives underway including the strategic programmes. These require significant effort in terms of people and financial

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Focus areas	Key challenges	Description
		investment at Fire and Emergency and other key agencies such as New Zealand Police. AM practices and ICT services will need to mature so our assets and services remain fit-for-purpose.
Data	Information as an Asset 	Information as an Asset has been recognised as a new asset class. There are a number of problems that are resulting in all parts of Fire and Emergency finding it hard to find information or trust it is correct when it is found). Compliance issues with meeting the Public Records Act have also been identified. The Enterprise Information Management Strategy including an implementation plan has been developed but still needs to gain formal app oval and adoption. The implementation will take multiple years, and ongoing effort will be required to embed and maintain information and enterprise architecture and apply in Enterprise systems.
Systems	Station Management System 	The Station Management System is widely used by frontline personnel and comprises 10 tightly integrated functional modules that need to be modernised in sequence. Detailed planning and careful execution are required to establish and the achieve target state for each module. The functional modules are: task management, incident management, operational skills maintenance, rostering and leave, building management, appliances and cert management, exposure, alarms, organisational structure, and security.

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Key achievements



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Current state

The significant asset condition, performance, and capacity issues for the Operational Services and Business Services asset classes are summarised in the table below. Further technical detail is provided in the separate Capability Management Plans.

Table 2 Summary of current asset state – ICT - *preliminary*

Asset class	Asset type / component	Significant asset condition, performance and capacity issues
Operational Services	Radio / Paging	Public Safety Network (PSN) will replace radio systems used for emergency response purposes across the entire country and involves a major change project. The Spark Paging Network used for personnel alerting to emergency response incidents, ceases to operate from 31 May 2027
	Communications and Resource Deployment (CARD) environment	The technologies in the CARD environment (includ ng CAD, voice console, telephony, voice recording, standard operating procedures) require modernisation. Customisations exist supplemented with manual processes to address functional shortcomings. This is a large and high cost change project, in an operating environment with no margin for error.
	Risk Reduction Systems	A major change programme is underway replacing many of the major systems used by the Risk Reduction function of Fire and Emergency, including public facing and critical systems. Data integration improvements are required with the technology refresh, to address regulatory and compliance reporting requirements.
	Station Management System	Station Management System is over 20 years old. Functionality has not kept pace with changing business needs and the system is costly to support, maintain, and change.
Business Services	Financial Management Information System	Financial Management Information System is the financial system. It is 23 years old, introduced in October 2000. The system has significant issues in te ms of business functionality and technology. It is considered not fit for purpose.
	Human Resources Information System / payroll	Vendor support for the existing PSe solution used for HR and payroll functions ceases mid-2025.

The current state is still to be defined for End User Services and ICT Delivery Services asset classes with the Capability Management Plan development. The Enterprise Information Management Strategy provides a high-level review of the current state of Information as an Asset class.

Future state / direction

The strategic direction for the ICT portfolio is outlined in the following three key documents:

- **Digital Strategy** - The Digital Strategy (2021) consists of four foundation programmes to ensure our systems are simpler, more secure, and better able to meet our needs now and in the future. The foundation programmes are core network, security, managing and sharing data better, and digital workflow.
- **Cloud Strategy** - A draft Cloud Strategy has been developed to make the best use of cloud and remotely hosted data storage, consistent with our adopted hybrid model. Fire and Emergency's draft Cloud

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Strategy is aligned to the Government's direction as set out in the Cloud First Policy and All of Government Cloud Sourcing Strategy, recognising that this will take time to achieve.

- **Enterprise Information Management Strategy** – A draft Enterprise Information Management Strategy has been developed to outline Fire and Emergency's approach to treating Information as an Asset class. After being finalised and adopted, the multi-year Implementation Plan will be started.

Alignment of the three strategic documents:

- **Cloud Strategy and Digital Strategy alignment** - The foundation programmes, digital priorities, future state, and roadmaps in the Digital Strategy incorporate the use and move to public, private and hybrid cloud. The Cloud Strategy elaborates on the Digital Strategy with a detailed plan for the use and move to the cloud.
- **Cloud Strategy and Enterprise Information Management Strategy alignment** - The Cloud Strategy supplements the Enterprise Information Management Strategy since it incorporates technologies that are implicit to the goals for managing information in the Enterprise Information Management Strategy. The implementation phase of the Enterprise Information Management Strategy will inform relevant cloud services choices and be dependent on the information management capabilities of cloud services.
- **Enterprise Information Management Strategy and Digital Strategy alignment** - Managing information as an asset is explicit in both strategies. It is core to the Enterprise Information Management Strategy and features as a digital priority in the Digital Strategy. The Digital Strategy seeks to maintain our current systems, and implement new capabilities as required to meet organisational priorities in the Enterprise Information Management Strategy. The Ente prise Information Management Strategy elaborates a plan aligned with the Digital Strategy to ensure information is managed as an asset, so that it can be effectively understood, shared, protected, and used.

The management response to achieving the future ICT direction are the following key strategic programmes:

- **Station Management System (SMS) Replacement** - The goal is to effectively manage SMS today, an aging technology asset critical to the operation of our organisation, while defining a path towards a sustainable and valuable future state our organisation has confidence in. SMS provides a single integrated application that manages tasks and information that is required by Operational Crews and Business Units throughout Fire and Emergency. This is a very large, complex, and legacy application with multiple system integrations.
- **Modernising Public Safety Network** - This is a key multiagency programme with New Zealand Police, Hato Hone St John, and Wellington Free Ambulance. The Public Safety Network is a new communications service for use by frontline responders in New Zealand, replacing ageing networks with modern digital capability. The Public Safety Network will deliver a single nationwide secure digital radio service and prio itised cellular capability across New Zealand, connect our frontline emergency services, and enable us to work more effectively together at emergencies.
- **Communication Centres Technology Programme** - New Zealand Police and Fire and Emergency have a Sha ed Information Technology Environment. This is an existing arrangement between the two agencies to share ICT facilities for the Communications and Resource Deployment (CARD) environment in the Communication Centres. There are two significant joint technology projects with the Communication Centres Technology Programme.
- **Enterprise Information Management Strategy Implementation Plan** - The Enterprise Information Management Strategy (still to be finalised and adopted) consists of a major multi-year programme which will improve information management across the organisation. The Improvement Plan consists of various improvements to alleviate symptoms constraining service delivery and to address the top seven audit recommendations identified by the Chief Archivist.

Financial summary

The total amount of expenditure for operational and capital forecast for the ICT portfolio over the next ten years is $766 million, as shown in the table below. This shows that the average annual portfolio costs are

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approximately $77 million per year. Of the ten-year forecast, capital costs made up 20% and operating costs make up 80% of the total forecast.

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Table 3 Financial summary – ICT (excluding CPI adjustments)

Description	Projected Expenditure				
	Year 1	Year 2	Year 3	Year 4-10	Ten-year
	2025/26	2026/27	2027/28	2028-35	Total
Operational expenditure	$51,420,945	$51,443,188	$51,374,188	$484,071,596	**$638,309,916**
Capital expenditure	$11,800,000	$12,002,266	$12,507,612	$91,754,659	**$128,064,537**
Total	**$63,220,945**	**$63,445,454**	**$63,881,800**	**$575,826,255**	**$766 374 453**

Source: FY25-26 AMP Budget Working File (1 August 2025)

Note that all financial forecasts are excluding CPI adjustments.

The significant work programmes are summarised in the table below.

Table 4 Summary of strategic ICT programmes

Strategic ICT programme	Indicative 10 year forecasts ($)
Station Management System Replacement	Capex forecast for 5-year replacement phase - $12.2 million
	Project opex forecast for 5-year replacement phase - $1.1 million
	BAU opex forecast for the 10-year period - $9.1 million
Modernising Public Safety Network	PSN Operating Cost Contribution for the 10-year period opex $26.6 million
	Mobility Operating Cost for the 10-year period opex $29.5 million
Communications Centre Technology Programme	Computer Aided Dispatch (CAD) Upgrade project cost (including contribution) of $1.6 million opex
	Communications and Resource Deployment (CARD) environment (including CAD and Voice Console) operating cost contribution $42.6 million opex over the 10 year period
Enterprise Information Management Strategy Improvement Plan	Project costs $$4.4 million over 10 years
	Operating cost $1.3 million opex over 10 years

The ICT Asset Management Plan has been developed based on asset needs and to align with future direction so there is sustainable long term investment.

Investment for the first 3 years of the AMP has been matched to funding availability, based on the hierarchy of asset needs. The total amount of expenditure for operational and capital for the property portfolio over the next ten years will depend on mid-term investment and funding options.

How quickly funding levels are lifted to meet the desired state needs to be weighed up and aligned against Fire and Emergency strategic objectives and available funding.

Key improvement actions

The key high priority actions for improving the Asset Management (AM) practices for the ICT portfolio in the next three years are summarised in the following table. These are focused on:

- Updating the key ICT strategies to set the long-term direction for the ICT portfolio.

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- Implementing the strategic ICT programmes so there is modern digital capability to support the core Fire and Emergency business.

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Table 5 High priority actions – ICT

AM element	Proposed actions
AM Policy and Strategy	Complete the review of the 2021 Digital Strategy and set the new strategic direction to inform the ICT portfolio at tactical and operational levels.
	Finalise and adopt the Cloud Strategy, sequenced with the review of the Digital Strategy.
	Finalise and adopt the Enterprise Information Management Strategy and start the implementation (over multiple years).
Levels of Service and Performance Management	Set up the measurement system for the proposed and future performance measures for Annual Report and AMP purposes.
Forecasting Demand	Implement the future initiatives in the foundation programmes as outlined in the Digital Strategy, and the revised strategy once finalised and adopted.
	Implement the multiyear programme Enterprise Information Management Strategy Improvement Plan (subject to business case approval).
Management Systems	Implement the high priority improvements identified with the public records maturity assessments (part of the Enterprise Information Management Strategy Improvement Plan).

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1. Introduction

1.1. About this plan

1.1.1. Purpose of the plan

The ICT Asset Management Plan (AMP) details how Fire and Emergency will manage these assets now and into the future. The AMP is a tactical, infrastructural plan that gives effect to a range of other Fire and Emergency strategies and tactical planning documents. It provides a means through which Fire and Emergency can demonstrate responsible management of its ICT assets and services.

The plan covers a period from 1 July 2025 to 30 June 2035, with a particular focus on the work programmes planned for the next three to five years. It reflects Fire and Emergency's focus on achieving an optimal balance between the key elements of asset management (AM), which are service levels, cost and risk.

This AMP is written in accordance with good AM planning and practice as set out in

- Āpōpō / International Infrastructure Management Manual (IIMM).
- ISO 55000 (international standard covering management of physical assets).
- Good practice reports and guidance issued by The New Zealand Treasury and Infrastructure Commission.
- ITIL (Information Technology Infrastructure Library).
- ISO 19770 IT AM.

1.1.2. Plan hierarchy

The complexity of the ICT portfolio and alignment with the service delivery outputs requires a suite of AMPs to demonstrate and implement effective asset stewardship, as shown in the figure below. The Strategic AMP provides the framework and AM planning approach for managing the infrastructure assets and directs the tactical AMPs including the future improvement actions such as information management.

This Plan (ICT AMP) is based on the latest available asset information, risk mitigations, work programmes and user requirements, and is directed by the Strategic AMP. It is a forward-looking plan to support Fire and Emergency's strategic direction for the ICT portfolio as set out in the Digital Strategy.

The ICT AMP is the overarching technical document and is supported by Capability Management Plans (CMP) for the five main ICT asset classes. The lifecycle management detail is provided in the CMPs at ICT asset class level. In some cases CMPs will be developed for some asset types due to their complexity.

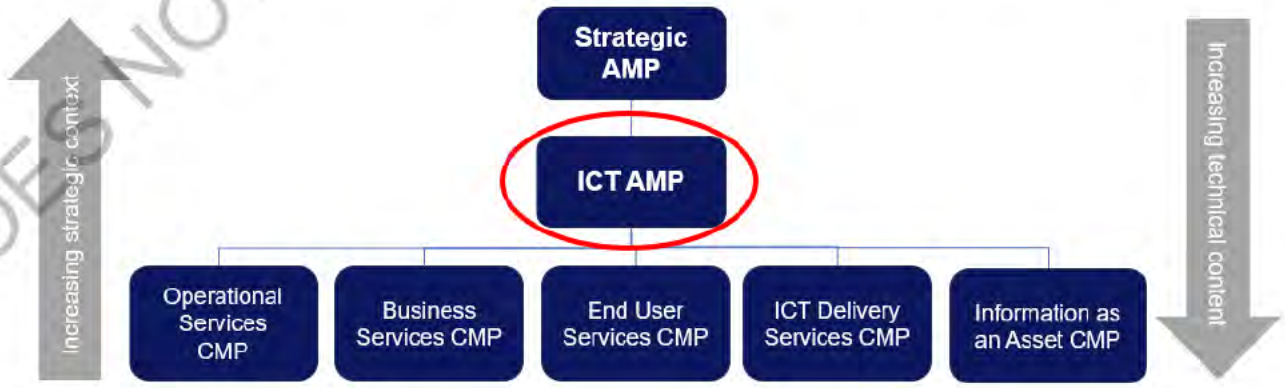


Figure 1 Asset plan hierarchy – ICT

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1.2. Portfolio overview

Fire and Emergency New Zealand (Fire and Emergency / FENZ) manages a significant portfolio of ICT assets in support of operations and delivery of its core business. The ICT asset portfolio consists of hardware, software, end user devices, and information. The main purpose of the ICT portfolio is to:

- Ensure effective and reliable communication systems for our firefighters.
- Provide digital services to store, retrieve, and transmit data and information.

It is recognised that the ICT portfolio includes applications and services that are considered vital, particularly supporting frontline operational mobility and critical services. ICT is important for Fire and Emergency not just in fire appliances and stations but also in our offices and homes. Fire and Emergency has key business, organisational and operational imperatives that require quality data, information, knowledge, and intelligence as an emergency service responder.

ICT crosses all Fire and Emergency's directorates / regions / branches and has touch points / dependencies with fleet, property, and operational equipment portfolios.

1.3. Assets at a glance

1.3.1. ICT asset classes

There are five main ICT asset classes in total with the addition of Information as an Asset as a new asset class.

- Operational Services.
- Business Services (Applications).
- End User Services.
- ICT Delivery Services.
- Information as an Asset.

A snapshot of the ICT asset portfolio is shown in the table below (with further detail in Section 2.1).

Table 6 Snapshot of ICT assets (August 2024)

ICT asset class		Key statistics
	Operational Services	228 satellite communications; 72 radio repeaters
	Business Services (Applications)	Software as a Service, Infrastructure as a Service, on premise corporate systems
	End User Services	4,800 end user devices; 1,833 mobile phones; 300 appliance mobility Toughbooks
	ICT Delivery Services	14 physical servers; 500 virtual servers, 4 data centres (2 in New Zealand and regional centres in Australia); 850 network switches; 9 firewalls
	Information as an Asset	Data including physical, spatial, financial, and performance. Information including emergency management, levy management, Human Resources management, Independent Complaints Service management.

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1.3.2. Information as an Asset class

Fire and Emergency has decided to recognise the new asset class Information as an Asset. This is a bold step and will likely take a few iterations to set up and change management to gain buy-in internally.

It is important to understand the relationship between data, information, and organisational knowledge (or wisdom). The figure below demonstrates the relationship between these three components.

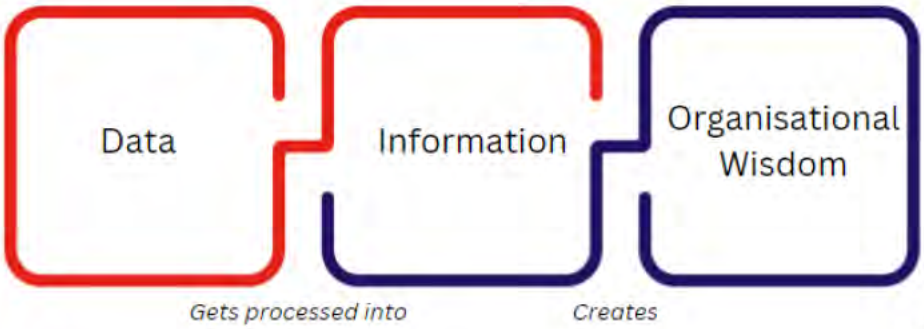


Figure 2 Information meaning at FENZ

The simple vision created as part of the Enterprise Information Management Strategy (EIMS) is that:

We manage our information as an ente prise asset.

This means that we treat our information with the same duty and care that we treat other assets that support us in our work (our people, our equipment, our property, and our technology).

Managing Information as an Asset will ensure Fire and Emergency information is effectively understood, shared, protected, and used. It will also:

- Support delivery of strategic and operational objectives.
- Allow better use and sharing of information assets within and outside Fire and Emergency.
- Highlight interdependencies between information assets, business needs and technology systems so that information remains complete available, and usable over time.
- Reduce redundancy and duplication through management of retention and disposal.

An Enterprise Information Management Strategy (EIMS) has been developed and still to be finalised and adopted. It outlines Fire and Emergency's approach to treating Information as an Asset class (refer to Section 4.4.3 for details). The Inf rmation as an Asset class is still being established so the enterprise information management architecture / taxonomy and CMP are still to be developed, as part of the EIMS Implementation Plan.

1.3.3. Asset hierarchy

The five main asset classes are supported by various capabilities or asset types as shown in the asset hierarchy diagram below. Refer to Appendix 9.2 for the full asset hierarchy showing the asset classes, types, and components.

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Figure 3 Asset hierarchy model – ICT

There are three levels of assets: Class, Type, Component, which are used to classify and group the assets into similar activities / services.

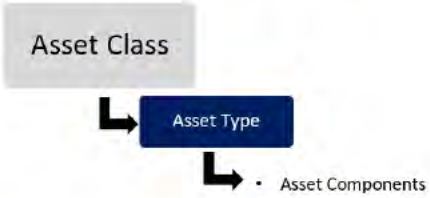


Figure 4 Asset levels

1.4. Strategic linkages and context

1.4.1. Strategic focus

We operate as an essential service that all New Zealanders rely on. Every day we work to:

- Respond to fires and emergencies.
- Provide capability and collaborate with other agencies during other emergency responses.
- Work across Aotearoa to promote fire safety and reduce unwanted fires.

While the types of emergencies we respond to have changed over time, our work remains critically important to protecting and preserving lives, property, and our environment. We are committed to the following medium term key strategic areas as set out in our Statement of Intent (2023/27).

Table 7 Three key strategic areas

Delivering for Aotearoa	By working closely with tangata whenua Māori and other partners to reduce the risk of unwanted fire and prepare for emergencies. When these happen, we will be ready to respond in communities.
Developing our people	By building a safe, positive, and inclusive workplace for them. We will care for our people, so they are there for our communities.
Building our business	By having the resources and processes to meet the needs of communities into the future.

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1.4.2. Strategic linkages

The linkages and relationship between Our Strategic Direction 2025-2030, Statement of Intent and AM system is shown in the following framework diagram. It also shows the hierarchical integration of information. Good industry practice for investment decision making is based on a hierarchy of asset information shared between the levels and the overarching strategic direction. Asset information, knowledge and evidence are the foundations for effective AM functions.

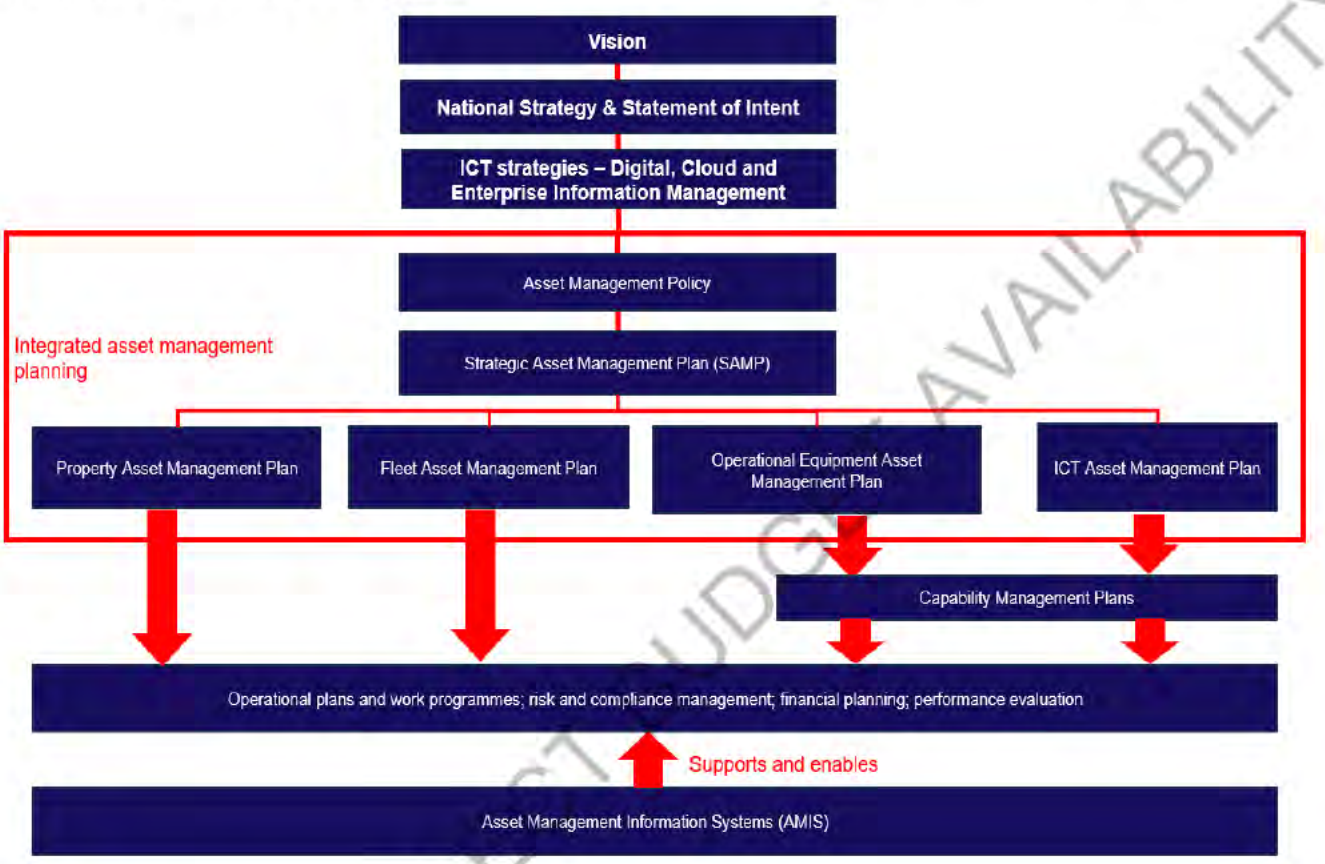


Figure 5 AM framework

The three key strategic documents setting the strategic direction for the ICT portfolio are:

- Digital Strategy (2021 to 2027).
- Cloud Strategy (draft 2020 to 2024).
- Enterp ise Information Management Strategy (draft 2024).

Refer to S ction 4.4 Future ICT direction for detail on these strategic documents.

1.4.3. Digital priorities

The Digital Strategy (2021-2027) is the medium term plan for our digital future. There are four digital priorities to guide our work planning:

	Information as an asset.		Working from anywhere.
	Becoming a digital-first organisation.		Lifting our digital maturity.

Refer to Section 4.4 Future ICT direction for progress on implementing the four foundation programmes.

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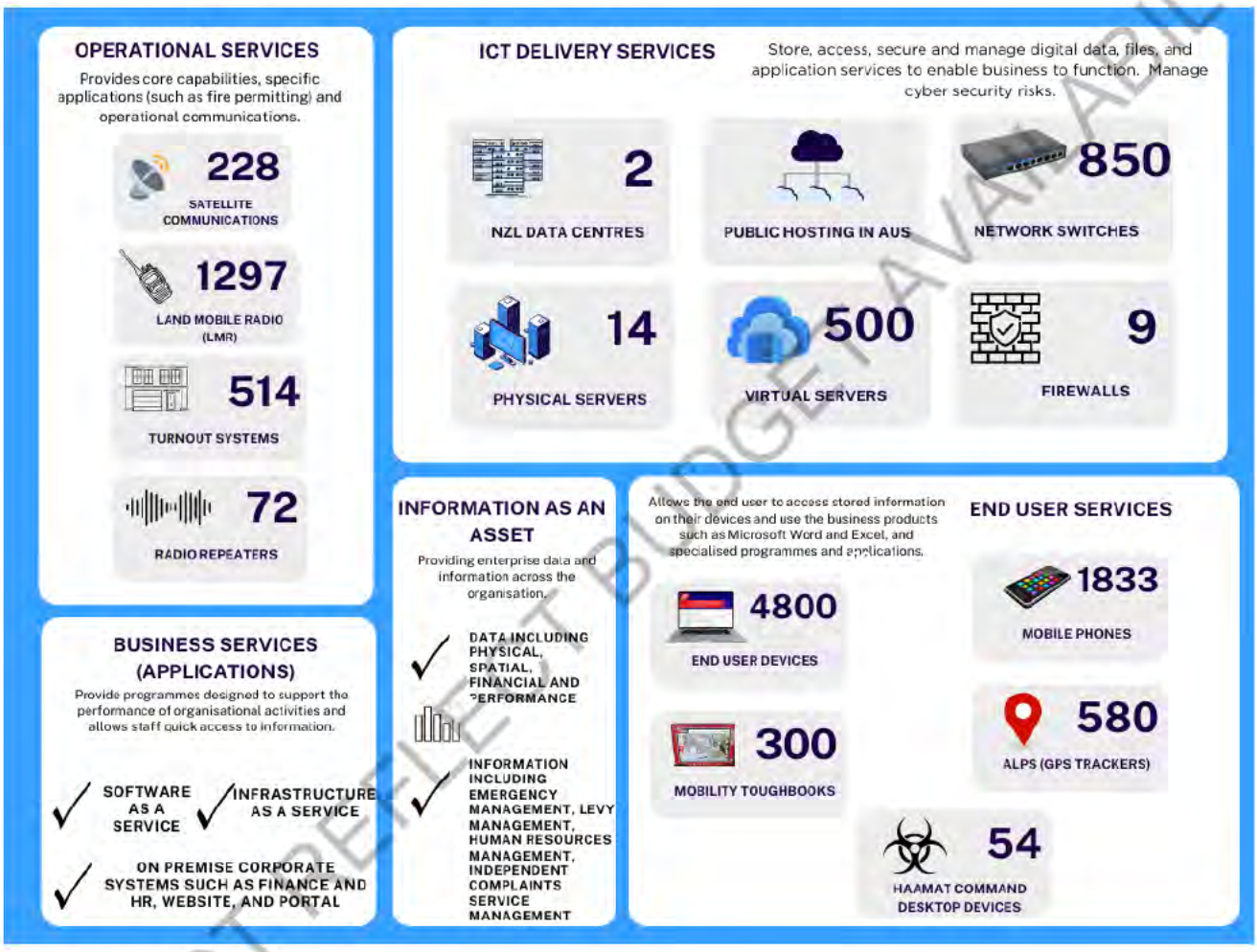
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2. Current asset state

2.1. Asset information

Key asset data by the five main ICT asset classes are summarised in the table below including the capabilities served.

Table 8 Asset information summary – ICT (as at August 2024)



2.2. Asset priority

Investment in the management of ICT assets and services are prioritised on a four-level asset priority as shown in the figure below. This asset priority is fundamental to decision making at strategic and tactical levels.

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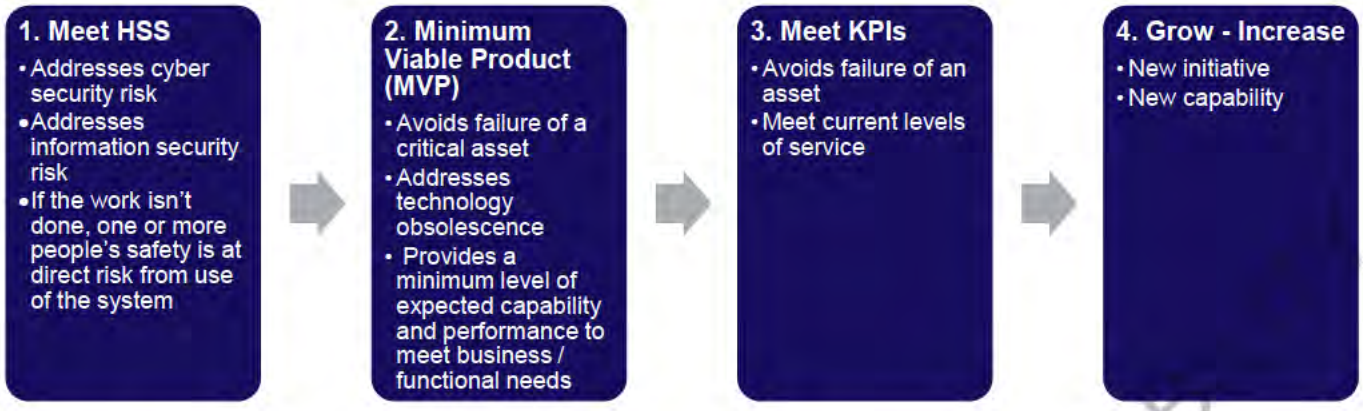


Figure 6 Asset priority – ICT

2.3. Summary of current asset state

The significant asset condition, performance, and capacity issues for the Operational Services and Business Services asset classes are summarised in the table below. Further technical detail is provided in the separate CMPs.

Table 9 Summary of current asset state – ICT

Asset class	Asset type / component	Significant asset condition, performance and capacity issues
Operational Services	Radio / Paging	Public Safety Network (PSN) will replace radio systems used for emergency response purposes across the entire country, and involves a major change project. The Spark Paging Network used for personnel alerting to emergency response incidents, ceases to operate 31 May 2027.
	Communications and Resource Deployment (CARD) environment	The technologies in the CARD environment (including CAD, voice console, telephony, voice recording, standard operating procedures) require modernisation. Customisations exist supplemented with manual processes to address functional short-comings. This is a large and high cost change project, in an operating environment with no margin for error.
	Risk Reduction Systems	A major change programme is underway replacing many of the major systems used by the Risk Reduction function of Fire and Emergency, including public facing and critical systems. Data integration improvements are required with the technology refresh, to address regulatory and compliance reporting requirements.
	Station Management System	Station Management System is over 20 years old. Functionality has not kept pace with changing business needs and the system is costly to support, maintain, and change.
Business Services	Financial Management Information System	Financial Management Information System is the financial system. It is 25 years old, introduced in October 2000. The system has significant issues in terms of business functionality and technology. It is considered not fit for purpose.
	Human Resources Information System / payroll	Vendor support for the existing PSe solution used for HR and payroll functions ceases end-2025.

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The current state is still to be defined for End User Services and ICT Delivery Services asset classes with the Capability Management Plan development.

2.4. Current state – Information as an Asset

A discovery review was completed as part of the establishment of the Information as an Asset class through the development of the EIMS. Seven problem statements were identified with Fire and Emergency information, as outlined in the table below.

Table 10 Rating of Information as an Asset

Problem statements / areas to be addressed
P1. Fragmented leadership and lack of clarity on individual accountabilities information management (data, records, privacy); from the top to the bottom
P2. Under-developed information management capability and capacity
P3. Many technology systems for similar functions. More containers for information that need to be managed.
P4. No enterprise data dictionary that defines data and maps to systems
P5. Management of technology change leads to creation of more technology silos and solutions not understood by business
P6. Communication channels not tailored to business needs
P7. Approach to data sovereignty to be developed
Compliance with Public Records Act 2005 – 28 recommendations

The discovery review also covered the response to a formal records management audit. Fire and Emergency was formally audited under the Public Records Act 2005 in May 2022 with a maturity assessment. There were 28 audit recommendations made in total and seven were identified by Archives New Zealand as priority focus for Fire and Emergency. The EIMS Implementation Plan includes the improvement actions to address the top seven audit recommendations identified by the Chief Archivist.

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3. Levels of service

3.1. Levels of service overview

Fire and Emergency aims to provide ICT assets and services that deliver the agreed levels of services in a sustainable manner over the long term. This section defines the levels of service or the qualities of the service that Fire and Emergency intends to deliver through its ICT portfolio, and the measures used to monitor this. The levels of service supports Our Strategic Direction 2025-2030 and Statement of Intent, and is based on statutory and national standard requirements, and user expectations.

This section is related to levels of service provided as outputs from the ICT portfolio. Levels of service related to operational services are documented separately in Fire and Emergency's Statement of Performance Expectations (2023/24).

3.2. Key users and stakeholders

Good knowledge of stakeholder values and drivers is essential for effective, efficient, safe, and available ICT portfolio. User experiences and feedback are important for understanding if the ICT assets and services are available and resilient. The key users and main stakeholders involved in the Fi e and Emergency ICT assets and services, and their specific areas of interest are shown in the table below.

The main users of ICT assets and services are:

- Firefighters – career and volunteers.
- Fire and Emergency staff.
- Building owners.
- Other government agencies in the emergency management and security sectors.

Table 11 Key users and stakeholders – ICT

Segment	Area of interest
Customers / users – external	
The community	Interested in a trusted and responsive first responder to fires and emergencies in their community.
	Promote fire safety and reduce unwanted fires including fire hazards, escape plans, educa ional resources.
Building owners	The Evacuation Schemes Management System is an online portal for building owners and their agents to submit their evacuation scheme applications and maintain their scheme documents. An evacuation scheme is assessed and approved by Fire and Emergency.
Public for fire permits	Members of the public apply online for fire permits.
External stakeholders	
Iwi and Māori	Building strong relationships of trust and confidence with iwi, Māori urban authorities, providers, communities, and emergency management sector partners. We are focused on building strong partnerships with iwi through our local brigades and Pou Takawaenga Māori (Māori Liaison Officers).
Emergency management sector	Respond to civil emergencies and natural disasters with National Emergency Management Agency, New Zealand Police and other emergency services requires being mobile throughout the country and coordination.
Security sector	Participate and work with the agencies accountable for providing a digitally resilient and cyber secure country including Government Communications Security Bureau and New Zealand Security Intelligence Service.

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Segment	Area of interest
The Treasury	Interested in the prudent management of the Fire and Emergency's assets as an asset intensive agency. Monitored and evaluated through the Cabinet Office Circular (23)9 process (strategic planning and AM elements).
Unions and Associations	Unions and Associations demand that their memberships have access to modern, resilient and fit-for-purpose ICT assets and services. They are not concerned about cost.
Users – internal	
Firefighters	Firefighters want assurance that they can access ICT services and these are available 24/7 in urban and rural areas. For volunteer firefighters, they want to be able to access Fire and Emergency's systems from their private devices.
Internal stakeholders	
Executive Team	Interested in sound asset stewardship to support the delivery of Fire and Emergency core services and to deliver against the Statement of Intent and the New Zealand Government's priorities. Providing a responsive first responder in the community. They do not want any financial or asset risk surprises.
Regional Teams	Interested in meeting their operational and services delivery needs in their regions.
Corporate, HR and Finance teams	Ensuring the ICT assets and services are meeting the expectations and the agreed levels of service. The ICT portfolio is being managed financially sustainab e. The ICT related asset risks are being proactively managed with no surprises. They are also interested in progressing the corporate systems such as HR and finance.
Fire and Emergency staff	Interested in availability of applications and ICT services. For specific programmes, interested in ICT-enabled transformation.

3.3. Legislative framework

The key legislation affecting the ICT portfolio are summarised in the table in Appendix 9.4. Setting out Fire and Emergency's principal objectives, functions, and operating principles, the Fire and Emergency New Zealand Act 2017 is the primary legislation for the portfolio. Legislation relating to the obligations given the information handling capabilities of ICT assets are also key, including the Intelligence and Security Act 2017, Privacy Act 2020, and Public Records Act 2005.

3.4. Policies, standards, and plans

The primary documents that link and guide the ICT portfolio are summarised in Appendix 9.5. There are three strategies, four key ICT policies, and these are supported by various standards and guidelines (not all are listed). Note that Fire and Eme gency broadly follows industry standards such as Information Technology Infrastructure Library and SO but has not formally adopted these (or intends to at this stage).

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3.5. User engagement

A multi-faceted approach has been adopted for gaining user feedback and engagement on ICT asset and services as well as coordinating investment programmes including:

- Internal customer surveys are undertaken about three times per year for the Organisational Strategy and Capability Development Branch covering the different asset classes including ICT.
- Feedback is also provided by the various governance groups including communication centre.
- Feedback is sought with Zendesk (service desk) tickets at job completion.
- ICT management and staff engage internally with customer groups to gather comment on the plans and identify any ICT impacts / investment requirements.
- To ensure solutions meet business needs, business owners and user representatives are engaged to establish requirements for new and replacement systems, for system improvements, to evaluate solutions, and during testing as part of implementation.

3.6. Service level summary

Formal and documented asset levels of service is a new discipline for the ICT portfolio. The proposed performance measures for the ICT portfolio have been developed to be used for future Annual Report and AMP purposes.

Fire and Emergency has not disclosed asset performance measures in its Annual Reports to date but wishes to start this process for its service critical assets to align with CO(23) 9 requirements (clause 36). Cabinet Office circular CO(23) 9 sets out the Government's new requirements for improving investment decision-making and AM. CO(23) 9 has replaced the Investor Confidence Rating assessment tool. It places greater weight on service critical assets and holding Chief Executives to account.

The proposed critical ICT performance measures are summarised in the following table with the full table in Appendix 9.4 including indicative targets over 10 years. They have been based on:

- Sound measurement system exists.
- Important for ICT portfolio.
- Reflects critical business elements.

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Table 12 Service level summary – ICT – *proposed*

Statement of Intent – strategic areas	Digital Strategy - strategic priorities	Key service attribute	Levels of Service Statement	How we will measure our performance	Now	Near Future
Delivering for Aotearoa	Working from anywhere	Availability	Critical ICT services are available for users	Percentage of time our systems are available (core network)	95%	95%
		Utilisation	ICT system support for volunteer turnout to incidents	Percentage of volunteers managing their availability digitally	85%	90%
		Utilisation	ICT services are easy to use	Percentage of station staff managing their profile digitally (SMS)	n/a	*To be set*
		Utilisation	Critical incident information is available to responding crews	Percentage of appliances with mobility solution insta led – *hard to measure*	n/a	*To be set*
		Resilience	Secure ICT services are available for users	Percentage of ICT workload hosted in cloud	n/a	*To be set*
		Responsiveness	Service requests are timely	How quickly service requests are responded to and resolved	n/a	*To be set*
	Becoming a digital-first organisation	Accessibility / service	ICT system support for personnel onboarding	Percentage of personnel provided with user account access within 48 hours	*To be set*	*To be set*
		Functionality	ICT services meet business needs	*Measure to be developed based on main systems provided by ICT; needs to be agreed with users*	*n/a*	*To be set*
	Information as an Asset	Quality	Data confidence / reliability ratings	TBA	*n/a*	*To be set*

Notes:

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- Core network consists of critical sites including data centres, National Coordination Centre, and Local Coordination Centres.
- The onboarding measure is a good metric but difficult to accurately measure the time from a request to LAN (local area network) account creation. Data integrity issues are to be worked through before going live.
- Future critical ICT performance measures are included that may be considered but need further work and / or strategic programmes need to be implemented so too early to measure.
- Measurement systems need to be set up before any future performance measures are implemented.

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3.7. Service gaps

Service gaps will be identified once the full levels of service framework has been established. As a first step, it is intended that the proposed critical performance measures (availability and utilisation metrics only) will be recorded and reported on throughout the year.

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4. Future demand

4.1. Demand overview

This section describes how the scale and type of demand is changing for providing fire services and the impact on the ICT asset portfolio. The type of emergencies that we deal with is changing.

We are now facing more non-structure fire emergencies where we work together with other emergency services. We are responding to more medical incidents, wildfires, natural disasters, and fewer fires in buildings. We have also played a key role in responding to major earthquakes and adverse flood events. We need to develop a wider range of skills and abilities in our staff and assets to ensure that we can respond effectively to these challenges.

4.2. Current demand trends

The key demand factors impacting the ICT portfolio is summarised in the table below.

Table 13 ICT demand factors

Demand factors	Description
Evolving technology	ICT is changing all the time and that means continually evolving technological capabilities as well as upskilling people. To improve work efficiency and effectiveness, information and systems need to be available where-ever and when-ever our personnel need it. This is particularly important for our service delivery functions: operational response, risk reduction, community readiness and recovery.
Cyber security	Keeping the organisation safe from cyber security threats is an ongoing challenge. In determining measures taken to manage these risks, Fire and Emergency references the Government's expectations for cyber security as outlined in the Protective Security Requirements. This policy framework outlines what an organisation must do for security governance, personnel security, information security, and physical security. This is supplemented by the New Zealand Information Security Manual and the NCSC Cyber Security Framework both issued by the National Cyber Security Centre of New Zealand, which provide good practice recommendations for information security.
Interagency programmes	Fire and Emergency responds to emergency incidents and natural disasters alongside other first responder partners including New Zealand Police and St John and Wellington Free Ambulance. Many of the ICT services are shared with the other partners. Modernising the Public Safety Network (PSN) is a key interagency programme. Emergency services currently rely heavily on radio and mobile communications to coordinate, manage, protect and direct geographically dispersed staff and resources. Fire and Emergency, New Zealand Police and St John and Wellington Free Ambulance are undertaking procurement of a modern, nationwide, mission-critical communications capability for emergency services. This will mean Fire and Emergency will not necessarily own physical assets but pay for services.
Cloud First	We are working within Government's Cloud First Policy and guidance on the next generation of communications and systems including As A Service initiatives. This will mean over time that we will own less hardware assets as we strategically move to the Cloud. Use of cloud services provides opportunities for transforming service delivery and improved management of security risks.

4.3. Current demand for services

ICT demand is generally very reactive in keeping firefighting capability operating and mobile. Service calls are logged through Fire and Emergency's service desk (Zendesk). Incidents are received by emails, telephone calls or self-service options (and tickets logged) to record the fault. There are agreed response times depending on the nature of the service outage (such as a critical incident).

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The demand for ICT services for the 12-month period 2022/23 is shown in the table below. This shows that demand is relatively even throughout the year reflecting that ICT services are provided 24/7.

Table 14 Demand for ICT services

Ticket field	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23
C1 - Change environment	79	72	77	47	77	27	26	50	83	37	57	58
C1 - Change environment-preapproved	1	7	5	3	5	1	3	2	3	4	2	3
Service requests	145	134	140	135	161	46	39	41	86	59	83	82
Incident type / numbers	1,486	1,378	1,305	1,390	1,283	930	1,274	1,259	1,442	1,041	1,308	1,019

Source: FENZ's Zendesk tickets (April 2024)

4.4. Future ICT direction

This section outlines the three key documents that set the strategic direction for the ICT portfolio.

4.4.1. Digital Strategy

The Digital Strategy consists of the following four foundation programmes to ensure our systems are simpler, more secure, and better able to meet our needs now and in the future.

Table 15 Digital strategy - foundation programmes

Foundation programme	Purpose	Objectives	Progress
Core network	Provides connectivity between the two data centres and to public cloud services.	C eate a single modern configuration for all users. Remove redundant technologies and simplify design.	Implemented an enterprise integration platform in 2022/23.
Security	It is an ever-evolving threat-management issue. There will always be the need to take action to mediate new threats.	Decommissioning a number of no longer fit-for-purpose legacy systems. Undertaking a review of all personal information held at Fire and Emergency.	Substantially completed planned actions. Ongoing investment in security required.
Managing and sharing data better	Consists of two stages: 1. Procuring integration software. 2. Reduce the complexity and duplication of our various systems that interface with each other.	We plan to implement one system that supports sharing across the organisation. This will create a single source of key data.	Integration software in place. Legacy system rationalising is ongoing due to the complexity.
Digital workflow	There are multiple disparate systems that use similar data, but often that information is siloed within its own system. The data fragmentation and disparity cause many issues.	We will procure a common platform to make managing workflows and documents much easier, quicker, and more accurate.	Implemented an automated workflow platform in 2022/23.

There has been good progress on implementing the foundation programmes including:

- There has been consolidation of separate systems into a single digital platform to improve business capability. This covers evacuation scheme applications, fire levy, fire investigations and volunteer payments.
- Working towards single platform for digital workflow systems using PEGA to build the solutions.

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4.4.2. Cloud Strategy

A draft Cloud Strategy (2020 to 2024) has been developed to make the best use of cloud and remotely hosted data storage, consistent with our adopted hybrid model. Fire and Emergency's draft Cloud Strategy is aligned to the Government's direction as set out in the Cloud First Policy and All of Government Cloud Sourcing Strategy, recognising that this will take time to achieve.

We are analysing functions and data sets that should go to the Cloud and which should be locally stored as part of developing the Cloud Strategy. It is likely most data sets will go to the Cloud and only minor asset classes will remain on-premise to ensure resilience on a case by case basis. It is also likely our cloud storage future state will see us continue to use Azure DevOps (an end-to-end software development platform) for building, testing and deploying applications.

The alignment between the Cloud Strategy and the Digital Strategy are summarised in the table below

Table 16 Alignment with Digital Strategy

Digital priorities		How Cloud Strategy supports Digital priorities
	Information as an asset.	Cloud Software as a Service and Platform as a Service will provide a secure environment for defined data blocks that are known and consistent which will be able to be consumed by multiple systems using standard integration patterns.
	Becoming a digital-first organisation.	Cloud services supports the ability to capture data once at the appropriate time will reduce rework and support information sharing by using consistent tools and patterns.
	Working from anywhere.	Cloud first approach supports working from anywhere by providing a secure data, applications and tools that supports a mobile workforce or public facing application without the need to purchase large software platforms.
	Lifting our digital maturity.	Cloud services will provide tools and processes that support innovations and the adoption of new technologies, allowing intuitive applications that are fit for our digital future.

The draft Cloud Strategy still needs to be finalised and adopted, sequenced with the review of the Digital Strategy (underway).

4.4.3. Enterprise Information Management Strategy

An EIMS has been developed to outline Fire and Emergency's approach to treating Information as an Asset class, and contributes to addressing the "Information as an asset" digital priority from the Digital Strategy. The EIM strategy was developed based on a discovery review and clarifying the problem statements, and in response to a formal records management audit (refer to Section 1.3.2 Information as an Asset class for details).

The EIMS Implementation Plan consists of the following four key interventions:

1. Establish and implement an information management operating model (I01).
2. Define and implement enterprise information management architecture (I02).
3. Evolve and implement enterprise architecture and technology change processes (I03).
4. Develop an enterprise communication and change strategy (I04).

The EIMS Roadmap is outlined in Appendix 9.6.

4.5. Future ICT state

The foundational programmes for the ICT portfolio are defined in the 2021 Digital Strategy. There has been substantial progress (as summarised in the table below), giving us a solid base to move forward from to enable our desired / future state.

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Table 17 Progress on foundation programmes

Foundation programmes	Future state	Progress made (as at August 2024)
Core network	We plan to create a single modern configuration for all Fire and Emergency users. This removes complexity, simplifies the core network and makes the configuration consistent. We plan to remove redundant technologies and simplify design for easier and more efficient maintenance and support.	Simplification and modernisation of our network has been achieved, providing a modern, robust, reliable and secure single network that is monitored and managed so our people can confidently connect to our services as and when they need to.
Security	Our ongoing security programme of work takes a risk-based approach to protecting the information and the availability of systems that Fire and Emergency relies on. The key to successful security outcomes involves continuous monitoring of threats and ensuring our protections are in line with best practice.	Improvements have been completed to protect Fire and Emergency from, and reduce the impacts of, distributed denial-of-service (DDoS) and ransomware attacks which have affected New Zealand and global organisations over recent years.
Managing and sharing data better	We plan to implement one system that supports sharing across the organisation. This will create a single source of key data, where data that is entered in one area can be accessed by multiple systems.	A single data management platform has been implemented to improve the accuracy, reliability, timeliness and shareability of information. Any applications implemented or modernised since the platform was introduced utilise the platform, and this approach will continue going forward. As a result, we are on our way to reducing data fragmentation, reducing the need for data entry replication, and providing users access to the same accurate information across the organisation.
Digital workflow	We procure a common platform to make managing workflows and documents much easier, quicker, and more accurate. Part of this work also involves reducing risk by decommissioning existing legacy systems and putting in place modern business functions.	The common platform for managing workflows and documents is in place and is already being used for Volunteer Expense Claims, Incident Payments, and Evacuation Scheme processing. Together with the data management platform, we are set up for the future, where a common set of data can be built up and used across many platforms, using fit-for-purpose applications that make our work easier to manage and track, while reducing manual workload and administration.

Source: 2021 Digital Strategy

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Enabled by this, the coming 5 years will be headlined by:

- The continued migration from owning and operating assets, to utilising cloud services for as many applications as are appropriate for the services model.
- Investing in the major replacement and modernisation programmes required to ensure our assets are fit-for-purpose for the needs of our organisation i.e. PSN, HR/Payroll, Risk Reduction Systems, SMS, CARD, FMIS.
- Maturing our AM practices and ICT services so our assets and services remain fit-for-purpose.

Looking ahead, the 10 year strategy, subject to funding and approvals, is to have a fully modernised technology environment sustained by good practice AM capabilities. The timeline from current situation to desired future state is shown conceptually in the figure below.

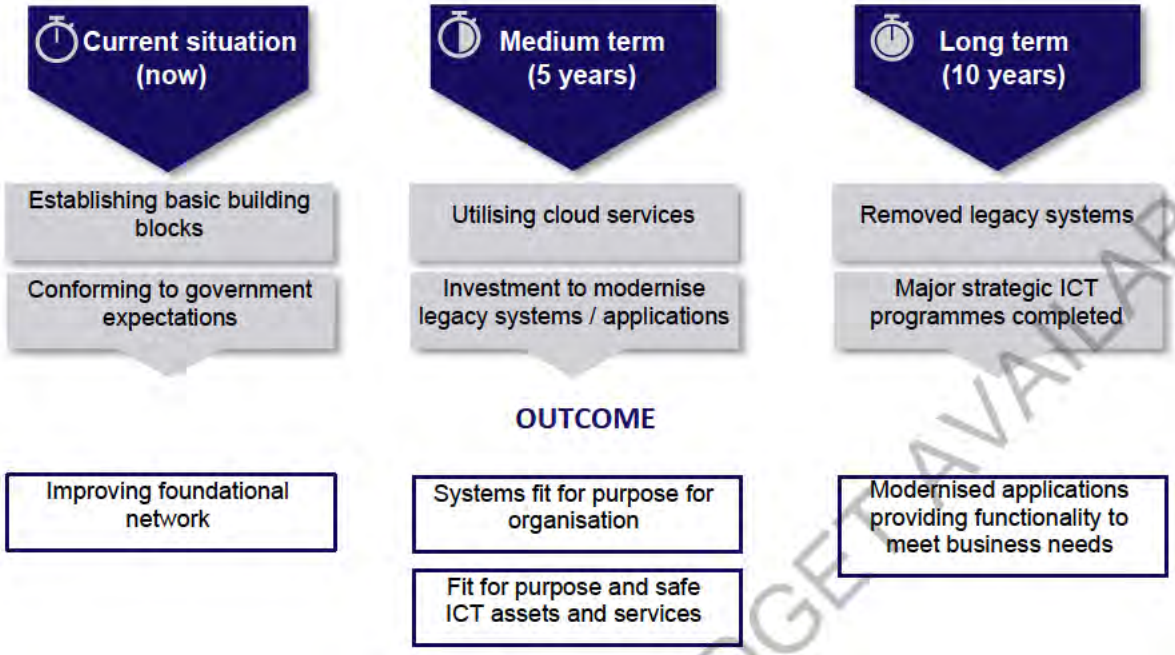


Figure 7 Timeline to desired future state

4.6. Demand management planning

Demand for ICT assets and services will be managed through a combination of managing existing and upgrading assets as well as increasing levels of Software As A Service Capability as Fire and Emergency moves to its digital future. Our current demand management programmes are summarised in the table below.

Table 18 Current demand management programmes – ICT

Current demand management programmes	Description
Government direction	The Government requires public sector organisations to use public cloud services, when possible, for information systems as defined in its Cloud First Policy. This requires government agencies to move away from on-premise systems and infrastructure to the cloud.
Digital Strategy (2021)	This guides the future direction on ICT to ensure our systems are simpler, more secure, and better able to meet our current and future needs.
EIMS	The EIMS outlines Fire and Emergency's approach to treating Information as an Asset class.

4.7. Growth and demand assumptions

The key growth and demand assumptions for the ICT portfolio are as follows:

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- New Zealand Police and Fire and Emergency will continue to have a Shared Information Technology Environment (CARD).
- Move to Cloud – Software/Platform as a Service. Moves from capex to opex.
- Cyber security threats are ever present and evolving. Year on year investment is required.
- Accessing applications and systems will be from anywhere. Stricter security policies will be required.
- The benefits of artificial intelligence (AI) and other emerging technologies need to be understood and inform the strategy for asset replacement.
- Service and asset management systems will be put in place.
- Information is an asset and must be protected. Recording Fire and Emergency data in applications/services on the Internet needs to be controlled.

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5. How we will manage our ICT assets and services

5.1. Overall lifecycle management approach

5.1.1. Lifecycle defined

The asset management life cycle comprises four main stages; Plan, Acquire, Operate and Dispose (as shown in the figure below). This drives the cost model for the different asset classes.

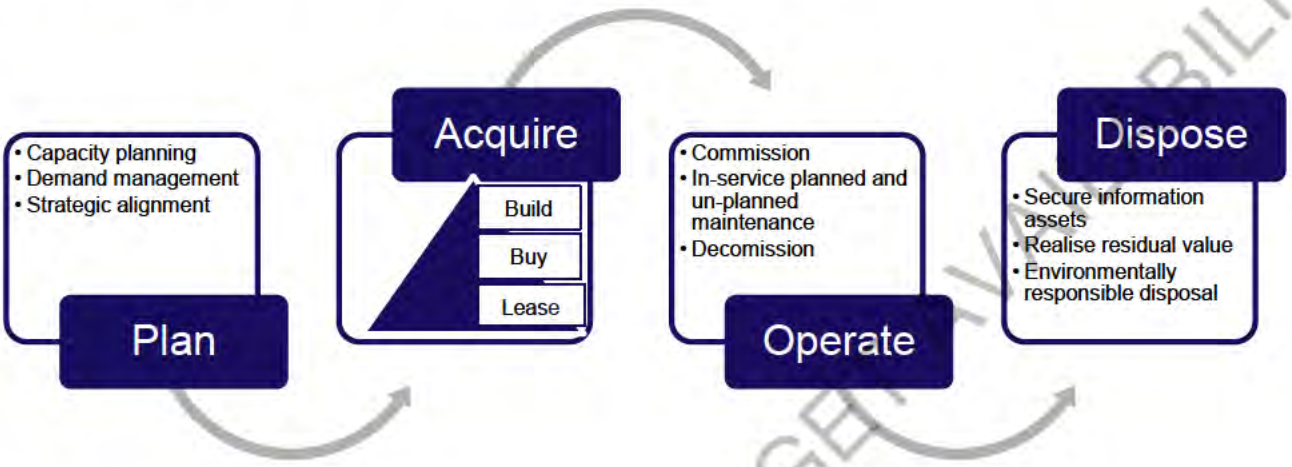


Figure 8 Asset life cycle

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With the move to the Cloud First, the acquisition lifecycle stage is more complicated for the ICT portfolio than traditional assets such as buildings and pipes. The acquisition model is conceptualised in the figure below and shows the shift from capex to opex with leasing solutions.

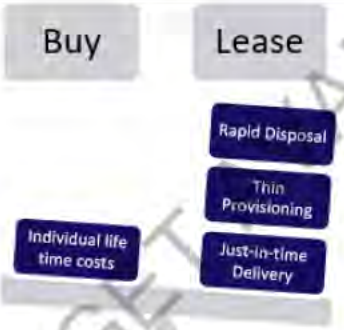
	CapEx	OpEx	Opportunities	Drivers	Blockers
Lease			**Lease-to-own**: FENZ becomes the owner of the asset at the end of the lease period **Lease-to-return**: the leaser retains ownership of the asset throughout its life with the asset returned at the end of the agreement **Fully Managed**: the leaser retains ownership of the asset throughout its life and replaces the asset when it is no longer serviceable		• Uncompetitive provider market • Key requirements not be met by providers
Buy			**Commodity** hardware, software, or services readily available which meet business needs. Leverage **economies of scale** across All of Government contracts, cross group or cross service procurement, e.g. volume pricing for all of emergency services (FENZ, Police, St Johns Ambulance) for GIS Data		• Specialist requirements • High upfront costs • High operating costs
Build			**Unique Solutions**: Solutions for unique business requirements not available on the open market at a reasonable life time cost.		• No Open Market Solution • Internal Skills • Specialist knowledge availability	• Time-to-market • Very high build cost • Very high operating costs

Figure 9 ICT acquisition model

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5.1.2. Lifecycle properties

ICT assets can be divided in the two core types, hardware and software. Each has common lifecycle properties which drive the overall acquisition and costs associated with the assets, as outlined in the table below.

Table 19 Hardware versus software life cycle properties

Hardware assets	Software assets
Acquire: • All of Government procurement. • Buy or lease. • On-premise or cloud. Operate: • Vendor support with response times suitable for systems risk. Dispose: • Secure information assets. • Resell to realise value. • Cannibalise (if appropriate). • Environmentally responsible disposal.	Acquire: • All of Government procurement. • Build, buy, or lease. • Enterprise or bulk purchase. • Pool unused licenses. Operate • Centralised deployment. • Centralised patch management. • Monitor for unused licenses. Dispose: • Close on-going costs.

5.1.3. Lifecycle approach

The ICT portfolio has been categorised into classes and types to support the analysis based on asset operation life span and costs, as shown below. This also provides a logical grouping to support the capabilities served to the organisation. It also allows for the ogical grouping to breakdown the forecast spending across the asset portfolio.

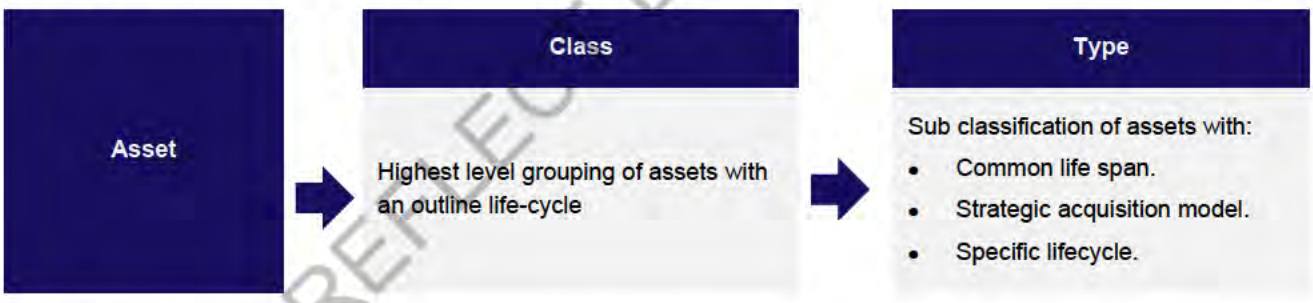


Figure 10 Asset classification model

The current operational life cycle spans implemented for each of the asset classes is summarised in the Appendix 9.3

ICT asset operational life spans are relatively short compared to property and fleet assets, typically spanning from 4 to 10 years. Life spans are mainly driven from technological obsolescence and manufacturers warranties. A 4 year operational life for hardware has been assumed where no other information is available (consistent with Fire and Emergency's financial policy).

5.2. Decision making process

The ten year operational and capital programmes have been developed for each portfolio based on latest asset data, legislation / regulatory and user requirements. The programmes were prioritised based on Asset priority – using the four levels: Meet HSS (Health Safety Security), Minimum Viable Product (MVP), Meet KPIs, Grow / Increase (refer to description below). New initiatives and capability projects are generally unfunded and assessed on a case by case basis.

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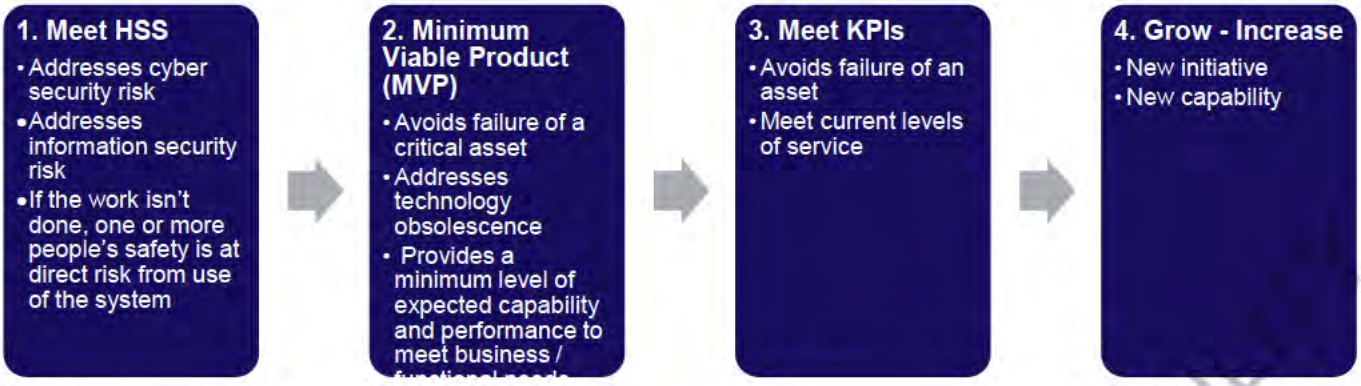


Figure 11 Asset priority – ICT

5.3. Capability Management Plans

The ICT AMP is supported by CMPs to support the analysis of similar asset types due to the technical complexity of the ICT portfolio. Each asset class will have a CMP developed, and in some case at asset type level. The CMPs will contain the following information and analysis:

- Current asset state in terms of asset statistics, age, ownership, condition, performance and capacity.
- Identification of risks and red flags and what are we are doing to address these.
- Outline of specific lifecycle approach including operations and maintenance and identifying any improvements.
- Outline of renewal and investment strategies including justification and supporting technical analysis.
- Ten year opex and capex financial forecasts with new capability shown separately from renewals.

The CMPs are being developed in A3 format with tables and graphics used as much as possible so easy to read and use internally. The key CMP outputs used for the ICT AMP are:

- Significant asset condition, performance and capacity issues (refer to Section 2.3 Current asset state).
- Ten year opex and capex financial forecasts (refer to Section 5.4 Investment plans – asset class below).

5.4. Investment plans - asset class

The operational and capital 10 year forecasts at asset class level are presented in the following figures. The operational figures here exclude salaries. This shows that Operational Services makes up most of the ten year opex forecasts at 37%, and most of the ten year capex forecasts at 71%.

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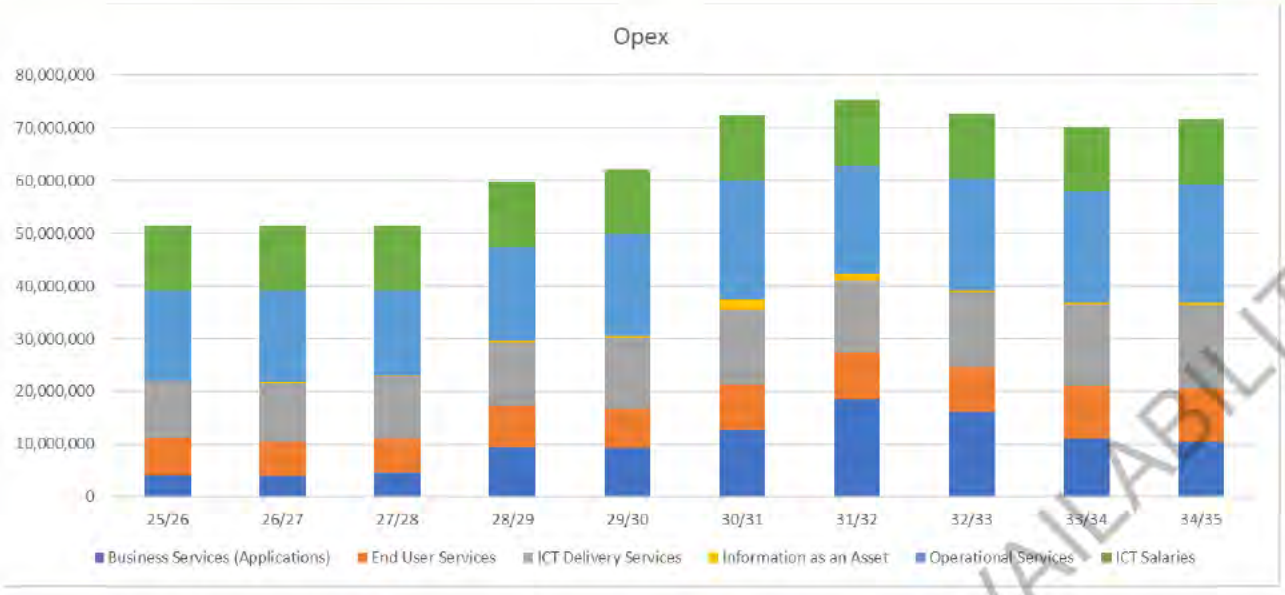


Figure 12 Ten year operational forecasts by asset class inc salaries (as at 1 August 2025)

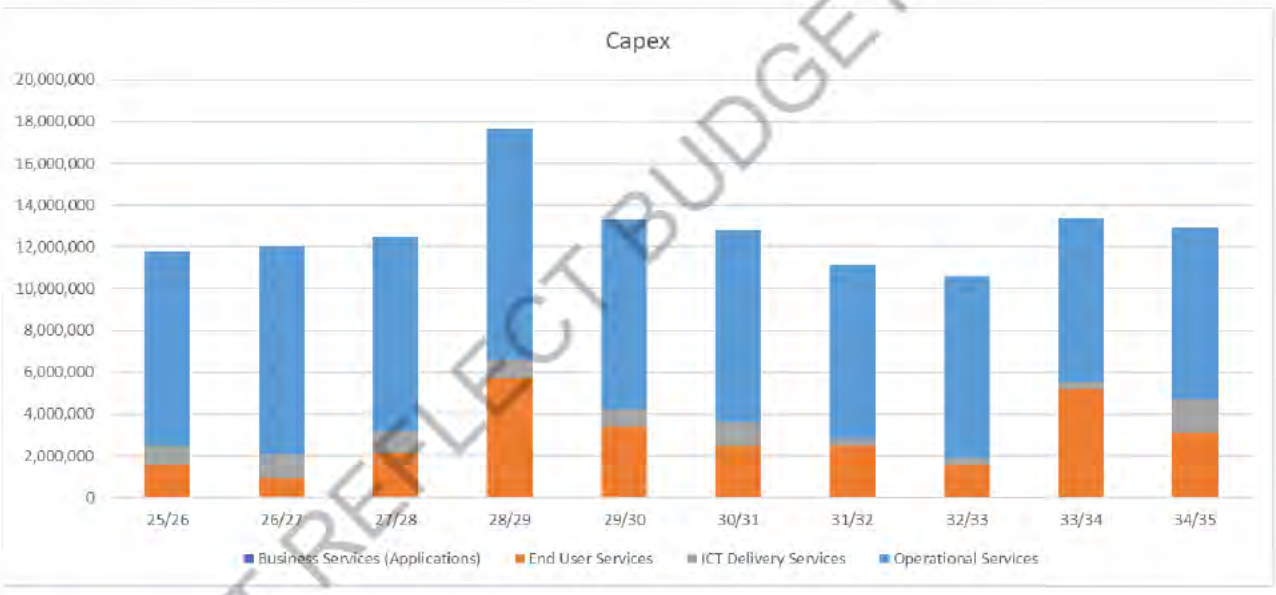


Figure 13 Ten year capex forecasts by asset class (as at 1 August 2025)

The supporting life cycle analysis is provided in the CMPs. Any new capability is shown separately from renewing existing assets. Note that the CMP values exclude the Personnel and Other Costs which equates to approx. $13.3m per annum.

In summary, the largest forecast investments over the 10 year period are:

- operating expenditure – the majority of the spend is $399m for ongoing operating costs which are further explained and broken down in Section 7.3. Initiatives investments of $101m are also forecast. Notable items include strategic investments in FMIS replacement of $13.3m, EIMS improvement plan $4.4m, and cloud migration $3.2m. A major investment in ongoing cyber security uplift of $10.3m is also forecast.
- capital expenditure - of the total $128m capital investment, the majority is on ongoing life cycle refreshes of radio communications and computing devices at stations, in trucks, and in offices. Other

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notable items are a strategic investment in SMS replacement of $12.2m, and investments to better support Fire and Emergency's responsibilities as a regulator of $15.9m.

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5.5. Strategic ICT programmes

There are key strategic programmes as the management response to achieving the future ICT direction, which have been prioritised by Fie and Emergency. Some programmes involve emergency management and / or security partners and others are Fire and Emergency only

Table 20 Summary of strategic ICT programmes

Strategic ICT programmes	Partners involved	Asset priority	Description	Timing	Indicative 10 year forecasts ($)
SMS Replacement	Fire and Emergency only	MVP	The Station Management System ("SMS") provides a single integrated application that manages tasks and information that is required by Operational Crews and Business Units throughout Fire and Emergency New Zealand. SMS is the national system used regularly by over 5,000 firefighters across the country. This is a very large, complex, and legacy application with multiple system integrations. The SMS support multiple processes including rostering & leave, HR, incident management, task management, building, skill management, appliance management and exposure. The goal of SMS replacement is to effectively manage SMS today, an aging technology asset critical to the operation of our organisation, while defining a path towards a sustainable and valuable future state our organisation has confidence in. Over the years 2025 – 2029 the SMS modules will each be replaced, some with bespoke applications and others with commercial off-the-shelf solutions. The applications that will replace the SMS modules are: • Building Management Application - for managing building and fire alarm data, inspections, certifications, and risk assessments • OSM Application - for operational skills management • Deployment Management Application - deployment requests, approvals, and status updates • Roster Management Application - essential rostering capabilities, including flexible shift planning, real-time availability tracking, and role-based scheduling • Task Management Application • Personnel and Organisation Application - Workday • Reporting - embedded Power BI reporting.	2025/26 to 2028/29	Capex forecast for 5-year replacement phase - $[redacted] million; Project opex forecast for 5-year replacement phase - $[redacted] million; BAU opex forecast over the 10-year period from 2025/26 whole of life cost - $[redacted] million

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Strategic ICT programmes	Partners involved	Asset priority	Description	Timing	Indicative 10 year forecasts ($)
Public Safety Network (PSN)	New Zealand Police and St John and Wellington Free Ambulance	MVP	The PSN is a new communications service for use by frontline responders in New Zealand, replacing ageing networks with modern digital capability. The PSN will deliver a single nationwide secure digital radio service and prioritised cellular capability across New Zealand, connect our frontline emergency services, and enable us to work more effectively together at emergencies. Through PSN services, we will receive better information quicker and, in more places, enabling better situational awareness at incidents and proactive management and mobilisation of emergency services staff, volunteers and resources. PSN will make everyone safer — emergency services staff, volunteers, and the public. Over the years 2023 - 2026, Fire and Emergency PSN implementation will include: • Replacing analogue Land Mobile Radio (LMR) devices with new devices that can access the PSN digital LMR network. • The existing Mobility Solution used in 240 of our busiest fire appliances, will be enhanced to include new status messaging (K-Codes) and critical communication acknowledgment functions. This enhanced Mobility Solution will be deployed in a greater number of red fleet appliances over the next three years and enable us to migrate status messaging functions from our existing button boxes over to new mobility tablets. • Installing portable smartphones and routers in red fleet appliances to replace fixed vehicle phones enabling quick access to applications and information during incident responses. • Access to PSN cellular roaming and priority from frontline cellular devices (tablets, phones and vehicle routers) through installation of PSN SIMs. It will also deliver a replacement of the end of life / support paging network with a new generation system since the existing paging system will cease to be provided within three years.	2023/24 to 2026/27 for implementation; 2023/24 to 2030/31 for service	PSN Operating Cost Contribution opex $[redacted] **million over the 10-year period from 2025/26;** Mobility Operating Cost opex $[redacted] **million over the 10-year period from 2025/26**
Communications Centre Technology Programme	New Zealand Police	MVP	New Zealand Police and Fire and Emergency have a Shared Information Technology Environment. This is an existing arrangement between the two agencies to share ICT facilities for the Communications and Resource Deployment (CARD) environment in the Communication Centres. Fire and Emergency pays New Zealand Police a contribution to the operating costs of the environment e.g. support and license costs, and to any project costs for maintaining a fit for purpose technology environment. Within the programme, there are two significant joint technology projects: • One to upgrade the Computer Aided Dispatch (CAD) software used for managing dispatch to emergency incidents.	*CAD upgrade still to be determined, indicatively 2026/27;* Voice Console implementation 2025/26	CAD upgrade about $[redacted] **million** opex project cost (including contribution) 2026/27); CARD and Voice Console operating cost contribution $[redacted] **million** opex over the 10 year period **from 2025/26**

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Strategic ICT programmes	Partners involved	Asset priority	Description	Timing	Indicative 10 year forecasts ($)
			• The second to replace the Voice Console software used for connecting the Communications Centre systems with the LMR network which used across the country for emergency response communications. These capabilities need to be upgraded / replaced to avoid them reaching end of support. The New Zealand Police is leading these high risk projects.		
EIMS Improvement Plan	Fire and Emergency only	MVP	The EIMS consists of a major multiyear programme which will improve information management across the organisation (refer to the figure above). The EIMS Improvement Plan outlines the programme. Horizon 1 Define and implement Information Management Operating Model consists of (subject to formal ELT approval of the EIMS which is planned to be sought by the end of 2025): • Define enterprise taxonomy. • Develop information asset register (high risk, high value information). • Commence enterprise data model. • Define role-based security model. • Develop metadata dictionary. • Retention and disposal schedule approved and commence implementation. The EIMS Improvement Plan also includes improvement actions to address the top seven audit recommendations identified by the Chief Archivist.	*Still to be determined*	Project costs $[redacted] **million** over the 10-year period; Operating cost $[redacted] **million** opex over 10 years
Cloud Migration	FENZ only	MVP	Fire and Emergency has a cloud strategy that will focus our time and effort away from physical servers to managing services, data and information. The Cloud Strategy supports and is aligned with the Digital Strategy (refer to Section 4.4.2 for detail). A key initiative is the migration of systems hosted on-premises to the cloud. There are other specific initiatives involving selecting Software as a Service solutions to replace on-premises hosted ones, or rebuilding solutions to be cloud native. This initiative focusses on rehosting existing services to the Microsoft Azure Cloud sometimes with minimal refactoring to achieve some cloud benefits, and sometimes with re-architecting to achieve all cloud benefits. The final goal being that all Fire and Emergency Microsoft servers are modernised as much as practically possible either through adoption of native cloud services or through a migration to Azure cloud infrastructure.	2025/26 to 2030/31	Project costs $[redacted] **million** opex over 6 years from 2025/26; Operating costs $[redacted] **million** over 10 years from 2025/26
Corporate system upgrades	Fire and Emergency only	Keep the Lights	There are also two major corporate systems upgrades planned (with further detail below): • Human Resources Information System (HRIS). • Financial Management Information System (FMIS).		

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Strategic ICT programmes	Partners involved	Asset priority	Description	Timing	Indicative 10 year forecasts ($)
		On / Grow	The upgrades of these major corporate systems are still in the planning phases including business case development, costs, benefits, timing and key risks. The SMS Replacement programme is linked to the HRIS.		
			FMIS: FMIS is the financial system that is 23 years old, introduced in October 2000. The system has significant issues in terms of: Business functionality: • Limited audit capability and visibility of transaction from source to end. • Limited workflow capability to provide pre-emptive controls and compliance with delegations. • Data insights are limited and difficult to produce • Usability is very dated, difficult to use and requires manual processes. This profile increases the risk of work-arounds and manual errors. • Using six different systems and their integration requirements to meet the finance and user functional requirements. Modern finance systems provide all of these functions in one system. The complexity of integrating six separate systems is costly, time consuming and requires constant upgrading and testing Technology: • The FMIS used by Fire and Emergency is a product provided by Oracle that has already been replaced with a new cloud-based system. • Oracle states the FMIS will continue to be supported but there will be no further investment in the product and a reducing support presence in New Zealand. • From a technology perspective, this means that support, bug fixing and keeping up with security patches will be an issue and this situation needs to be avoided. In summary, Fire and Emergency should not be running a financial system that has significant business limitations coupled with a sunset technology platform with diminishing support. A RFP process will need to be conducted to select a new cloud-based product that is an opex cost.	*Still to be determined*	Project costs $[redacted] **million** opex over 3 years; Operating costs $[redacted] **million** over 10 years
			HRIS / Payroll: Te Tomokanga Programme is tasked with delivering new payroll and HRIS solutions which the replace the existing PSe solution before the support runs out for the product, currently earmarked for mid-2025.	*Still to be determined*	HRIS first phase project costs funded outside of ICT

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Strategic ICT programmes	Partners involved	Asset priority	Description	Timing	Indicative 10 year forecasts ($)
			The People Branch Reset final decisions were announced in February and March 2023. The Phase 1 implementation is to transition to a Workday HRIS solution with integration to a new payroll system that Te Tomokanga is currently undertaking the procurement for. The future phases of the Programme will focus on implementing HR functional capabilities that the investment in new, modern technology platforms enable. These future opportunities will: • Improve user experience and increase trust in people data and information across the organisation. • Reduce the overall cost and complexity of Fire and Emergency's broader system landscape by migrating other HRIS functions such as recruitment and onboarding, onto the new platform. • Improve the reliability of the flow of information between systems. • Increase the organisation's ability to make informed decisions using insights from reliable people data.		Operating **costs $14.4 million** from 2028/29. *HRIS second phase still to be determined*

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6. Risk management

6.1. Risk management approach

Fire and Emergency's risk management framework aligns with ISO 31000:2018 Risk management – Guidelines. To support our risk management approach, we use the COSO Framework, written by the Committee of Sponsoring Organisations of the Treadway Commission (COSO). This framework sets out five components of a strong internal control system that is integrated into business processes. This is important to risk management as an effective system of internal controls reduces the risk of not achieving objectives to an acceptable level. The risk management framework can be found on the Fire and Emergency Portal - Risk management | The Portal (fireandemergency.nz). The risk register is available through the Assurance and Risk directorate.

Fire and Emergency also uses the (Four) Lines of Defence model, alongside risk (and assurance). This looks at the different levels of controls and assurance we have across the organisation and how comfortable we are based on these. Our risk framework consists of three broad levels as shown below.



Figure 14 FENZ risk levels

The ICT portfolio has two enterprise risks – security and information management.

6.2. Portfolio risk register

6.2.1. ICT Directorate Risk Landscape

There has been a major uplift in Fire and Emergency's risk management capability across the organisation as described above. The relationship and dependency between the organisation wide risk landscape and the ICT specific risk at directorate level is still being worked through.

A preliminary ICT Directorate Risk Landscape framework is shown in the diagram below (still to be finalised). This shows that the ICT Directorate is unique as it has an ICT Security Risk Register in addition to the portfolio register. The ICT Security Risk Register reports directly to the Enterprise Risk Register due to its criticality and importance for the organisation.

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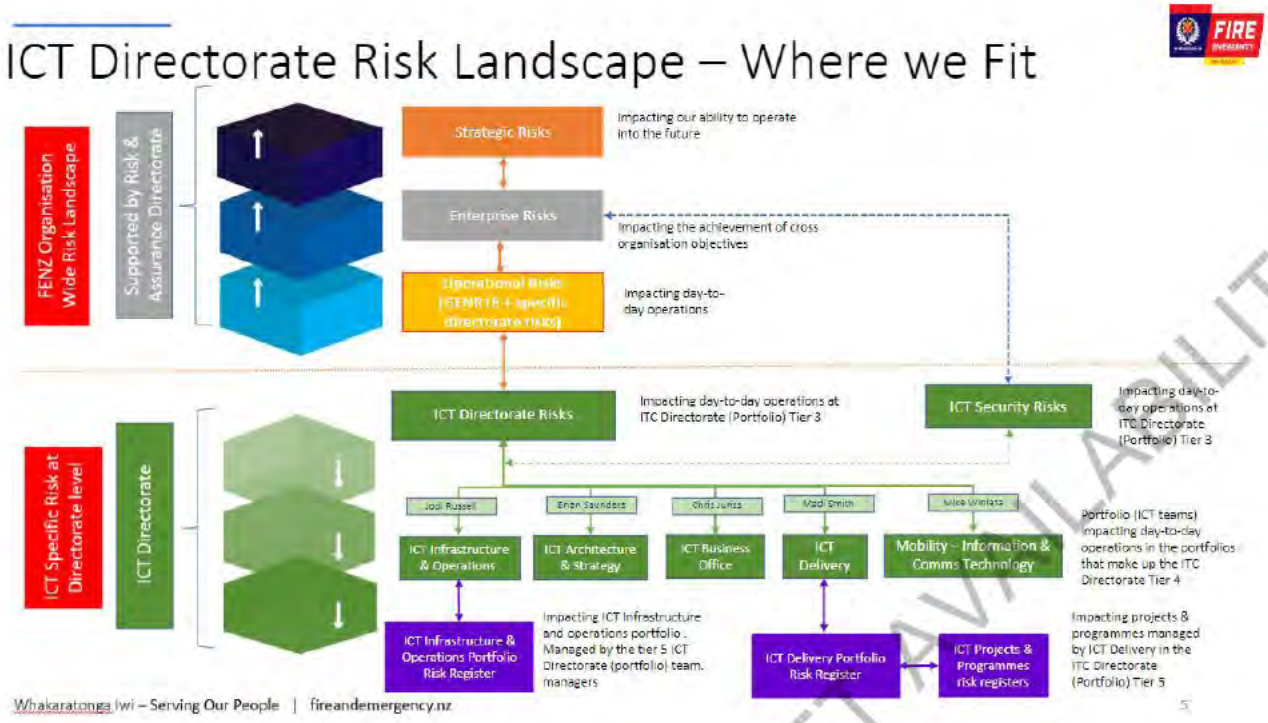


Figure 15 ICT Directorate risk landscape framework

The ICT portfolio risk register is still under development while the relationship with the organisation wide operations register is being clarified.

The threat landscape relevant to Fire and Emergency is a key consideration for understanding our risks, risk levels, and informs actions taken to manage risk. Threats can come from external and internal sources. Fire and Emergency monitors the threat environment on an ongoing basis.

6.2.2. ICT Operational risks

Like the enterprise risk level, operational risk is actively guided by the organisational risk management framework and the Assurance and Risk Directorate. Additionally, risks are assessed and periodically re-assessed against the organisation's risk standard, for each system used by Fire and Emergency, led by independent experts with cross functional input.

These assessments occur before systems are first used and with notable technology and use changes. This identifies real risks so systems can be operated at an acceptable level of risk, with responsibilities assigned and expectations set for treatments where required against government and industry good practice guidelines.

We have a comprehensive register of systems identifying the criticality of each to our organisation's functions and the information they process, which helps inform the level of protection required and applied.

6.3. ICT resilience

6.3.1. Overall approach to resilience

Resilience is commonly defined as the ability to recover quickly from an adverse event, the more quickly the recovery can be achieved the greater the resilience an organisation has. In addition to an ability to respond to an adverse event, resilience should also be a measure of an organisation's ability to respond to changes in its operating environment. This will include (but is not limited to) how Fire and Emergency plans and executes its response to population growth, increased demand for services, obsolescence, and the impact of technology.

A multi-faceted approach to resilience has been adopted for the ICT portfolio as outlined in the table below.

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Table 21 Summary of ICT resilience initiatives

Resilience initiatives	Description
Communication system coverage	Communication systems are critical functions for Fire and Emergency to provide 24/7 firefighting incident response. To achieve reliable communication coverage, the following strategies have been adopted: • There are layers of ICT telecommunication assets and services to achieve mobile telephone coverage across the country particularly in remote, rural areas. • Hybrid approach with point-to-point radios, cellular network, or satellites.
Data centre location	The data centres are in different physical locations and countries to reduce ICT infrastructure / service vulnerability. The identified constraint is the link to them.
Outage performance measures	A comprehensive set of outage performance measures have been defined based on industry good practice including RTO, RPO, uptime and downtime (refer to Section 3.6 Serv ce level Summary). Targets are based on the criticality level.
Cloud back ups	9(2)(c)
AM planning approach	A key element of Fire and Emergency's AM planning approach is to define the critical and non-critical assets. This helps wi h the day-to-day operations of the infrastructure as well as the renewal strategies. An overarching principle is not to have any unforeseen critical asset failures. Fire and Emergency's risk-based approach to renewing the assets gives priority to critical assets to ensure resilient infrastructure (refer to Section 5.2 Decision making process). This allows the ICT assets and services to be managed proactively to support the core functions 24/7 based on risk.

6.3.2. Managing information and protective security risks

For Fire and Emergency, a compromise of our information security may result in a breach of our legislative requirements (e.g. privacy), reputational damage, and it may impact our ability to respond to emergencies or undertake business operations.

Information security is embedded within the organisational risk management practices of Fire and Emergency. This helps ensure cyber risk is managed consistently with other risks to support organisational outcomes. Within the Fire and Emergency Risk Management framework, cyber security is managed in multiple layers. It sits within our Security Management enterprise risk, and is present at our operational risk layer, both as a generic risk for each directorate to consider their risk exposure for their work, but also as 'child enterprise risks' for our ICT directorate to set expectations and manage and monitor controls. It also appears in the ICT portfolio risk management, and in system level risk management.

Applying the Fire and Emergency risk standard, our current protective security risk rating is High. This rating is reviewed quarterly by the Fire and Emergency Compliance Risk Management Group. Protective security is broader than information security as it incorporates security governance, physical security, personnel security and information security. The "High" risk ratings for protective security are heavily influenced by our information security risk level. Our level of information security risk has been considered High since the increased cyber-attack levels in 2020.

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6.3.3. Managing cyber security risks

We continuously invest in improving our security posture and adapting to new and evolving threats. Fire and Emergency operates an ongoing cyber security programme to review risk and incrementally improve our cyber security posture, prioritising the highest risk areas. Like all organisations, we cannot eliminate all cyber security risk. The cost would be prohibitive, and there is a need to balance against locking down systems to the point we cannot undertake our functions effectively and efficiently. The cyber security programme is informed by the New Zealand Government's good practice frameworks and guidelines that identify a set of controls to apply where required to reduce risk to an acceptable level.

Processes and management strategies to protect our ICT assets and services at a high level include:

- Monitoring corporate risks including cyber security as part of our risk management approach.
- Various policies in relation to cyber security are in place.
- Follow the New Zealand Information Security Manual requirements.
- Work with other Government agencies to continually improve cyber security and understand new software through the national security sector.
- Developing and implementing strategic ICT programmes for continued investment in cyber security.
- Dedicated cyber security and information Fire and Emergency management groups and roles including Cyber Security Committee, Security Reference Group and Chief Security Officer.
- ICT Security Policy is in place.

6.4. Emergency risk planning

Business Continuity Planning (BCP) are plans to ensure delivery of normal operational business following a significant event of a disaster / emergency that may compromise ICT asset and service functionality and our firefighters as first responders in the field. Emergencies particularly impact digital capacity and capability.

The business continuity strategies include:

- Major incidents – The Hub contains the major incident and security incident processes. An Incident Manager is assigned, and a war room is set up as good practice.
- Disaster recovery – ICT disaster recovery is the process for recovering systems following a major disruption. ICT disaster recovery planning forms part of Fire and Emergency's business continuity strategies, consistent with its ICT Disaster Recovery Policy. There are disaster recovery steps developed for restoring data backups for the critical services.
- Natural disasters – The vulnerability of critical infrastructure and services are tested with natural disasters such as floods and earthquakes. Fire and Emergency's ICT, telecommunications and radio staff stood up 24/7 support during the Cyclone Gabrielle response in early 2023.
- Connectivity – During natural disasters, connectivity may be lost temporarily. We have used satellites such as Starlink and deployment cases in these situations to improve coverage as best as practically can be.

6.5. Infrastructure sustainability

6.5.1. Commitment to sustainability

Fire and Emergency is committed to improving the sustainability of their ICT portfolio as informed by the Climate Response Strategy (2022) and are working on number of initiatives. The focus to date as defined in the Emission Reduction Plan (2023) has been on the property and fleet portfolios, and internal efficiencies.

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6.5.2. Government mandates

The Government is driving significant change to become more sustainable and build a zero carbon New Zealand. The Carbon Neutral Programme was announced with the climate emergency declaration in 2020. The Carbon Neutral Programme has been set up to accelerate the reduction of emissions within the public sector. To achieve emission reductions in line with the 1.5°C pathway, total gross emissions need to decrease by 21% by 2025 and 42% by 2030, compared to our baseline year (2018/19).

The immediate priority or phase one of the work programme requires the mandated agencies including Fire and Emergency to make emission reductions for the property and fleet portfolios.

6.5.3. Where we are at

Fire and Emergency has adopted a sustainable management approach into the way it manages i s asset portfolios. Current sustainable ICT practices are:

- Reduced environmental impact with digital footprint by using the cloud rather than physical servers. This reduces consumables such as power and air conditioning.
- Reviewing our providers' use of green technologies as part of the AOG procur ment process including cloud providers.
- Spark provides computers to Fire and Emergency through AOG cont acts. Providing assurance that the whole process is ethical is covered under the overarching AOG procurement process.
- Equipment is environmentally disposed of by the various vendors.
- Standardise equipment so easier to manage and select products thar reduces power usage.

6.5.4. Management response to climate uncertainty

Fire and Emergency recognises climate change is a risk. It poses significant risks to the community through environmental impacts (climatic, geographic, public health, social, economic, and financial); and significant risk through transition challenges for Fire and Emergency (compliance, governance, legal, financial and policy). Reducing the ICT footprint adds value to the business by supporting Fire and Emergency to be an environmentally responsible agency.

The overarching management response to the climate uncertainty and meeting the Government's mandates are defined in the Climate Response Strategy (2022 to 2030). The strategy outlines how we will focus our emissions reduction efforts on the following key areas:

- Reducing our fleet's diesel consumption.
- Increasing the energy efficiency of our buildings.
- Promoting efficient travel.
- Exploring options to reduce training-related travel.
- Increasing awareness and promoting behaviour change.
- Es ablishing routine emissions monitoring and reporting.

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7. Financial Summary

7.1. Financial overview

The ICT Asset Management Plan has been developed based on asset needs and to align with future direction so there is sustainable long term investment. To achieve our desired future state will require an uplift from historic funding levels.

The total amount of expenditure for operational and capital forecast for the ICT portfolio over the next ten years is $766 million, as shown in the table below. This shows that the average annual portfolio costs are approximately $77 million per year. Of the ten-year forecast, capital costs made up 20% and operating costs make up 80% of the total forecast.

Table 22 Financial summary – ICT (excluding CPI adjustments)

Description	Projected Expenditure				
	Year 1	Year 2	Year 3	Year 4-10	Ten-year
	2025/26	2026/27	2027/28	2028 35	Total
Operational expenditure	$51,420,945	$51,443,188	$51,374,188	$484,071,596	**$638,309,916**
Capital expenditure	$11,800,000	$12,002,266	$12,507,612	$91,754,659	**$128,064,537**
Total	**$63,220,945**	**$63,445,454**	**$63,881 800**	**$575,826,255**	**$766,374,453**

Source: FY25-26 AMP Budget Working File (1 August 2025)

Note that all financial forecasts exclude CPI adjustments .

7.2. Expenditure categories

Expenditure types are defined and repo ted as follows:

- Operating expenditure is used to fund the ongoing day to day activities and services. It is expensed (not capitalised) work that continues the provision of services provided by assets.
- Capital expenditure is used to replace existing deteriorated assets or components of assets to restore their remaining life and service potential.

Fire & Emergency has two categories of capital expenditure spread across its assets:

- Renewals – Defined as capital expenditure that increases the life of an existing asset with no increase in service level. It replaces existing deteriorated assets or components of assets to restore their remaining life and service potential.
- G owth covers two subcategories:
  - New initiatives – Defined as capital expenditure that supports a new business initiative.
  - Growth / Increase – Defined as capital expenditure that is required to provide new capability.

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7.3. Operational expenditure summary

The recommended ten-year operational forecast for the ICT portfolio is shown in the table below with $638 million forecast over the next ten years. Annual operational expenditure is about $63 million per annum. Operational expenditure is much greater than capital for the ICT portfolio since it includes ongoing operating costs that are increasing with moving to the cloud. There are also significant operational project costs associated with implementing the Strategic ICT Programmes.

Table 23 Opex expenditure summary – ICT (excluding CPI adjustments)

Operational expenditure	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Total
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	
Project opex costs (6905 budget)	$7,172,760	$7,087,000	$7,018,000	$7,069,000	7,950,000	$14,524,130	$17,131,000	$14,281,000	$9,011,000	$10,124,091	$101,367,981
BAU opex costs (6910 and Region Communications budget)	$31,942,268	$32,050,271	$32,050,271	$40,328,379	$41,946,732	$45 466,792	$45,141,620	$46,141,620	$48,907,407	$49,245,407	$413,882,765
BAU opex costs (Salaries)	$12,305,917	$12,305,917	$12,305,917	$12,305,917	$12,305,917	$12,305,917	$12,305,917	$12,305,917	$12,305,917	$12,305,917	$246,118,340
TOTAL	**$51,420,945**	**$51,443,188**	**$51,374,188**	**$59,703,296**	**$62,202,649**	**$72,296,839**	**$75,240,537**	**$72,728,537**	**$70,224,324**	**$71,675,415**	**$638,309,916**
	* HRIS is not included in the FY25/26-FY27/28 opex. HRIS is not included in the ICT budget, it is funded from outside of ICT. ** Other personnel expenditure, directorate training and other expenditure (mainly related to Newlands Office) is not included in this figure (aprox 1.013M p.a.) *** Total Opex also includes National Contracts, Reg on Comms and ICT Salaries										

Source: FY25-26 AMP Budget Working File (1 August 2025)

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7.4. Capex expenditure summary

The total capital expenditure over the next ten years for the ICT portfolio is forecast to be $128 million, as shown in the table below. There is significant capital expenditure required to invest in the Strategic ICT Programmes to enable secure digital services and move to modern digital capability.

Table 24 Capex expenditure summary – ICT (excluding CPI adjustments)

Capital expenditure	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Total
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	
Total	$11,800,000	$12,002,266	$12,507,612	$17,624,187	$13,290,512	$12,813,362	$11,108,662	$10,616,362	$13,378,662	$12,922,912	**$128,064,537**

Source: FY25-26 AMP Budget Working File (1 August 2025)

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7.5. Significant expenditure summary

The significant work programmes are summarised in the table below.

Table 25 Summary of strategic ICT programmes (excluding CPI adjustments)

Strategic ICT programme	
Station Management System Replacement	Capex forecast for 5-year replacement phase - $9(2)(b)(ii)
	Project opex forecast for 5-year replacement phase - $9(2)(b)(ii)
	BAU opex forecast for the 10-year period - $9(2)(b)(ii)
Modernising Public Safety Network	PSN Operating Cost Contribution for the 10-year period opex $9(2)(b)(ii) million
	Mobility Operating Cost for the 10-year period opex $9(2)(b)(ii) million
Communications Centre Technology Programme	Computer Aided Dispatch (CAD) Upgrade project cost (including contribution) of $9(2)(a) opex
	Communications and Resource Deployment (CARD) environment (including CAD and Voice Console) operating cost contribution $42 6 million opex over the 10 year period
Enterprise Information Management Strategy Improvement Plan	Project costs $$9(2)(a) over 10 years
	Operating cost $9(2)(a) opex over 10 years

Approximately $15m of the BAU opex costs (6910 and Region Communications) over the 10-year period are for Region Communications which is for supporting the large volume of critical radio communications equipment used for emergency response.

6910 is the national ICT costs budget making up the majority of the BAU opex costs. It funds ongoing operating costs including for example internet, paging, and radio network access charges, software licenses/subscriptions e.g. Microsoft 365, cloud usage charges e,g, Azure, outsource service charges e.g. the alarm transport system. The figure below provides a breakdown of 6910 national ICT costs by asset class and asset type over the 10-year period of the AMP.

Table 26 6910 National Costs expenditure summary – ICT (excluding CPI adjustments)

6910 National Costs Operational expenditure	10-year Total
Business Services (Applications)	**$66,381,280**
IaaS (Infrastructu e as a Service) - support	$14,031,297
On Premise – licenses/subscriptions, support	$5,692,623
SaaS (Software as a Service) – licenses/subscriptions, support	$46,657,361
End User Servic s	**$80,525,684**
Microsoft 365 – licenses/subscriptions, support	$9(2)(b)(ii)
Mobile Phones – plans, usage	$9(2)(b)(ii)
Service Desk – outsourced services, licenses/subscriptions	$9(2)(b)(ii)
User Devices - accessories	$528,549
Video Conferencing - support	$9(2)(b)(ii)
ICT Delivery Services	**$106,454,721**
Data Centre (Cloud and NZ based) – licenses, hosting, usage	$52,043,387

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EIP - support	$9(2)(b)(ii)
M365 Platform - support	$9(2)(b)(ii)
Network – usage, services	$27,123,329
PEGA Platform – licenses, support	$9(2)(b)(ii)
Security – services, licenses	$16,554,247
Information as an Asset	$9(2)(b)(ii)
EIM Strategy - licenses	$9(2)(b)(ii)
Operational Services	**$144,276,239**
Applications – licenses, support	$20,565,491
Communications -rental/access, usage, licenses	$35,898,799
Core Capability – rental/access, licenses, support, outsourced services	$87,741,593
Data Centre (Cloud and NZ based)	$70,356
Grand Total	**$398,911,924**

Source: FY25-26 AMP Budget Working File (1 August 2025)

7.6. Budget prioritisation

The ten-year operational and capital programmes are developed for each portfolio based on latest asset data, legislation / regulatory and user requirements. The programmes are then prioritised based on Asset Priority (refer to Section 5.2). Underlying the figures are the level of service requirements of a 24 by 7 emergency service. This dictates the need for always available services accessible across the country including remote locations, with instant access to real-time information. Investments inn those systems need to factor in resilience, high-availability and high-performance systems, with associated support services and rapid disaster recovery.

The operational and capital programmes for the four asset portfolios for the department were then tested for the following options:

1. Option 1 – Health, Safety & Security, Minimum Viable Product, Meet KPIs and Grow/Increase.
2. Option 2 – Health, Safety & Security, Minimum Viable Product and Meet KPIs.
3. Option 3 – Health, Safety & Security and Minimum Viable Product.
4. Option 4 – Health, Safety & Security.

This ICT AMP relates to Option 3 only

The figure below illustrates the total value (opex and capex) of options 3 and 4.

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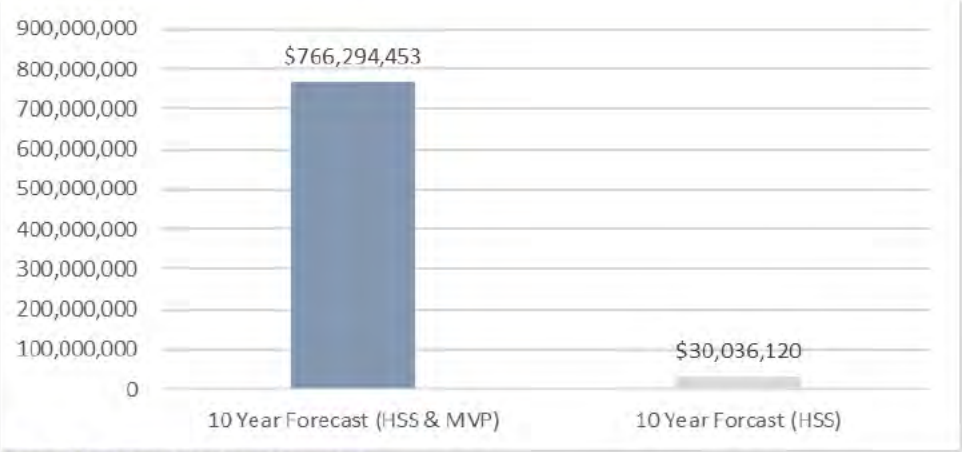


Figure 16 Asset Priority optioneering

The table below shows the breakdown of the 10-year forecast for both opex and capex categorised into the four Asset Priorities.

Table 27 10-year forecast by Asset Priority

Priority	Opex	Capex	Sub-Total	Total
1. Health, Safety & Security	$27,436,120	$2,600,000	$30,036,120	$766,374,453
2. MVP	$610,873,796	$125,384,537	$736,258,333	
3. Meet KPIs	$0	$0	$0	
4. Grow / Increase	$0	$80,000	$22,050,000	

The figure below illustrates the percentage breakdown of the 10-year forecast. MVP makes up 96% of ICT budgets.

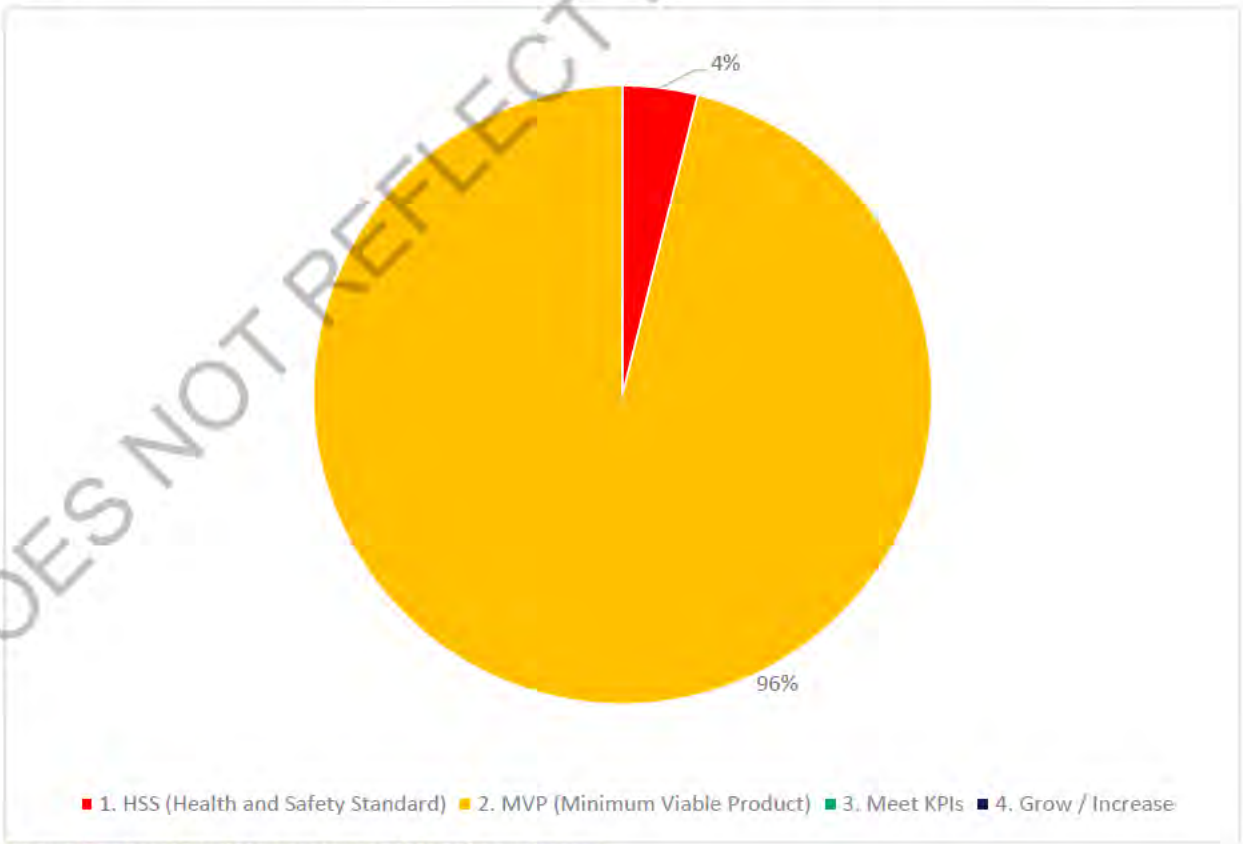


Figure 17 Asset Priority categorisation of the 10-year forecast

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7.7. Asset valuation summary

The valuation of assets is a fundamental part of the AM cycle. It provides the critical link between AM and financial management. The net book value of ICT capital assets is below (asset costs as recorded in FAR as at 30 June 2025). This only represents a subset of the ICT asset management plan as a large portion of what we manage under the plan are operating expenditure.

- $9(2)(b)(ii) for communications equipment.
- $9(2)(b)(ii) for computer equipment.
- $9(2)(b)(ii) for software internal (bespoke software).
- $12,173.66 for software purchased (commercial off-the-shelf software).
- $12,815.91 for Shared Information Technology Environment equipment and software (Fire and Emergency's share of assets in the technology environment shared with New Zealand Police used by our 111 Communications Centres, under the Shared Technology Services Agreement and SITE Schedules).

7.8. Funding strategy

Fire and Emergency's Accounting Policies are detailed in the 2022/23 Annual Report. There are various financial accounting policies and procedures including Asset Capitalisation Guideline and Capital Expenditure and Donated Assets Policy.

The operational lives are detailed in AMP Appendix 9.3. The following useful lives have been assumed as part of the current Accounting Policy.

- Computer equipment up to 4 years.
- Communication equipment up to 10 years.

The Fire Levy is the main source of revenue for the ICT portfolio which is managed corporately.

7.9. Financial performance

The comparison of ICT capital budget versus actuals is shown in the figure below. There was strong performance for 2022/23 at 92% and fully achieved for 2023/24 (at 100%).

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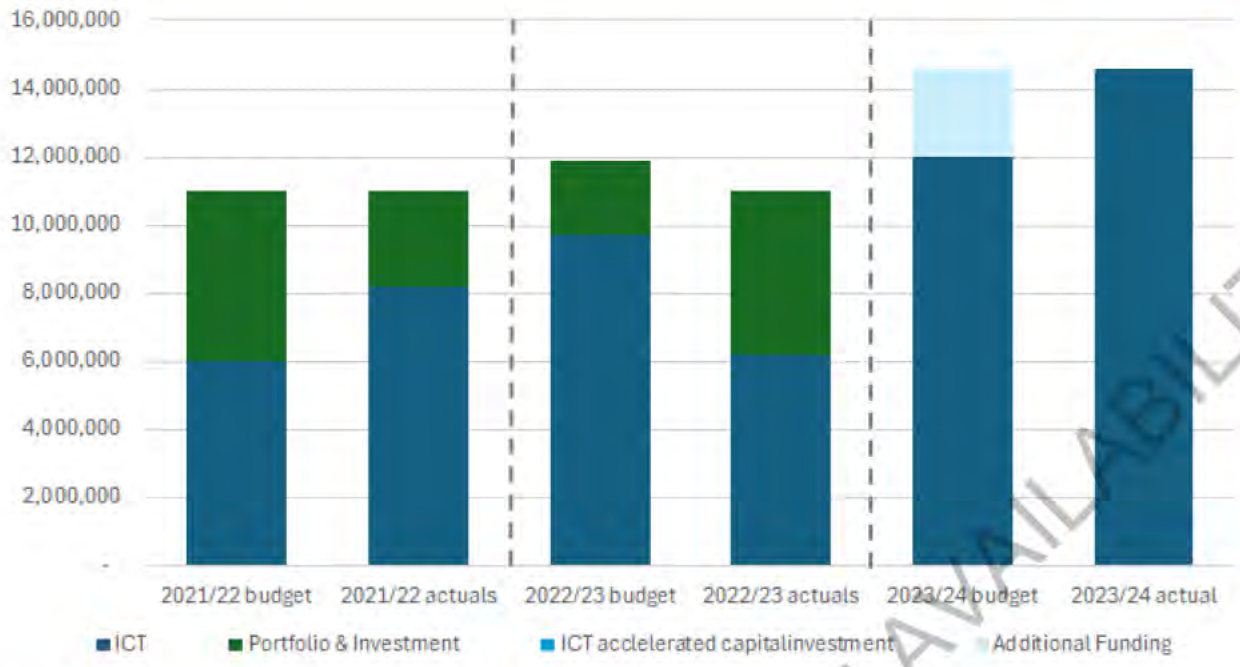


Figure 18 Comparison of capital budgets versus actuals – ICT (as at 12 August 2024)

7.10. Assumptions and confidence levels

7.10.1. Financial assumptions

The assumptions upon which the financial needs are based on the following:

- Forecasts exclude CPI adjustments.
- Best information available.
- Existing service levels.
- Existing ICT strategies noting some may change in future and / or direction reset.
- Capital forecasts are based on:
  - FY25-26 AMP Budget Working File (1 August 2025).
- Opex forecasts are based on:
  - Data and digital investment will consume increasing opex expenditure with increasing As a Service capability.
  - Staff costs are included.

7.10.2. Confidence of financial forecasts

Considering the assumptions made in deriving the future financial needs of the service, asset needs and the historical levels of expenditure for the ICT portfolio, the reliability of the financial forecasts is assessed as follows.

Table 28 Summary of confidence in financial forecasts

Information type	Degree of confidence	Comments
Expenditure projections	Medium to High	• The operational projections are largely based on historical operational budgets, assessments, and major programmes. • The budget projections for Strategic ICT Programmes are based on business cases. • Renewals are based on analysis of asset needs and existing capabilities.

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		• There is a degree of confidence that the projections are based on appropriate budgeting and approval processes and represents the best available information.
Asset values	Medium	• ICT capital asset values are based on the asset valuation as at June 2025. ICT capital assets are not revalued.
Depreciation	Medium	• The assessment of useful lives and the calculation of depreciation expense are undertaken on an annual basis.
Funding sources	High	• Capital and operational expenditure will be funded by the Fire Levy.

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8. AM Practices

8.1. AM Commitment

Fire and Emergency continues to improve its practices, processes and tools. This is essential to ensure the asset system and services are effectively managed. Fire and Emergency is committed to appropriate AM practices. This practice is being developed to align with the principles of ISO 55000 and being consistent with IIMM / Āpōpō.

Fire and Emergency is committed to delivering the most appropriate levels of service balanced with affordability and good industry practice.

8.2. AM Policy

The AM Policy (2018) sets out the expected behaviours and rules for managing Fire and Emergency's assets. Apply these when making investment decisions around asset:

- Planning.
- Acquisition and financing.
- Maintenance and renewal.
- Replacement and disposal.

The aim of this policy is to:

- Allows Fire and Emergency to manage assets, so we can deliver our strategic objectives.
- Provides an overarching framework for our AM system (also known as AM framework).
- Supports how we develop and implement our Strategic Asset Management Plan (SAMP) and sets our objectives for managing assets.

The 2018 AM Policy is overdue for update with the normal review cycle.

8.3. AM maturity

A maturity assessment was undertaken in 2022 to align with the 16 subject areas defined in the AM Maturity Assessment Model. The grading scale and score are illustrated in the image below. The current maturity (2022) for the ICT portfolio was scored at 45 (or at the lower end of core level). The future maturity target was set at the lower of intermed ate level.

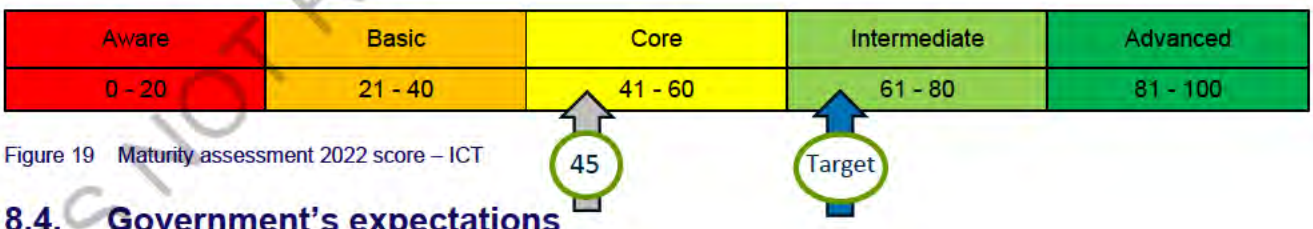


Figure 19 Maturity assessment 2022 score – ICT

8.4. Government's expectations

The Cabinet Office Circular CO23(9) sets out the Government's new requirements for improving investment decision-making and AM. The new requirements create some new obligations and opportunities for Departments and Entities. The new circular cuts down on aspects of the language around the system, and clarifies the expectations of key players, in particular the roles of Ministers, Chief Executives, and the Treasury on the quality of investment cases, and the prioritisation of investment choices.

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A Chief Executive's Annual Attestation Statement is a mandatory requirement to the Treasury. For each element, Departments are required to state their achievement in terms of:

- Compliant.
- Non-compliant.

Fire and Emergency is not mandated to comply with CO23(9) as a Crown Entity, although it is encouraged by Treasury. Fire and Emergency needs to consider its preferred approach to CO(23)9 for disclosing AM practices. As a first step, the service critical asset performance measures to be disclosed in future Annual Reports will align with CO23(9).

8.5. AM Practices

8.5.1. Data

Asset data is integral to how we make decisions for maintenance, renewal and upgrade work programmes. Good data enables us to make better long-term decisions for the ICT portfolio. The data confidence by the ICT asset classes will be assessed as part of the CMP development.

It is intended to report on data confidence at asset class level in terms of completeness, accuracy and confidence using the following industry ratings.

- Highly reliable: the data is accurate (±5%) and based on reliable documentation.
- Reliable: data is based on some supporting documentation but is less certain (±15%).
- Uncertain: uncertain data, fair amount of assumptions and local knowledge used to reach the conclusions (±30%).
- Very uncertain: very uncertain data where there is no formal documentation to base an assessment on (±40%).
- Unknown.

8.5.2. Systems

Information systems are essential for storing and analysing asset information to make good AM decisions. The key AM information systems used for the ICT portfolio are summarised in the table below. There are two major corporate systems upgrades planned - HRIS and FMIS (with further in Section 5.5 Strategic ICT Programmes). The upgrades of these major corporate systems are still in the planning phases including business case development, costs, benefits, timing and key risks.

Table 29 Asset systems – ICT

System	Function / purpose	Status / enhancements
Risk registers	Manage risks across the organisation at the three levels in corporate portal.	None identified at this stage.
SharePoint	Document management system used throughout Fire and Emergency. Records management system / portal for the disaster recovery documentation.	The EIMS Implementation Plan also includes improvement actions to address the top seven audit recommendations identified by the Chief Archivist (refer to Section 4.4.3 EIMS).
JDE	The financial system used throughout Fire and Emergency.	9(2)(c) [redacted]. A new financial management information system has been proposed and is being prioritised with other corporate initiatives.
Regional equipment lists	The regional teams have local records of equipment (computing and telecoms).	There is no centralised view of equipment list.

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System	Function / purpose	Status / enhancements
Snow software	Tracks current and expiring software versions.	Project is underway to replace this.
System Centre Configuration Manager (SCCM)	Used for the management, deployment and security of devices and applications across the organisation. There are standard patching cycles.	None identified at this stage.
Unisys	National automatic fire alarm messaging system.	None identified at this stage.
Kordia	Radio systems.	The PSN is a new communications service for use by frontline responders in New Zealand, replacing ageing networks with modern digital capability. The PSN will deliver a single nationwide secure digital radio service and prioritised cellular capability across New Zealand.

8.5.3. Processes

The key AM processes important for a consistent approach to the management of the ICT portfolio are summarised in the table below.

Table 30 AM processes – ICT

Process area	Purpose	Status / enhancement
Budgets	Sets the operational and capital budgets aligned to the portfolio and typically the management structure so easy for relevant staff to manage the asset and services.	Working towards bottom-up budgets based on asset needs in 2023/24. There is a shift to more operational expenditure rather than capital with the shift to the cloud.
Risk management	Organisation-wide approach to ensure a comprehensive review of all potential risks across the whole organisation.	Fire and Emergency has launched a new risk management framework. ICT portfolio risk register is being developed in the new template.
Asset valuation	Asset valuations are coordinated by Fire and Emergency's Finance Team for end user devices only.	None identified at this stage.
Service requests and incident management	Service calls are logged through Fire and Emergency's service desk (Zendesk).	None identified at this stage.
Operating procedures	The various operating procedures are available in the Hub (intranet). The Hub contains the major incident and security incident processes.	Operating procedures are updated as required.
Approval for new software applications	The Software and Applications Standard sets out the technical standards required when planning, acquiring and maintaining software and applications used across the computing environment.	The Software and Applications Standard is reviewed annually.

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8.6. Incorporating Mātauranga Māori and Tikanga into Asset Management

Information and data are recognised as assets needing management. Fire and Emergency have a data culture and governance model capturing the commitment to Te Tiriti o Waitangi and Tangata Whenua, along with the pursuit of strategic objectives. Recognising data both as a strategic asset and a taonga or treasure, the approach underscores the significance of culture-centric and inclusive data stewardship and governance.

The FENZ Data Culture and Governance Approach - Te Waka Hourua includes a set of three key data culture fundamentals that guide our approach.

Table 31 Data culture fundamentals

Principle	Description
Data is a taonga / treasure	It helps protect things that are precious to us, people, property and the environment.
Data needs Kiatiakitanga / Stewardship	It is a critical taonga to Fire and Emergency. Fire and Emergency must be responsible custodians over data, ensuring the appropriate use, distribution, and preservation of data. Fire and Emergency recognises that Māori as Tangata Whenua have the right to exercise data sovereignty over their own data as kaitiaki as guaranteed under Article Two of Te Tiriti o Waitangi.
Mana Ōrite / views are equally respected	We are committed to working with Māori as Tangata Whenua to enable iwi, hapu, and Māori organisations, business and communities to exercise authority and self-determination over their own data.

The Pou Ārahi Kaupapa Māori and Cultural Communities is consulted when ICT services and programmes require guidance on what is culturally appropriate.

8.7. Diversity, Equity, and Inclusion

Diversity, equity, and inclusion (DEI) are incorporated into ICT asset management through the design and procurement of inclusive technology as described in the below table.

Table 31 DEI elements - *indicative*

DEI element	Consideration
User needs assessment	Involve diverse user groups in the design and procurement process to identify and address the varied needs of personnel and external parties accessing our systems, ensuring technology solutions are accessible and useful to all.
Procurement practices	Reflect DEI principles and accessible features in requirements during procurement, promoting a more inclusive technology ecosystem.

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8.8. Improvement Plan

8.8.1. High priority actions

Key improvement programmes and associated projects have been developed through a review of the gaps in developing this AMP and supporting CMPs, and issues identified. These have been prioritised for action over the next three financial years to support the increased maturation of the AM practices.

An early task is to assign responsibilities to deliver on and to oversee completion of the Improvement Plan. Indicative responsibilities have been assigned at this stage.

The key high priority actions for improving the AM practices in the next three years are summarised in the following table with the full three-year AM Improvement Plan detailed in the Appendix 9.8. The high priority actions for the ICT portfolio are focused on:

- Updating the key ICT strategies to set the long term direction for the ICT portfolio.
- Implementing the strategic ICT programmes so there is modern digital capability to support to the core Fire and Emergency business.

Table 32 High priority actions – ICT

AM element	Proposed actions
AM Policy and Strategy	Complete the review of the 2021 Digital Strategy and set the new strategic direction to inform the ICT portfolio at tactical and operational levels.
	Finalise and adopt the Cloud Strategy, sequenced with the review of the Digital Strategy.
	Finalise and adopt the Enterprise Information Management Strategy and start the implementation (over multiple years).
Levels of Service and Performance Management	Set up the measurement system for the proposed and future performance measures for Annual Report and AMP purposes.
Forecasting Demand	Implement the future initiatives in the foundation programmes as outlined in the Digital Strategy, and the revised strategy once finalised and adopted.
	Implement the multiyear programme EIMS Improvement Plan (subject to business case app oval).
Management Systems	Implement the high priority improvements identified with the public records maturity assessments (part of the EIMS Improvement Plan).

8.8.2. Improvement monitoring

It is recognised that our AMP is a living document that needs to be kept current and relevant as priorities for Fire and Emergency may change. The regular review of the improvement programme is very important for the asset portfolios as we wish to improve our AM practices to support Fire and Emergency's strategic direction. The following review activities will be undertaken.

Table 33 Improvement monitoring

Frequency	Review Task	KPI	Action	Audience
Three yearly	AMP	100% Achievement	Formal adoption of the plan by the ELT and endorsement by the Board	ELT, the Board, The Treasury

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Frequency	Review Task	KPI	Action	Audience
Quarterly	Improvement plan	100% Achievement	Monitor and update the improvement plan list of tasks	Asset Managers
Annually	Monitoring and reporting	100% Achievement	KPIs identified in this table will be monitored and reported on annually.	DCE Organisational Strategy and Capability Development, Asset Managers

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9. AMP supporting documents

9.1. Acronym list

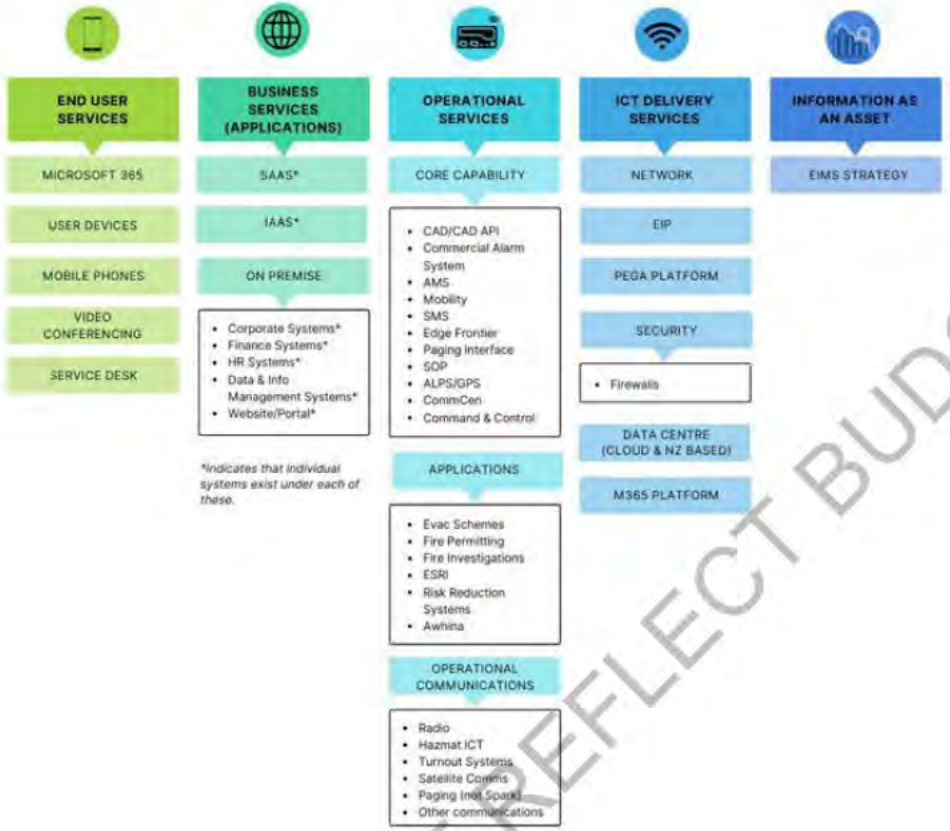
Table 34 Summary of acronyms

Acronym	Description
AM	Asset Management
AMP	Activity / Asset Management Plan
AMIS	Asset Management Information System
BCP	Business Continuity Plans
CAD	Computer Aided Dispatch
CARD	Communications and Resource Deployment
CRM	Customer relationship management
DDoS	Distributed denial-of-service
EIMS	Enterprise Information Management Strategy
FENZ	Fire and Emergency New Zealand
FMIS	Financial Management Information System
HSS	Health Safety Security
HRIS	Human Resources Information System
ICT	Information and Communication Technology
ITIL	Information Technology Infrastructure Library
IIMM	International Infrastructure Management Manual
LOS	Level of Service
LMR	Land Mobile Radio
MVP	Minimum Viable Product
NGCG	Next Generation Critical Communications
PSN	Public Safety Network
SCCM	System Centre Configuration Manager
SMS	Station Management System

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9.2. Full asset hierarchy

Table 35 Full asset hierarchy



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9.3. Asset operational life span

ICT assets generally have short operational life spans, typically 4 to 10 years. The current operational life cycle spans implemented for each of the asset classes is summarised in the table below. A 4 year operational life for hardware has been assumed where no other information is available (consistent with Fire and Emergency's financial policy).

Table 36 Summary of asset operational life spans

Asset class	Asset type / component	Operational life (years)	Description
ICT Delivery Services – infrastructure	Appliance Mobility	5	
	Comcen Environment	4-10	A range of end user, infrastructure, radio equipmen and software in the Comcen environments shared with NZ Police. Operational life relates to the specific asset type e.g. end user devices 4 years, masts and poles 10 years.
	Network Devices	4	Cabling, Firewall, Routers, Switches Cabinets
	NGCC	7	Next Generation Critical Communications
	Physical and Virtual Servers	4	Individual physical servers dedicated to running specific services/software. Virtual Servers (VM) allows a single physical machine to run multiple operating system instances.
	Public Cloud	4	Infrastructure-as a-Service, Platform-as-a-Service
Business Services (Applications) – software	End User Applications	5	Business line software installed on a user's machine
	End User Systems Software	5	Operating systems, virus scanners and other software to support business line software
	SaaS Solutions	5	Software-as-a-Service web delivered business line software
	Server Applications	5	Business line software hosted in a data centre
	Server Systems Software	5	Operating systems, virus scanners and other software to support business line software
Operational Services – radio	LMR Network and Terminals	7-10	Fixed radios in stations and portable radios in vehicles 7 years, masts and poles 10 years
	Paging Repeaters and Devices	7	Pagers and paging network equipment
	Satellite Comms	7	Handheld devices
	Turnout Systems	7	Radios, power supplies, batteries
End User Services	Deployment Cases	4	
	Desk Phones	4	
	End User Devices	2-5	Tablets 2 years, laptops and desktops 5 years.
	HAZMAT Command ICT	2	Command & control software, high definition cameras, satellite
	Mobile Phones	2-5	Mobiles 5 years, pagers and satellite phones 2 years
	Printers	4	Larger format printers for heavy use
	Video Equipment	6	Monitors, large displays, and video conferencing

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9.4. Full levels of service summary

Table 37 Proposed levels of service – 10 years

Statement of Intent – strategic areas	Digital Strategy - strategic priorities	Key service attribute	Levels of Service Statement	How we will measure our performance	2025/26 Target (Year 1)	2026/27 Target (Year 2) – *indicati e*	2027/28 to 2033/34 (Years 3 to 10) - *indicative*
Delivering for Aotearoa	Working from anywhere	Availability	Critical ICT services are available for users	Percentage of time our systems are available (core network)	95%	95%	97%
		Utilisation	ICT system support for volunteer turnout to incidents	Percentage of volunteers managing their availability digitally	85%	90%	97%
		Utilisation	ICT services are easy to use	Percentage of station staff managing their profile digitally (SMS)	n/a	n/a	*To be set*
		Utilisation	Critical incident information is available to responding crews	Percentage of appliances with mobility solution installed – *hard to measure*	n/a	n/a	*To be set*
		Resilience	Secure ICT services are available for users	Percentage of ICT workload hosted in cloud	n/a	n/a	*To be set*
		Responsiveness	Service requests are timely	How quickly service requests are responded to and resolved	n/a	n/a	*To be set*
	Becoming a digital-first organisation	Accessibility / service	ICT system support for personnel onboarding	Percentage of personnel provided with user account access within 48 hours	*To be set*	*To be set*	*To be set*
		Functionality	ICT services meet business needs	*Measure to be developed based on main syst ms provided by ICT; needs to be agreed with users*	*n/a*	*n/a*	*To be set*
	Information as an Asset	Quality	Data confidence / reliability ratings	TBA	*n/a*	*n/a*	*To be set*

9.5. Legislative framework

The key legislation affecting the ICT portfolio are summarised in the following table.

Table 38 Key legislation – ICT

Legislation	Requirements
Fire and Emergency New Zealand Act 2017	The Fire and Emergency New Zealand Act 2017 combined urban and rural fire services into a single, integrated fire and emergency services organisation, Fire and Emergency NZ, with a mandate to provide a wide range of services for communities. It sets out Fire and Emergency's principal objectives, functions, and operating principles.
Intelligence and Security Act 2017	The overarching purpose of the Intelligence and Security Act 2017 is to protect New Zealand as a free, open and democratic society. The Act puts in place a single legislative regime for the Government Communications Security Bureau and the New Zealand Security Intelligence Service, providing a single purpose and shared objectives and functions. The Act sets out the functions, powers and duties of the agencies and empowers them to contribute to th objectives while acting in accordance with New Zealand law and human rights obligations. Fire and Emergency cooperates with the core security and intelligence agencies. This requires effective security and resilient ICT systems.
Privacy Act 2020	The Act strengthens privacy p otections and replaces the Privacy Act 1993. It promotes early intervention and risk management by agencies (the name used for any organisation or person that handles personal information) and enhances the role of the Privacy Commissioner. Fire and Emergency records contain sensitive information about New Zealand citizens. The safe and careful management of this private information depends on effective ICT systems.

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Legislation	Requirements
Public Records Act 2005	The purpose of this Act is to enable the Government to be held accountable by: • Ensuring that full and accurate records of the affairs of central and local government are created and maintained. • Providing for the preservation of, and public access to, records of long-term value. Every public office and local authority must create and maintain full and accurate records of its affairs, in line with normal prudent business practice. Fire and Emergency's overarching outcome for record management is to have reliable and controlled documents.

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9.6. Policies, standards, and plans

The primary documents that link and guide the ICT portfolio are summarised in the table below. There are four key ICT policies, and these are supported by various standards and guidelines (not all are listed below). Note that Fire and Emergency broadly follows industry standards such as Information Technology Infrastructure Library and ISO but has not formally adopted these (or intends to at this stage).

Table 39 Key guiding documents – ICT

Strategy / policy / standard / guideline	Type	Description
Digital Strategy (2021-2027)	Strategy	The Digital Strategy is the overarching strategy for the ICT portfolio supported by online Delivery Roadmaps. The digital strategy outlines a set of foundations that will improve the core network, improve security, managing and sharing data better and digital workflow.
Cloud Strategy (draft 2020 to 2024)		Fire and Emergency's draft Cloud Strategy (2020 to 2024) is in response to the Government's Cloud First Policy. The Cloud Strategy will focus our time and effort away from physical servers to managing services, our data and information. The Cloud Strategy still needs to be finalised and adopted, sequenced with the review of the Digital Strategy (underway).
Enterprise Information Management Strategy (draft February 2024)		The draft Enterprise Information Management Strategy outlines FENZ's approach to treating asset data and information as an asset class. This is based on a discovery review and clarifying the problem statements. The overarching outcome is to have an enterprise repository for Fire and Em rgency documents, that enables information to be securely stored, accessed and managed. The strategy vision is for Fire and Emergency to manage information as an asset so that it can be effectively understood, shared, protected, and used.
Asset Management Policy (2018)	Policy	The policy sets the objective for Fire and Emergency to invest in assets and m nage them prudently, so that they help achieve the strategic objectives. It also states Fire and Emergency's commitment to meeting the Government's expectations for managing and reporting about asse s. This AM Policy covers all the asset portfolios including ICT.
ICT Asset Management Policy (2017)		This policy sets out the rules that apply when acquiring, installing, maintaining and disposing of ICT) assets – both tangible and intangible. The aim of this policy is to ensure ICT assets are given to people with a genuine business need, are compatible with the wider techn logy environment and comply with Government rules for sourcing, procurement and AM.
ICT Security Policy (2019; and currently being updated)		The purpose of the ICT Security Policy is to define the rules necessary for the secure and reliable operation of Fire and Emergency's ICT environment. The policy also aims to provide the foundation for Fire and Emergency to address the information secu ity obligations of the New Zealand Information Security Manual and the Protective Security Requirements.
ICT Acceptable Use Policy		This policy sets out the expected behaviours and rules when accessing and using any Fire and Emergency New Zealand information and communications technology (ICT) equipment or Fire and Emergency information. The aim of this policy is to: - Help all personnel and trusted third parties understand their obligations in using our information and technology. - Protect, safeguard and manage th integrity, confidentiality and availability of our information - Minimise operational impacts and productivity loss - Protect the reputation of Fire a d Emergency from being adversely impacted through the inappropriate use of information and technology.
Software and Applications Policy		This policy sets out the rule when planning, acquiring and maintaining software and applications used across the Fire and Emergency New Zealand technology environment.
ICT Security Standard (2019; and currently being updated)	Standard	The purpose of the ICT Asset Management security standard is to define the information security requirements to related to managing Fire and Emergency's technology systems. The objective of the standard is to have a accurate inventory of all technology assets maintained.
Software and Application Standard (2018)		This standard sets out the technical standards required when planning, acquiring, and maintaining software and applications used across the computing environment. It covers approved software, development of corporate system software and discretionary system software and patch management.
ITIL (Information Technology Infrastructure Library)		ITIL is a pub ic framework that describes best practice in IT service management. It provides a framework for the governance of IT, the 'service wrap', and focuses on the continual measurement and impr vemen of the quality of IT services delivered, from both a business and a customer perspective. Fire and Emergency broadly follows ITIL but has not formally adopted this.
ISO 31000 IT AM		The ISO 31000 family of standards for IT AM address both the processes and technology for managing risk. The standard family belongs to the set of Risk Management standards and is integrated with other Management System Standards.
ISO 27001:2013 Information Security Management Systems Standard		ISO 27001 is a specification for an information security management system. This is a framework of policies and procedures that includes all legal, physical, and technical controls involved in an organisation's information risk management processes.
Protective Security Requirements, and New Zealand Information Security Manual		The New Zealand Information Security Manual is the Government's manual on information assurance and information systems security. The New Zealand Information Security Manual is an integral part of the Protective Security Requirements framework which sets out the Government's expectations for the management of personnel, information and physical security as directed by Cabinet.
Information and Records Management Standard (Archives New Zealand)		Under section 27 of the Public Records Act 2005 Archives New Zealand issued the Information and records management standard. The standard supports the systematic and efficient management of government information and records, outlining the obligations of regulated organisations under the Public Records Act.

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DOES NOT REFLECT BUDGET AVAILABILITY

9.7. Enterprise Information Management Strategy (EIMS) Roadmap

The Roadmap below shows the implementation plan for the EIMS over a four-year timeframe. Establishment of an Information Operating Model is the first intervention and provides the foundations for the next two interventions. It is recognised that it will take time to implement the programme and change management along the way. The Communication and Change Strategy is an ongoing programme to effect the change management process.

The overall EIMS Roadmap incorporates activities that are already underway to improve data and information which support the development of an enterprise approach. The programmes underway include:

- Data and Analytics Strategy and Work Programme.
- Records Management Work Programme.

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Fire and Emergency: Enterprise Information Management

Proposed Roadmap

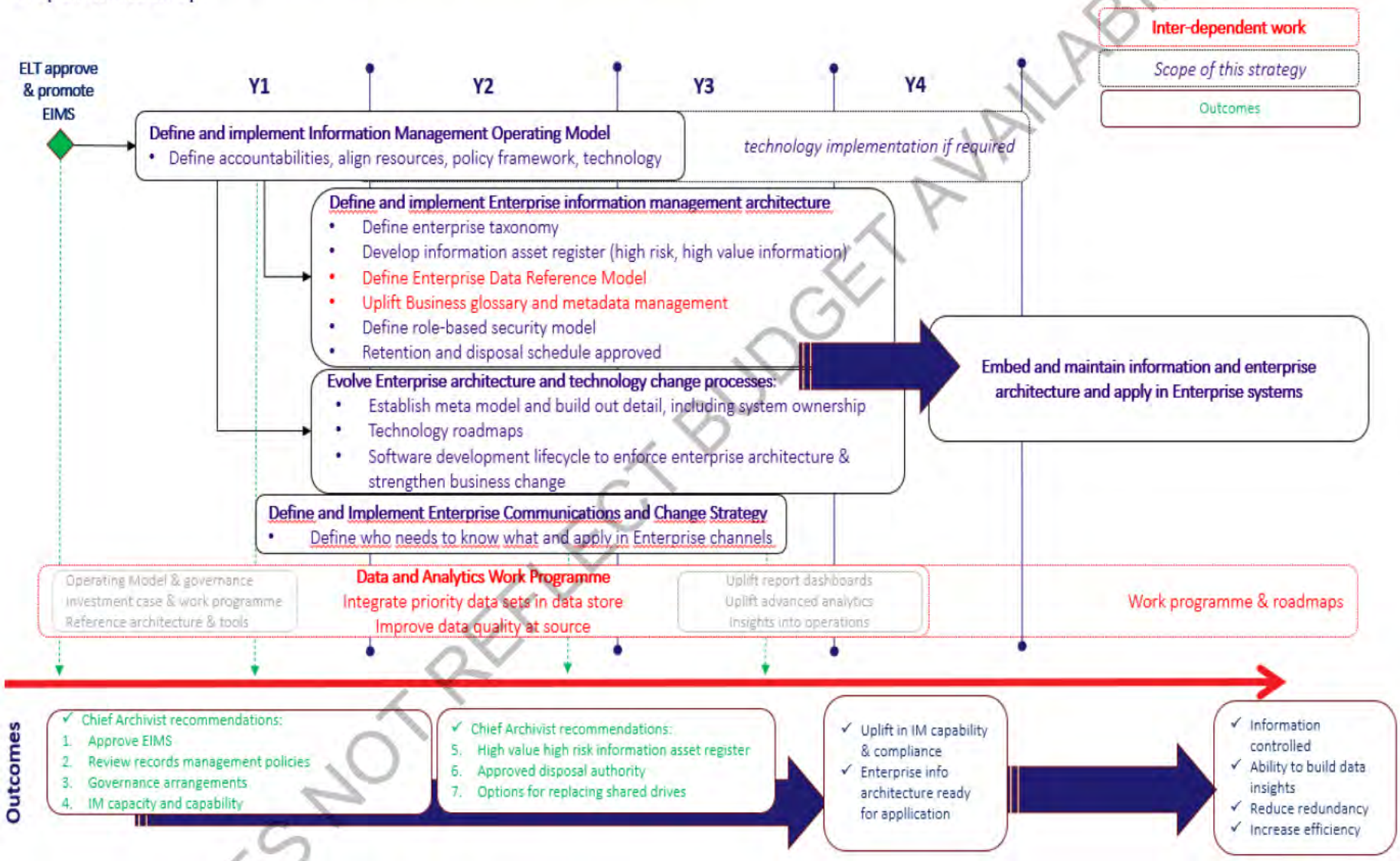


Figure 20 EIMS Roadmap (draft as at August 2024)

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9.8. Three year Improvement Plan

Table 40 AM Improvement Programme – ICT

No.	AM Improvement Area	Project no	Action	Responsibility (indicative)	Priority (High / Medium / Low)	Indicative Timeframe		
						2025/26	2026/27	2027/28
1	AM Policy and Strategy	1.1	Complete the review of the 2021 Digital Strategy and set the new strategic direction to inform the ICT portfolio at tactical and operational levels.	Chief Information and Technology Officer	High			
		1.2	Finalise and adopt the Cloud Strategy, sequenced with the review of the Digital Strategy (refer to action above).	Chief Information and Technology Officer	High			
		1.3	Finalise and adopt the Enterprise Information Management Strategy and start the implementation (over multiple years).	Chief Information and Technology Officer	High			
		1.4	Update the 2018 AM Policy as part of the review cycle. Strengthen the AM Policy with the recommended additional elements to ensure complete and meeting best practice.	Ch ef Advis r	Medium			
2	Levels of Service and Performance Management	2.1	Start measuring the proposed performance measures throughout the financial year (starting in 2025/26).	Head of ICT Business Office	High			
		2.2	Establish a full technical levels of service framework for the ICT portfolio, after the CMPs are developed as these will have the supporting asset analysis. Consider the future critical ICT performance measures as part of the framework development.	Head of ICT Business Office	High			
		2.3	Set up the measurement system for the proposed and future performance measures for Annual Report and AMP purposes.	Head of ICT Business Office	High			
3	Forecasting Demand	3.1	Implement the future initiatives in the foundation programmes as out ined in he Digital Strategy, and the revised strategy once finalised and adopted	Head of ICT Business Office	High			
		3.2	Implement the multiyear programme EIMS Implementation Plan (subject to business case approval).	Chief Information and Technology Officer	High			
4	Asset Register Data	4.1	Centralise the ICT equipment inventory so accessible for users and available to make decisions on.	Head of ICT Infrastructure and Operations	Medium			
		4.2	Develop the enterprise information management a chitecture / taxonomy for the new Information as an Asset class, as part of the EIMS Implementation Plan.	Head of ICT Business Office	Medium			
		4.3	Assess the data confidence at ICT asset class level as part of the CMP development.	Manager ICT Planning and Assurance	Medium			
5	Asset Performance and Condition	5.1	Identify asset performance and condition issues at asset class level as the CMPs are developed. Specifically define the current state for End User Services and ICT Delivery Services asset cl sses with the Capability Management Plan development.	Manager ICT Planning and Assurance	Medium			
6	Decision Making		No actions identi ied at this stage.					
7	Managing Risk	7.1	Compl te the ICT portfolio risk register once the relationship with the organisation wide operations register is clarified and embed into practices.	Chief Information and Technology Officer and	High			

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No.	AM Improvement Area	Project no	Action	Responsibility (indicative)	Priority (High / Medium / Low)	Indicative Timeframe		
						2025 26	2026/27	2027/28
				Manager ICT Risk and Security				
		7.2	Complete the process to provide a consistent approach for identifying operational ICT risks.	Chief Information and Technology Officer and Manager ICT Risk and Security	High			
8	Operational Planning	8.1	Identify operational issues at asset class level as the CMPs are developed.	Manager ICT Planning and Assurance	Medium			
9	Capital Works Planning	9.1	Undertake a formal independent review of the strategic ICT programmes as good industry practice to ensure benefits are being realised and costs at being actively controlled.	Chief Information and Technology Officer and DCE	Very high			
10	Financial Planning	10.1	Start using the ICT AMP and CMPs to drive the budget setting process based on asset needs so there is sustainable long-term investment and to be consistent with good industry practice.	Chief Informati n and Technology Officer and Chief Advisor	High			
11	Asset Management Leadership and Teams	11.1	Assign responsibilities to deliver on and to oversee completion of the Improvement Plan.	Chief Information and Technology Officer and Chief Advisor	Medium			
12	Asset Management Plans	12.1	Develop a technical AMP for the ICT portfolio using the work completed to date and consistent with good industry practice (underway).	Chief Information and Technology Officer and Chief Advisor	High			
		12.2	Develop CMPs for the main ICT asset classes to support the technical AMP (underway).	Chief Information and Technology Officer and Manager ICT Planning and Assurance	High			
		12.3	Develop a CMP for the new Information as an Asset class bas d on th EIMS Implementation Plan.	Chief Information and Technology Officer and Manager ICT Planning and Assurance	Medium			
13	Management Systems	13.1	Implement the high priority improvements identified with the public records maturity assessments (part of the EIMS Improvement Plan).	Chief Information and Technology Officer	High			
14	Asset Management Information Systems	14.1	Move to integrated AM tools for managing the ICT oftware, hardware and information assets and to support sound AM lifecycle planning.	Head of ICT Business Office	Low			
15	Service Delivery Mechanisms		No actions identified at this tage					
16	Audit and Improvement	16.1	Consider Fire and Emergency s preferred approach to CO(23)9 for disclosing AM practices.	Chief Advisor	Medium			
		16.2	Start formally monitoring progress on a quarterly basis on the implementation of the AM Improvemen Plan. Ensure that there are adequate resources to deliver the AM Improvement Plan.	Chief Advisor / Chief Information and Technology Officer	Medium			

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No.	AM Improvement Area	Project no	Action	Responsibility (indicative)	Priority (High / Medium / Low)	Indicative Timeframe		
						2025 26	2026/27	2027/28
		16.3	Strengthen the AM oversight governance functions and capability, including establishing an AM Steering Group to bed in a good AM culture in FENZ for the asset portfolios and to support enduring change.	Chief Advisor	Medium			

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Operational Equipment Asset Management Plan

Fire and Emergency New Zealand

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Roadside Rescue



PPV Fans



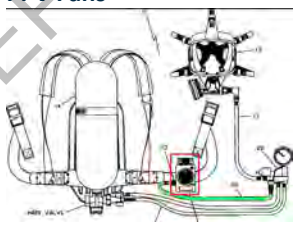
Portable Pumps



Ladders



Chainsaws



Breathing Apparatus



Thermal Imaging



Portable Generators



Field Servicing Trailer



Hosemaster



AED (Defibrillators)



Hose

Document Control

Fire & Emergency NZ Document No.

Document Owner: Charlie Lott, National Manager Equipment and Logistics

Date: September 2025

Document number:

Project Management	
Name	Designation
Charlie Lott	National Manager E&L

Plan Reviewed / Updated by		
Date	Name	Designation

Document History and Status

Rev	Date	Description	By	Reviewed	Approved

DOES NOT REFLECT BUDGET AVAILABILITY

Contents

Executive Summary 1

Portfolio Overview 1
Strategic Challenges 1
Key Achievements 2
Current State 3
Future State / Strategic Direction 4
Our Evolution Steps 4
Financial Summary 5
Key Improvement Actions **Error! Bookmark not defined.**

1. Introduction 7

1.1. Portfolio Overview 7
1.2. About This Plan 8
1.3. Operational Equipment Assets At A Glance 9
1.4. Strategic Linkages And Context 10
1.5. NZ Government's Expectations 12

2. Current Asset State 13

2.1. Asset Information 13
2.2. Critical Assets 15
2.3. Asset Performance 16
2.4. Asset Condition 16

3. Levels Of Service 17

3.1. Levels Of Service Overview 17
3.2. Key Users And Partners 17
3.3. Legislative And Regulatory Framework 18
3.4. Policies, Standards And Plans 18
3.5. User Engagement 18
3.6. Service Level Summary 19
3.7. Service Gaps 22

4. Future Demand 23

4.1. Demand Overview 23
4.2. Factors Impacting Operational Demand. 23
4.3. Current Demand For Services 24
4.4. Future Demand 25
4.5. Demand Management Planning 25
4.6. Growth And Demand Assumptions 25

5. How We Will Manage Our Operational Equipment Assets 27

5.1. Overall Lifecycle Management Approach 27
5.2. Budget Setting And Forecasting 28
5.3. Asset Age 29
5.4. Decision Making Process 30
5.5. Capability Management Plans 30
5.6. Investment Plans - Asset Class **Error! Bookmark not defined.**

DOES NOT REFLECT BUDGET AVAILABILITY

6. Risk Management 32

6.1. Risk Management Approach 32
6.2. Operational Equipment Risk Register 32
6.3. Operational Equipment Resilience 33
6.4. Emergency Risk Planning 33
6.5. Infrastructure Sustainability 33

7. Financial Summary 35

7.1. Financial Overview 35
7.2. Operational Equipment Expenditure Categories 35
7.3. OPEX Expenditure Summary 36
7.4. CAPEX Expenditure Summary 36
7.5. Budget Prioritisation **Error! Bookmark not defined.**
7.6. Asset Valuation Summary 38
7.7. Funding Strategy 38
7.8. Financial Performance **Error! Bookmark not defined.**
7.9. Assumptions And Confidence Levels 38

8. AM Practices 40

8.1. AM Commitment 40
8.2. AM Policy 40
8.3. AM Maturity 40
8.4. AM Journey So Far 40
8.5. AM Practices 42
8.6. AM Improvement Plan 45

9. AMP Supporting Documents 46

9.1. Legislative And Statutory Obligations 46
9.2. Operational Equipment Strategy Policies and Standards 46
9.3. Glossary 48
9.4. Asset Management Acronym List 50
9.5. Full Levels Of Service Summary 51
9.6. Operational Risk Register 52
9.7. Detailed Financial Table **Error! Bookmark not defined.**
9.8. Three year Improvement Plan 54
9.9. Forecast CAPEX Projections by Equipment Category **Error! Bookmark not defined.**

DOES NOT REFLECT BUDGET AVAILABILITY

Executive Summary

Portfolio Overview

Fire and Emergency New Zealand's (Fire & Emergency) operational equipment portfolio is an enabler of response capability. It exists to enable the operational responses.

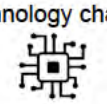
The operational equipment portfolio is a new function formed in 2020 to provide the same asset management discipline as the established property, fleet, and ICT portfolios. A national logistics model was introduced based on a nationally led, regionally executed, locally delivered *'from factory to fireground'* approach to the provision of equipment and logistics support to firefighters. It also must be integrated with the other portfolios (property, fleet, and ICT) internal and external partners for it to be fit-for-purpose and be shaped to contribute to Fire and Emergency's strategic asset management.

The Operational Equipment Asset Management Plan (OEAMP) details how Fire and Emergency will manage operational equipment assets now and into the future. It is a forward-looking plan to support Fire and Emergency's strategic direction for the operational equipment portfolio. The OEAMP is the overarching technical document and is supported by eighteen individual Capability Management Plans (CMPs) for the main operational equipment capability categories and some individual equipment types that require special management. The OEAMP is also supported by the procurement Capability Category Plan (Equipment and Logistics), and E&L Supplier Relationship Management Framework (SRMF) documents which encapsulate equipment procurement and through life support for the future.

Strategic Challenges

The key strategic challenges in managing the operational equipment portfolio are summarised in the table below.

Table 1: Summary Of Key Challenges – Equipment

Focus Areas	Key Challenges	Commentary
Management	Implementing the national logistics model 	It will take time and change management to implement the national approach for managing the operational equipment to reach the desired future state . Over time this will ensure equipment is operationally available, deployable, safe to operate and sustainable through life and that there is consistency in meeting operational equipment management, performance and maintenance standards.
People	Staffing / reso rces 	There are constrained staff / resourcing levels currently within the Fire and Emergency E&L team, supporting ~ 210,000 lines of geographically dispersed and usage variable equipment.
Processes	Tact cal procurement of suppliers 	Move from small, short term contracts to national contracts (where applicable) and longer term, more strategic relationships. The draft E&L Capability Category Plan and draft Supplier Relationship Management Framework will describe how this will be achieved. There are significant challenges with global supply and distribution with significant delays and increasing costs in acquiring new and replacement equipment.
	Technology change 	Changes in technology also has had and will have a major impact on the operational equipment portfolio with some items becoming technologically obsolete. There is also a significant global move from fossil fuel powered internal combustion engines (ICE) to battery powered equipment and tools. This transition may impact Fire and Emergency's doctrine, tactics, techniques and procedures (DTTP)
	Budget based on asset needs 	The budgets for operational equipment were based on historical expenditure and on forecasts of like-for-like replacement/sustainment, rather than on actual asset needs. Budgets historically have been set with limited data and evidence. They have also been largely based on replacing equipment on a like-for-like basis, until further information is available on user capability needs..

DOES NOT REFLECT BUDGET AVAILABILITY

Focus Areas	Key Challenges	Commentary
Data Information and Analytics	Asset data and information 	There is no 'one source of the truth' for equipment asset data and information. Data accuracy and completeness are hard to maintain with the current asset management information system (AMIS), JDE The E&L data remediation process is gradually overcoming this poor data quality and consistency by implementing common master equipment datasets and line-by-line remediation of the current operational equipment data held in the AMIS.
Systems	Asset management information system 	Fire and Emergency currently does not have an dedicated asset management information system (AMIS) for the operational equipment portfolio. JDEWorld is the Fixed Asset Register (FAR) and currently holds the master data set but is not fit for purpose as a full AMIS. Work to define the data sets and structure in the AMIS has been ongoing since 2022.

Incorporating Mātauranga Māori and Tikanga into Asset Management

Incorporating Mātauranga Māori and Tikanga into Asset Management Fire and Emergency New Zealand recognises the importance of integrating Mātauranga Māori (Māori knowledge systems) and Tikanga (customary practices and protocols) into its property asset management practices

This approach supports the organisation's commitment to building strong relationships with iwi and Māori communities and ensures that property assets are managed in a way that respects cultural values, enhances community wellbeing, and aligns with Te Tiriti o Waitangi obligations.

The following principles guide the use of Mātauranga Māori and Tikanga in our asset management:

Principle	Description
Kaitiakitanga	Stewardship of land and resources ensuring sustainability and intergenerational wellbeing.
Whanaungatanga	Building and maintain ng strong relationships with iwi, hapū, and Māori communities.
Manaakitanga	Providing safe, welcoming, and inclusive spaces for all users, including Māori personnel and communities.
Rangatiratanga	Supporting Māori self-determination through co-design and co-governance opportunities
Tikanga	Observing appropriate cultural protocols in engagement, design, and operations (i.e., karakia, pōwhiri, tapu/noa considerations).

Diversity, Equity, and Inclusion

Asset Management (AM) plays a vital role in shaping inclusive and accessible environments in the workplace. Fire and Emergency NZ recognises that investing in the physical workspace can foster a culture of belonging and support for all personnel, regardless of background or ability.

To embed DEI principles into fleet planning and design we consider the effect on gender, ethnicity, physical characteristics, and other types of diversity. When we purchase new equipment assets, we consider whether they can meet all employees' requirements.

DOES NOT REFLECT BUDGET AVAILABILITY

Key Achievements

The key achievements for the operational equipment portfolio since 2021 are:

- Introduced a national logistics model in 2023: nationally led, regionally executed, locally delivered embedding key suppliers into networks.
- Opened the Silverdale Equipment & Logistics Centre to replace nine Auckland stores; now the hub for overseas deployments and deployable caches.
- Established Tauriko Equipment & Logistics Service Centre (2022), a sustainable site with workshop and warehouse, serving as the North Island distribution centre alongside Rolleston in the South Island.
- Expanded Hosemaster hose care capability: first at Tauriko, then Clyde, Kaikohe (2024), Palmerston North (2025), and Rangiora (2026).
- Formed a Capability Category Supplier Panel (2023) to secure resilient supply chains.
- Developing a Supplier Relationship Management Framework to strengthen supplier ties and mitigate global supply challenges.
- Published the E&L Capability Category Plan (2024).
- Improved user resources with functional check sheets and equipment husbandry guidance.
- Introduced lifecycle framework for managing and maintaining operational equipment.
- Rolling out Automated Identification Technology (AIT) with Scannable, starting with rope rescue gear.
- Implemented new frameworks for managing hoses, portable pumps, and small engines.

Current State

The Fixed Asset Register (FAR) is used to record all equipment when purchased, grouped by category, the majority of equipment has a useful life of ~10 years. Operational equipment is influenced by technology changes, type of materials used in its construction, the need to optimise the amount, size and weight of equipment carried on the firefighter, specialist devices and a move from fossil fuels to battery electric power. Equipment is imported from Europe, USA, Canada and the UK, all of which are experiencing production, shipping and distribution challenges and increasing input costs. The imposition of USA imposed tariffs will have an as yet undefined effect on operational equipment costs. These factors all drive up the cost of replacement equipment. The following graph shows the current age of equipment by year purchased and type.

The largest quantity of equipment is water distribution (hose and fittings). This capability category is assessed as being low risk because of its high population and relatively low cost to replace. The highest costs and risks are respiratory protection (self-contained breathing apparatus (SCBA) (BA)) and Road Rescue Equipment (MVC Rescue Equipment). The mid-range costs and risks are borne by the gas detection, thermal imaging, automated external defibrillation (AED) and Incident Ground Communication (IGC) radio capabilities simply because they are technology based and technology lifecycles are diminishing rapidly.[1]

Approximately 6% of the equipment items are overdue for replacement by recommended time, operational, economic or design life. Fire and Emergency staff undertake much of our equipment servicing and maintenance which is also putting pressure on availability of equipment with insufficient staff time available to complete tasks as is the Fire and Emergency specified operational equipment testing and certification cycles. The latter follow international standards (e.g. British Standards (BS) Australian/New Zealand (AS/NZ),National Fire Protection Association (US) (NFPA) and European/Euronorm (EN)), the departure from which is not considered good organisational or operational or risk management practice.

DOES NOT REFLECT BUDGET AVAILABILITY

[1] By the time a new or improved technology is developed and deployed, the challenge or issue it was developed to overcome, has moved on or changed.

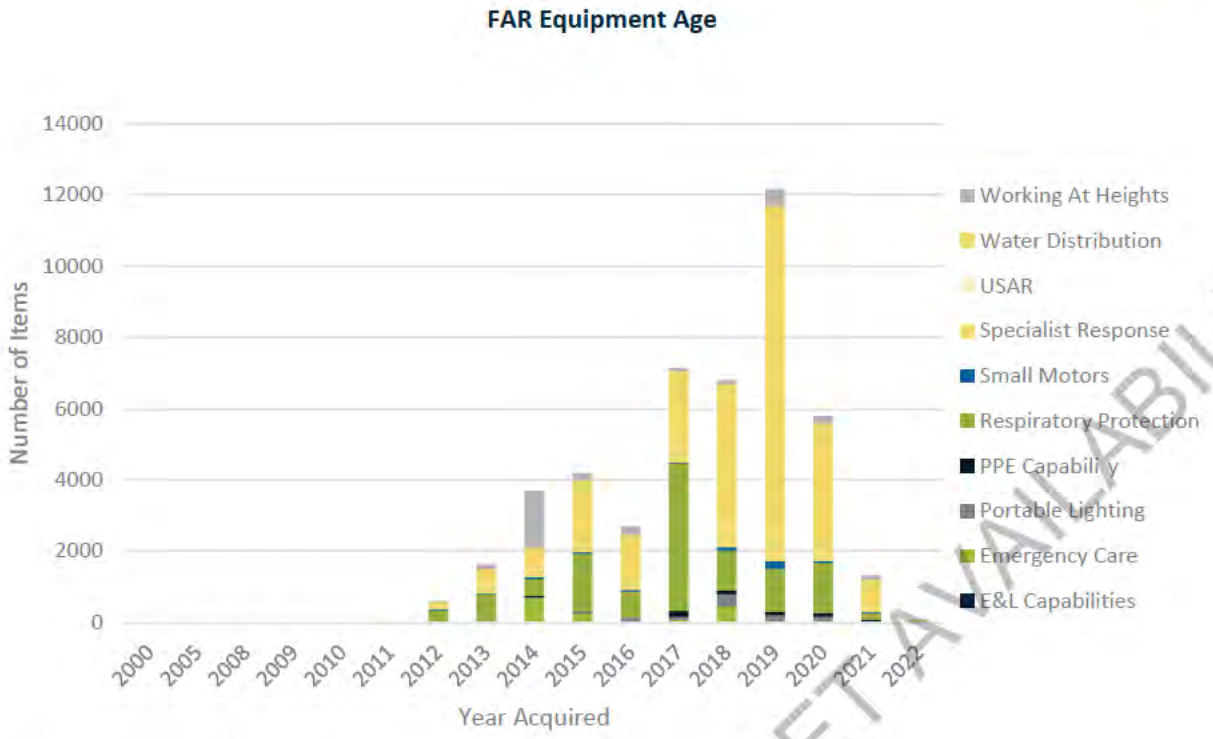


Figure 1: Equipment Age Profile Based On FAR

Future State / Strategic Direction

Future Asset Investment

The way operational equipment is managed has changed significantly over recent years to provide a more consistent, effective, and transparent approach. This has enabled the negotiation of supply agreements, maintenance contracts and ability to forecast expected changes in technology and their likely impacts. Significant effort has gone into reviewing the FAR and Asset Management Information System (AMIS) to ensure it is accurate and reflects current operational equipment asset holdings, locations and usage.

The impact of future decisions about future operational capability needs on operational equipment capabilities, capacities and distribution is as yet unknown, but it is almost certain to influence equipment distribution using a risk based 'network' approach rather than the historical brigade-by-brigade approach which has led to a like-for-like approach to equipment capability renewal.

Our Evolution Steps

There have been major evolutionary steps with the standup/setup of the operational equipment portfolio, as shown conceptually in the diagram below. The recent focus has been on establishing the basic asset management foundations, such as asset data cleansing, developing Capability Management Plans and budgets based on asset needs. The next evolution step is to review the workforce capacity including supply chain to meet current and future demand.

DOES NOT REFLECT BUDGET AVAILABILITY

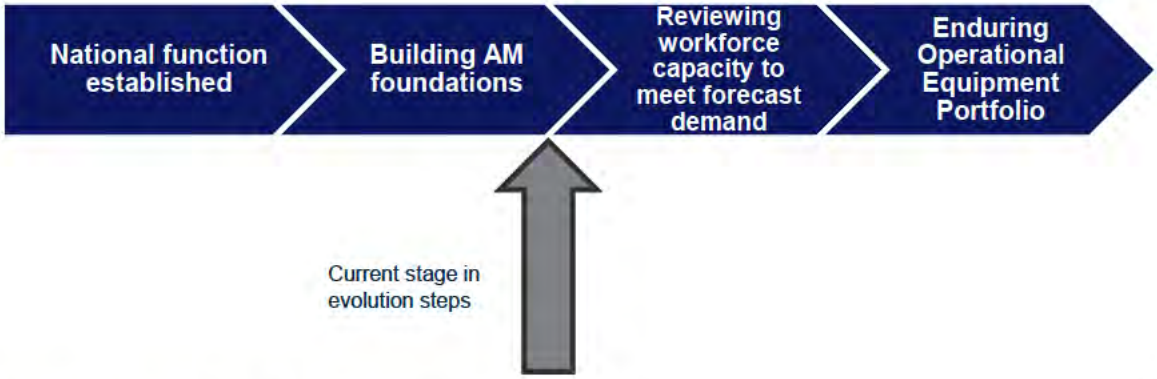


Figure 2: Evolution Steps For Operational Equipment

Financial Summary

The total amount of expenditure for operational and capital for the equipment portfolio over the next ten years is $275.61million, as shown in the table below. This shows that the average annual portfolio costs are about $23 million to 26 million per year with years one to three constrained to the current levy cycle.

Table 2 Financial Summary – Operational Equipment

Description	Projected Expenditure				
	Year 1	Year 2	Year 3	Year 4-10	Ten-year
	2025/26	2026/27	2027/28	2028-34	Total
Operational expenditure	$12,358,252	$12,800,000	$12,800,000	$89,600,000	**$128,000,000**
Capital expenditure:	$10,743,474	$12,389,344	$13,601,141	$111,876,659	**$147,610,618**
Total	**$23,101,726**	**$25,189,344**	**$26,401,141**	**$201,476,659**	**$275,610,618**

Source: Fire & Emergency 10 year forecasts (16 May 2025)

The significant capital work programmes include:

- Hosemaster Hose Maintenance Machine.[2]
- IGC radio replacement programme with modern digital capability (dependent on separate strategic Next Generation Critical Communication (NGCC) Public Safety Network Programme (PSN)) beginning in FY 2025/26.[3]
- Annual commitment L2 protective clothing.
- Annual commitmen for MVC rescue equipment.
- Annual commitment for breathing apparatus replacement.
- Annual commitment for Regional and National Training Centres capital expenditure.[4]
- Annual commitment for the operational equipment rolling programme at, Rotorua and regional training centres

The actual requirements for the new or emergent capability are still being determined are being progressively worked/developed. These include:

- MVC rescue capability.
- Respiratory protection capability.
- Carcinogen control and decontamination capability.

[2] There are two Hosemasters remaining to be purchased/installed in FY2025/26 and FY 2026/27.
[3] The IGC radio replacement programme has been deferred after the radios were subject to a mid-life refresh as part of the transition to NGCC/PSN.
[4] Bulk ordering of regional CAPEX has been nationalised to achieve economies of scale and price/volume commercial advantages.

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- Hazardous Materials (HAZMAT) capability (new technology required to ensure health and safety of firefighters).
- Gas detection capability.

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1. Introduction

1.1. Portfolio Overview

Fire and Emergency New Zealand's (Fire & Emergency) operational equipment portfolio is an enabler of response capability. It exists to enable Operational Response in effectively meeting Fire and Emergency's five core tasks or outputs.[5] Fire and Emergency's 4Rs strategic model is supported by the operational equipment 7Rs model, as shown conceptually in the Figure below.

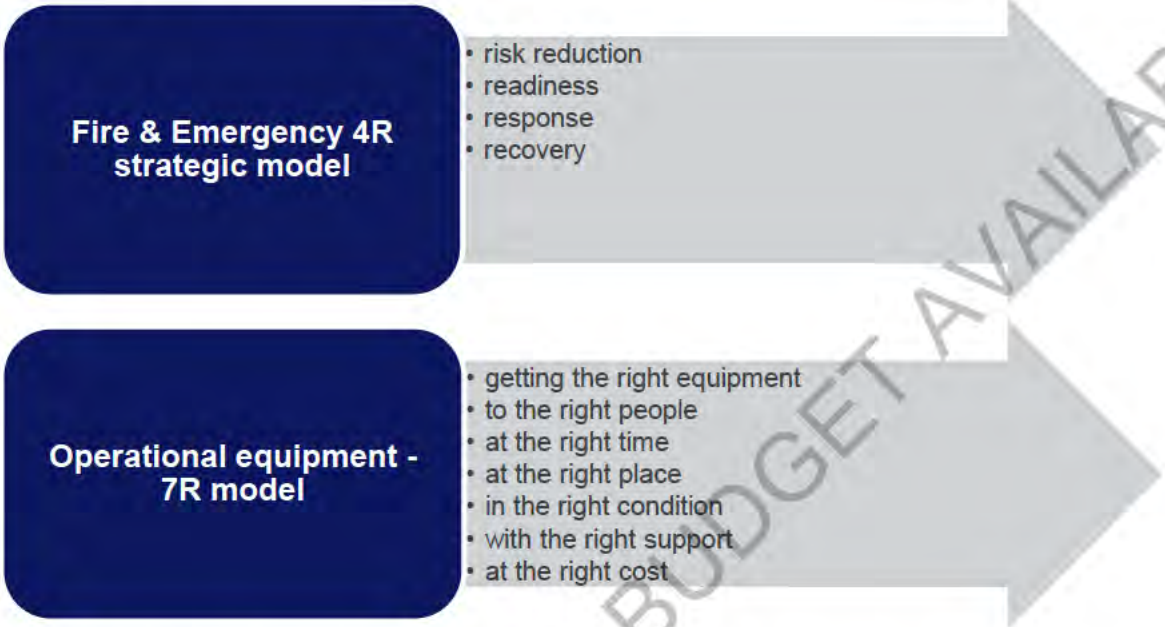


Figure 3: Hierarchy Of Operational Capability And Equipment Support

Operational equipment also supports the changes to Fire and Emergency's Strategic Direction (May 2025) shown conceptually in the Figure below.



Figure 5: Operational Equipment Enabling Strategic Priorities

The operational equipment portfolio was formed in 2020 to provide the same discipline as the established property, fleet, and ICT portfolios. A national logistics model was introduced based on a nationally led, regionally executed, locally delivered *'from factory to fireground'* approach to the provision of equipment and

[5] It enables delivery of 'safe, effective and resilient' responses and the building of 'building of strong business foundations'

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logistics support to firefighters. It is being integrated with the other portfolios (property, fleet, and ICT) and internal and external partners for it to be fit-for-purpose and to be shaped for and relevant to the future.

Our vision for operational equipment portfolio is transitioning from a tactical contractual provision of goods and services to strategic sourcing with fewer, more capable supplier partners that embeds key suppliers into our logistics networks whilst delivering best value outcomes. The mechanisms that allows this transition are being developed in the draft E&L Strategic Relationship Management Framework.

1.2. About This Plan

1.2.1. Purpose Of The Plan

The Operational Equipment Asset Management Plan (OEAMP) details how Fire & Emergency will manage operational equipment assets now and into the future. The OEAMP is a tactical plan that gives effect to a range of other Fire & Emergency strategies and tactical planning documents. It provides a means th ough which Fire & Emergency can demonstrate responsible management of its operational equipment assets.

The plan covers a period from 1 July 2025 to 30 June 2035, with a particular focus on the work programmes planned for the next three to five years. It reflects Fire & Emergency's focus on achieving an optimal balance between the key elements of asset management (AM), which are balancing service levels, cost, and risk.

This AMP is written in accordance with good AM planning and practice as set out in:

- Āpōpō / International Infrastructure Management Manual (IIMM).
- ISO 55000 (international standard covering management of physical assets).
- Good practice reports and guidance issued by The New Zealand Treasury and Infrastructure Commission.
- Cabinet Office Circular CO23(9).

1.2.2. Plan Hierarchy

The complexity of the asset portfolio and its alignment wi h the Operational Response outputs requires a suite of Asset Management Plans to demonstrate and implement effective asset stewardship, as shown in the figure below. The Strategic AMP provides the framework and AM planning approach for managing the assets and directs the technical AMPs including the future improvement actions such as information management and asset criticality.

This Plan (Operational Equipment AMP) is based on the on the latest available asset information, provide risk mitigations, work programmes and capability requirements, and is directed by the Strategic AMP. It is a forward-looking plan to support Fire & Emergency's intent for the operational equipment portfolio which is informed by Fire and Emergency's Strategic Direction 2025.

The Operational Equipment AMP is the overarching technical document and is supported by ~20 Capability Management Plans (CMP) for the main equipment categories. The lifecycle management detail is provided in the CMPs at equipment capability category level. There are eighteen CMPs completed to date, and it is intended to have about twenty-five in total. Two further categories have been added to the suite of equipment requiring CMPs (Aviation PPE and uncrewed aerial vehicles (UAV) (Drones). Further work on operational capability needs may further add to the capabilities requiring dedicated CMPs.

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Figure 5: Plan Hierarchy – Operational Equipment

1.3. Operational Equipment Assets At A Glance

The equipment assets have been grouped into capabilities to manage the large amount of equipment assets (~ 210,000 in total) in a systematic way. The two main capability categories, Firefighter Systems and Firefighting Systems, are outlined below. There are also Specialist Response Systems which are not core functions required emerging as being required to meet the changing operating environment.

Table 3: Summary Of Equipment Capabilities

Capability (Tier 1)	Purpose	Equipment Capability Category (Tier 2)
Firefighter systems	All the capabilities carried on a firefighter's physical frame to allow the firefighter to respond to an incident safely and effectively.	Personal protection
		Respiratory protection
		Thermal imaging
		Gas detection
Firefighting systems All the capabilities carried generally on a mobility platform (such as fire appliance, Ute), to enable firefighters to respond to the range of incidents specified as core activities (outputs).		Hose, portable pumps and waterway
		Small motors, generators, and chainsaws
		Working at height – access and rescue ladders
		General rescue equipment
		Specialist rescue equipment
		Firefighting chemicals and dispensing
		Power tools
		Hydraulic rescue
		Uncrewed ground vehicles
		Medical equipment
		Safety equipment
		Urban Search and Rescue (USAR) equipment
		Aviation PPE
Specialist Response Systems	All the capabilities required to allow specially trained firefighters and other responders to undertake specialist functions. These are not specifically defined as core activities and are emerging capabilities required to meet the changing operating environment.	Water response
		HAZMAT (hazardous materials) equipment
		Li-ion battery responses
		Decontamination
Command and Control Systems	All the capabilities that allow effective command and control or intelligence, surveillance and reconnaissance.	IGC Radios Uncrewed Aerial Vehicles

A snapshot of the operational equipment assets is shown in the figure below (with further detail in Section 2.1).

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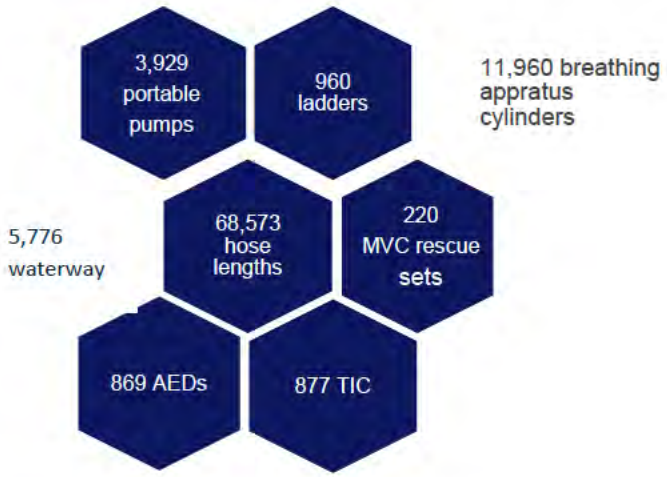


Figure 7: Snapshot Of Operational Equipment

Source: Fixed Asset Register (2024/25)

1.4. Strategic Linkages And Context

1.4.1. Strategic Focus

Fire and Emergency operates as an essential service that all New Zealanders rely on. The organisation is tasked to:

- Respond to fires and other emergencies.
- Provide capability and collaborate with other agencies during other emergency responses.
- Work across New Zealand Aotearoa to promote fire safety and reduce unwanted fires.

While the types of emergencies we respond to have changed over time, our work remains critically important to protecting and preserving lives, property, and our environment. We are committed to the following medium term key strategic focus areas as set out in our Strategic Direction 2025 – 2030

Table 4: Five Focus Areas

Undertaking safe, effective and resilient operations	• Capable, equipped and safe • Effective fire response to reduce harm • Specialist response
Being an effective regulator	• Promote fire safety in communities • Provide expert technical services • Enable regulatory compliance • Proportionate intervention
Building strong relationships	• Effective partnerships • Confidence of Government • Trust of communities • Our role is clear
Supporting our people	• Sustainable workforce • Increased engagement • Foster safety and wellbeing • Develop our people

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Having strong business foundations	• Prudent financial management • Effective governance • Risk focused and risk prepared • Robust business support • Effective management of assets

1.4.2. Strategic Linkages

The linkages and relationship between our Strategic Direction, Statement of Intent and Asset Management (AM) system is shown in the following framework diagram. It also shows the hierarchical integration of information. Good industry practice for investment decision making is based on a hierarchy of asset information shared between the levels and the overarching strategic direction. Asset information, knowledge and evidence are the foundations for effective AM functions.

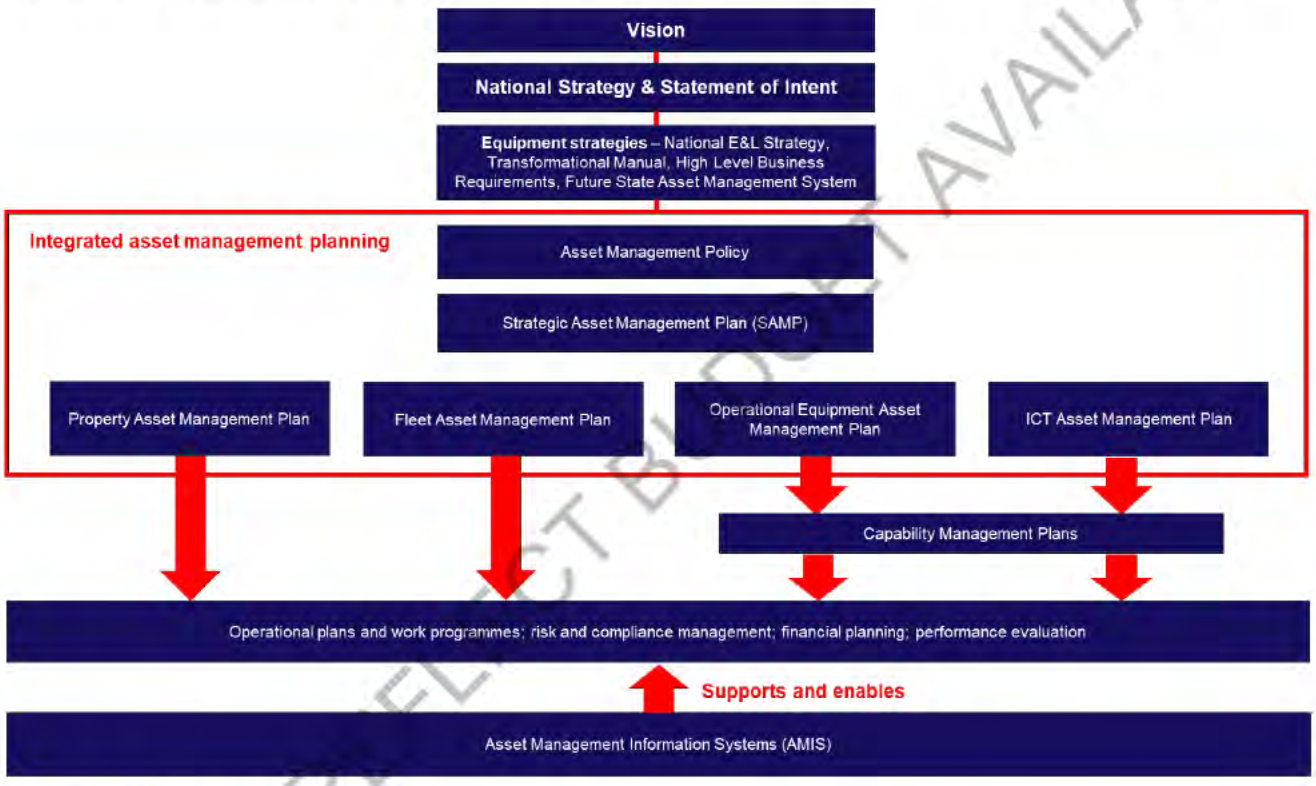


Figure 6: AM Framework

The key documents setting the strategic direction for the operational equipment portfolio are:

- National Equipment & Logistics Strategy (2020-2025).
- National Equipment & Logistics – High Level Business Requirements JDE / AMIS (2020).
- National Equipment & Logistics – Transformational Manual (2021).
- National Equipment & Logistics – Future State – Asset Management System (2021).
- Draft Operational Equipment & Logistics Category Plan .
- Draft Operational Equipment Supplier Relationship Management Framework .

There are large number of strategic documents guiding the endurance of the operational equipment portfolio. This was necessary to form the setup of this new portfolio and provide justification / rationale to internal stakeholders and users. The suite of strategic documents are being rationalised to a single, 10 year strategy produced in 2021 and due to be updated/revised in 25 to reflect our organisation's changed and changing strategic direction.

DOES NOT REFLECT BUDGET AVAILABILITY

1.4.3. Capability Linkages

When viewed though a Fire and Emergency equipment lens, a business or operational capability (or simply capability) describes a unique, collective ability that can be applied to achieve a specific outcome.[6] A capability can achieve an effect, solve a business or operational problem, convert inputs to an output (or part thereof), provide a benefit or value and can be used to describe a transformation rather than a process.

A capability is described by a series of separate but inter-related functions that when considered equals more than the sum of its parts. From a Fire and Emergency perspective, capability management is the approach that uses its component functions to establish performance goals for its capabilities based on value contribution.

The alignment of the operational equipment capabilities to the organisational output or core tasks specified in the Fire and Emergency Act (2017) is shown in the figure below. This shows that a diverse range of operational equipment is required to meet the core service delivery outputs.

Equipment & Logistics Outputs to Capabilities Linkages (Noting that Level 2 to Level 4 Personal Protective Equipment is not part of the Equipment and Logistics portfolio)	Firefighter systems				Firefighting Systems												
	L2 - Personal Protective Equipment	Respiratory Protection (Respirators, BA)	Thermal Imaging & Illumination	Personal Gas Monitoring	Hose, Portable Pumps and Waterway	Small Motors, Generators, Chainsaws	Ladders, Hooks and Chains, Line Rescue	Hydraulic Rescue Equipment	General Rescue Equipment	Specialist Rescue Equipment	Firefighting Chemicals and Foams	HAZMAT Equipment	Power Tools	Positive Pressure Ventilation	Medical Equipment (AED, Trauma Care)	Emergency Care Equipment (FAK, Modesty)	Safety Equipment	USAR Equipment
Fire protection including promotion of fire safety, compliance, and enforcement	✓	✓	✓	✓													
Rescue as a result of traffic accidents and urban search and rescue (USAR)					✓	✓	✓	✓					✓	✓	✓	✓	✓	✓
Fire response and suppression	✓	✓	✓	✓	✓				✓		✓		✓	✓				
Render safe hazardous substances and provide for safety at incidents.	✓	✓	✓	✓	✓					✓	✓	✓	✓	✓	✓	✓		
Responses to other emergencies including medical, maritime, other rescue and natural hazardous events						✓	✓		✓	✓					✓	✓	✓	✓

Figure 7: Alignment Of Equipment Capabilities To Core Tasks/Outputs

1.5. NZ Government's Expectations

The Cabinet Office Circular CO23(9) sets out the Government's requirements for improving investment decision-making and AM. The requirements create some new obligations and opportunities for departments

[6] In our case simplified to the 4Rs;- risk reduction, readiness (preparedness, deployability, sustainability), response, recovery.

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and entities. The Circular clarifies the expectations of key players, in particular the roles of Ministers, Chief Executives, and the Treasury on the quality of investment cases, and the prioritisation of investment choices.

CO23(9) has replaced the Investor Confidence Rating assessment tool. It places greater weight on service critical assets and holding Boards/Chief Executives and governance systems to account. A Chief Executive's Annual Attestation Statement is a mandatory requirement to the Treasury.

For each element, Departments are required to state their achievement in terms of:

- Compliant.
- Non-compliant.

Where practices depart from the requirements (i.e. non-compliant), the following information must be disclosed:

- An explanation as to why the requirement has not been met.
- The steps the Agency is implementing to meet the requirement.
- The estimated timeframe for the Agency achieve compliance.

This Operational Equipment AMP provides evidence to support Fire & Emergency's Chief Executive's Annual Attestation Statement. The first statement is for reporting on 2023/24. It is likely that Fire & Emergency's Operational Equipment portfolio will be fully compliant for the AM elements.

2. Current Asset State

2.1. Asset Information

2.1.1. Operational Equipment Asset Categorisation

The following tables show how the equipment is categorised within the Fixed Asset Register (FAR) and by CMP. They also provide a breakdown of the number and value of assets by CMP category recorded in the FAR.

Table 5: Equipment Categorisation

Tier 2 Category	Tier 3 Category	CMP Group	Technology Obsolete	Comments
Portable Lighting	Portable Lighting	No CMP	No	Milwaukee family of tools
Respiratory Protection	Breathing Apparatus	Breathing Apparatus	Yes	New technology is a system of systems integrated by IoT
	Compresso s	No CMP	No	Very low quantity @ BA filling stations (BA hubs).
Specialist Response	Decontamination	Decontamination	Yes	CMP yet to be written
	Motor Vehicle Crash Rescue	Motor Vehicle Crash	Yes	Current technology will continue to be supported but is at end of PLC. Replaced by battery powered equipment.
	Water Safety	Water Safety	No	
	HAZMAT	HAZMAT	Yes	
Emergency Care	Emergency Care	No CMP	No	Repair by Replacement, very low quantity
	Automated External Defibrillators	Automated External Defibrillators	Yes	
Water Distribution	Hose	Hose	No	
	Portable Pumps	Portable Pumps	Yes	Battery powered pumps increasingly available
	Waterway	Waterway	No	
	Firefighting Chemical Mixing/ Dispensing	No CMP	Yes	Modern distribution equipment is in bulk and is technology based/run.
Small Motors	Generators	Generators	No	
	Power Tools	Power Tools	Yes	
Working At Heights	Ladders	Ladders	No	

DOES NOT REFLECT BUDGET AVAILABILITY

	Line Rescue	Line Rescue	Yes	
	Thermal Imaging	Thermal Imaging	Yes	
	PPV Fans	PPV Fans	No	
	Gas Detection	Gas Detection	Yes	Incorrectly categorised in FAR
	Aviation Helmets	Aviation Support	No	Very low quantity. Personal issue to qualified air attack personnel only
E&L Capabilities	E&L Capabilities	E&L Capabilities	Yes	Hosemaster, Field Servicing Trailers
USAR	USAR Equipment	No CMP	N/A	
Command and Control Capabilities	Uncrewed aerial systems Incident Ground Communications	C^2 Capabilities	Yes Yes	Drones IGC Radios

Source: Fixed Asset Register Value (May 2022)

The operational equipment has an overall value of $55.1 million and a net book value of $23.5 million, as shown in the table below. It is noted that low value assets are not capitalised but some low value assets are consolidated/bundled.

The greatest quantity of assets is hoses at 37% of all equipment, breathing apparatus is the next highest quantity at 30%, then 14% waterway assets, the remaining 19% is made up of a vast range of specialist equipment, as grouped below. Most of the maintenance, inspections and service of equipment is undertaken by in-house resources especially hose, portable pumps, small engines and waterway. Specialist technical equipment for which special tools and test equipment (STTE) is required is serviced and maintained by external agents under national contracts.

Table 6: Asset Values – Operational Equipment

CMP Category	Sum Of Asset Costs	Sum Of Net Book Value	Sum Of Replacement Cost (FY24 Close)	Count Of Replacement Cost (FY24 Close)	Average Of Replacement Cost (FY24 Close)
Breathing Apparatus	$10,815,440	$4,095,236	$16,337,368	11,961	$1,366
MVC rescue	$9,741,030	$4,019,702	$15,231,077	3,433	$4,436
Hose	$8,173,495	$4,528,582	$12,593,366	17,435	$722
Waterway	$6,215,195	$3,366,734	$9,889,549	5,776	$1,712
Portable Pumps	$3,951,924	$2,162,800	$5,810,262	750	$7,747
No CMP	$4,025,592	$1,196400,	$5,856,341	1,799	$3,255
Ladders	$2,933,656	$1,516,663	$4,378,449	959	$4,566
Thermal Imaging	$2,417,434	$1,366,306	$3,533,824	370	$9,551
Line Rescue	$1,834 682	$591,068	$2,915,600	2,240	$1,302
Water Safety	$1 669,709	$924,108	$2,439,789	934	$2,612
Power Tools	$955,051	$597,089	$1,377,634	514	$2,680
Portable Lighting	$769,088	$421,541	$1,137,050	996	$1,142
Decontamination	$575,080	$176,452	$909,984	47	$19,361
Generators	$537,545	$246,713	$812,664	162	$5,016
PPV Fans	$485,139	$317,483	$688,647	77	$8,943
E&L Capabilities	$1,905	$1,352	$2,657	21	$127
Grand Total	**$55,101,963**	**$25,351,792**	**$84,014,262**	**47,474**	**$1,769**

Source: Fixed Asset Register Value (May 2025)

2.1.2. Equipment And Logistics Footprint

The footprint of the equipment and logistics service centres (ELSCs) that support the Service Delivery operations is shown in the map below. This shows the five ELSCs which are regionally affiliated (shown as red stars). Some of these (Kaikohe, Palmerston North, Rangiora, Clyde) are legacy sites from the former rural network (prior to the amalgamation/integration). Fire & Emergency operations is also supported with equipment from stores and two National Equipment and Distribution Centres, supporting the South Island located at Rolleston and the North Island located at Tauranga (shown as yellow stars).

DOES NOT REFLECT BUDGET AVAILABILITY

The equipment and logistics footprint has been consolidated with the setup of the function in 2020. This included closing the depots at Ngongotaha Kilbirnie, Renwick and Geraldine. The equipment and logistics activity previously conducted from those depots has been consolidated at the more capable and functional service centres at Clyde, Rangiora, and Tauriko.

Third party contracted operational equipment support is carried out by Forest Protection Services Ltd at Whangarei and Rural Fire Network Ltd (now Tasman Equipment Logistics Ltd (TEL).

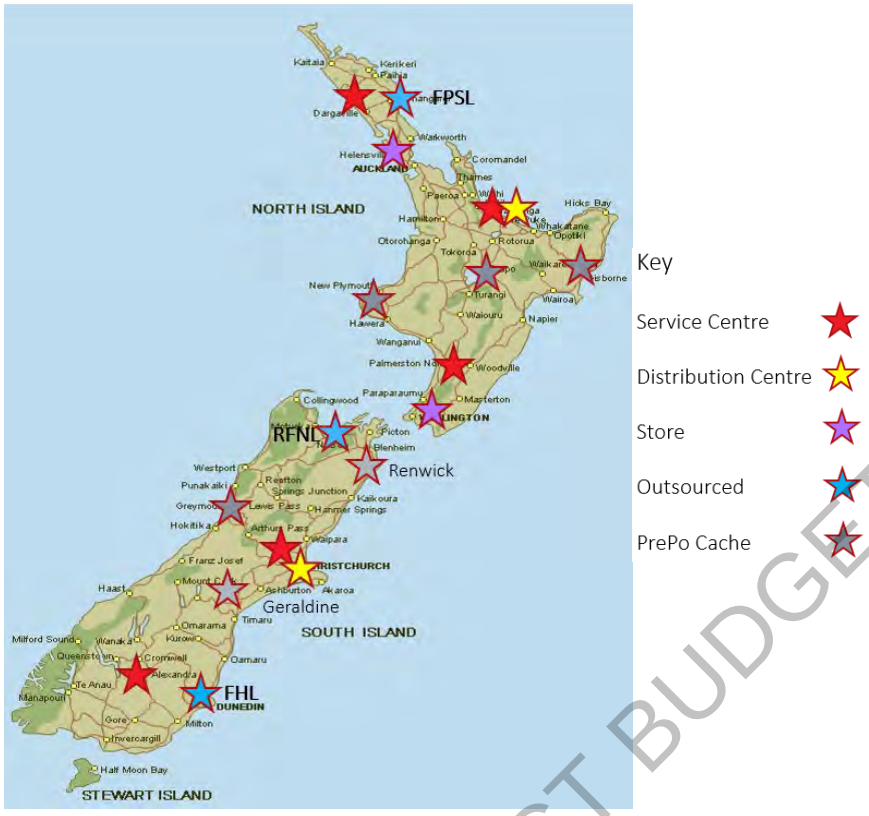


Figure 8: Equipment and Logistics National Footpri t

2.2. Critical Assets

The operational equipment assets and services are managed on a three-level service criticality as shown in the figure below. This service criticality is fundamental to decision making at strategic and tactical levels.

DOES NOT REFLECT BUDGET AVAILABILITY



2.3. Asset Performance

The performance of operational equipment is assessed in terms of the following factors:

- Safety.
- Asset service lives.
- Fitness for purpose.
- Condition assessments.
- Internal or external certification for high-risk equipment.

Asset performance of operational equipment is assessed as follows:

- Annual maintenance checks and certification for MVC rescue equipment, breathing apparatus and Hosemaster by the supplier/supplier's agent through the national support contracts.
- Annual maintenance check and certification of the other equipment completed regionally.
- Asset failures / defects are taken to the service centres for remediation.

The results are recorded in the asset management system (JDE). The current asset performance (based on achievement in 2024/25) is detailed in the current levels of service summary table (refer to Section 3.6.1).

2.4. Asset Condition

Asset condition is currently assessed formally only for MVC rescue equipment and breathing apparatus by the supplier through the national support contracts as part of the annual maintenance checks and certification process (noted above). The results are also recorded in the supplier's asset management system and Fire and Emergency's (JDEWorld).

Fire & Emergency staff undertake routine cleaning, servicing and inspections of most equipment, any fault equipment or equipment in poor condition is identified through this task and sent to the ELSCs centres for remediation.

DOES NOT REFLECT BUDGET AVAILABILITY

3. Levels Of Service

3.1. Levels Of Service Overview

Fire & Emergency aims to provide operational equipment assets that deliver the agreed levels of services in a sustainable manner over the long term. This section defines the levels of service or the qualities of the service that Fire & Emergency intends to deliver through its operational equipment portfolio, and the measures used to monitor this. The levels of service supports the Strategic Direction and Statement of Intent, and is based on statutory obligations, international and national standard requirements, and user expectations.

This section is related to levels of service provided as outputs from the operational equipment portfolio Levels of service related to operational services are documented separately in Fire & Emergency's Statement of Performance Expectations (2025/26).

3.2. Key Users And Partners

Good knowledge of partner values and drivers is essential for safe, serviceable and rel able operational equipment portfolio. User experiences and feedback are important for understanding if the operational equipment assets are safe to use and have an appropriate (to role) availability. The key users and main partners involved in the Fire & Emergency operational equipment assets and their specific areas of interest are shown in the table below.

The main users of operational equipment assets are:

- Firefighters – career and volunteers.
- Fire & Emergency operational staff (operational support)
- Fire & Emergency fleet management.
- Others government agencies in the emergency management and security sectors (e.g. NZ Police and NZ Defence Force) .
- Fire and Emergency Unions and Associations and their members (NZPFU, UFBA, FECA etc.)

Table 7 Key users and stakeholders – equipment

Segment	Area Of Interest
Customers / users – external	
The Community	Interested in a trusted and responsive first responder to fires and emergencies in their community.
	Promote fire safety and reduce unwanted fires.
External Partners	
Iwi and Māori	Building strong relationships of trust and confidence with iwi, Māori urban authorities, providers, communities, and emergency management sector partners. We are focused on building strong partnerships with iwi through our local brigades and Pou Takawaenga Māori (Māori Liaison Officers).
Emergency Management Sector	Respond to civil emergencies and natural disasters with National Emergency Management Agency, New Zealand Police, NZ Ambulance Services and other emergency services requires being ready and able to respond to incidents throughout the country.
The T easury	Interested in the prudent management of the Fire & Emergency's assets as an asset intensive agency. Monitored and evaluated through the Cabinet Office Circular (23)9 process (strategic planning and AM element).
Unions and Associations	Unions and Associations demand that their memberships have access to modern, safe to use and fit-for-purpose operational equipment. They are not concerned about cost. They are concerned about safety and fitness-for-purpose
Key Users – internal	
Firefighters	Firefighters want assurance that they can access and are using safe, modern, and fit-for-purpose operational equipment. They are not concerned about cost, distribution and operational equipment network capabilities.
Internal Partners	

DOES NOT REFLECT BUDGET AVAILABILITY

Segment	Area Of Interest
Executive Team and Board	Interested in sound asset stewardship to support the delivery of Fire & Emergency core services and to deliver against the Statement of Intent and the New Zealand Government's priorities. Providing a responsive first responder in the community. They do not want any financial or asset risk surprises.
Regional Teams	Interested in meeting their operational needs in their regions. They need to know which equipment to undertake operational functional checks and others that are undertaken by external contractors.
Corporate and Finance teams	Ensuring the operational equipment assets are meeting the user expectations and the agreed levels of service. The operational equipment portfolio is being managed financially sustainable. The operational equipment related asset risks are being proactively managed with no surprises.
Fire & Emergency operational staff	Interested in availability of operational equipment to meet their current and future needs. User groups are set up to give focussed feedback on their needs. They are not concerned about cost.
Fleet Team	The operational equipment is typically located on the fire appliances. With new and emerging technology, the fire appliances may need to be adapted.
Property Team	The operational equipment is typically located in the fire stations. With new and eme ging technology, the fire stations may need to be adapted (e.g. for battery charging).
Information, Communication and Technology team	The operational equipment is becoming more technologically complex and reliant on effective data and information analytics which must be integrated with Fire and Emergency's information and communications networks.

3.3. Legislative And Regulatory Framework

The key legislation and other statutory or duty of care obligations affecting the operational equipment portfolio are enshrined in a number NZ statutes, regulations and in international standards. They are summarised at the Appendices,

3.4. Policies, Standards And Plans

The primary documentary artefacts that link and guide the operational equipment portfolio are confined to operational equipment specific international performance standards from which Fire and Emergency derives internal policies, standards, plans and procedures. They are relatively new, having come into being as a result of the stand up of the E&L Directorate in 2020. The standards, that direct or influence equipment characteristic and performance are different and are summarised at the Appendices. The relevant international standards that operational equipment must meet or perform to/at are stated in each CMP.

3.5. User Engagement

Engagement with users (firefighters) on the operational equipment needs for meeting firefighting capability is undertaken as follows:

- The regional managers are consulted formally on quarterly basis.
- Leadership teams are consulted formally on at least a bi-annual basis including Service Delivery Design.
- Fire fighters and operational support personnel are consulted when there are asset performance issues. Feedback sessions are undertaken monthly.
- The Unions and Associations are consulted on a monthly basis at the tactical level.
- SME's and union and association representation on Operational Equipment evaluations and trails is sought for every evaluation.

These are the formal communication channels for firefighters to provide feedback on their perspective of:

- Availability of equipment.
- Condition of equipment.
- Appropriateness of equipment.
- Equipment defects and/or unsatisfactory performance.
- Response time from service centres/ equipment stores.
- Any equipment that would make their job better/ easier/ more efficient.

DOES NOT REFLECT BUDGET AVAILABILITY

- General improvement.

3.6. Service Level Summary

3.6.1. Current Levels Of Service

The current levels of service and performance measures for the operational equipment portfolio are summarised in the following table. The full table with 10 year targets is in Appendix 9.5. They have been developed based on:

- Statutory and other legal requirements.
- International and national standard requirements.
- User service expectations.
- Criticality classification.
- CO(23)9 requirements
- Organisational Direction , Strategic Statement of Intent and operational equipment related strategies.

DOES NOT REFLECT BUDGET AVAILABILITY

Table 8: Current Service Level Summary – Operational Equipment

Strategic priorities (SOI)	Key service attribute	Equipment category	Levels of Service Statement	How we will measure our performance	Current performance 2024/25	2025/26 Target (Year 1)
Undertaking Safe, Effective And Resilient Operations	Availability	MVC Rescue	Operational equipment is available for use with sufficient quantity to meet demand across all locations	Roadside rescue equipment operationally	98.5%	>95%
		Breathing apparatus		Breathing apparatus equipment operationally	99.5%	>98%
		Access and rescue ladders		Ground ladders equipment operationally	99%	>95%
		Thermal imaging		Thermal imaging equipment operationally	99.5%	>98%
		Portable pumps		Portable pumps equipment operationally	90%	>80%
		Chainsaws		Chainsaw equipment operationally	90%	>80%
		Hosemaster		Hosemaster equipment operationally	98%	>95%
		Portable generators		Portable generators equipment operationally	95%	>87%
Undertaking Safe, Effective And Resilient Operations	Reliability / maintainability	MVC Rescue	Provide reliable and well-maintained equipment for users	Full achievement with performance standards for roadside equipment	100%	Pass / fail
		Breathing apparatus		Full achievement with performance standards for breathing apparatus	100%	Pass / fail
		Access and rescue ladders		Full achievement with performance standards for ground ladders	100%	Pass / fail
		Thermal imaging		Full achievement with performance standards for thermal imaging	96.5%	Pass / fail
		Portable pumps		Full achievement with performance standards for portable pumps	85.0%	Pass / fail
		Chainsaws		Full achievement with performance standards for chainsaws	90.0%	Pass / fail
		Hosemaster		Full achievement with performance standards for Hosemaster	89.8%	Pass / fail
		Portable generators		Full achievement with performance standards for portable generators	89.0%	Pass / fail
Undertaking Safe, Effective And Resilient Operations	Condition	MVC Rescue	Quality operational equipment portfolio provided	% of roadside rescue equipment in satisfactory condition (grades 1, 2 or 3, based on asset value not quantity)	99.2%	>85%
		Breathing apparatus		% of breathing apparatus in satisfactory condition (grades 1, 2 or 3, based on asset value not quantity)	100%	>85%
Undertaking Safe, Effective	Safety	MVC Rescue		Full compliance with annual maintenance check and certification for roadside rescue (MVC) equipment	100%	100%

DOES NOT REFLECT BUDGET AVAILABILITY

Strategic priorities (SOI)	Key service attribute	Equipment category	Levels of Service Statement	How we will measure our performance	Current performance 2024/25	2025/26 Target (Year 1)
And Resilient Operations		Breathing apparatus	Operational equipment is safe to use and fully certified	Full compliance with annual maintenance check and certification for breathing apparatus	100%	100%
		Access and rescue ladders		Full compliance with annual maintenance check and certification for ground ladders	100%	100%
		Thermal imaging		Full compliance with annual maintenance check and certification for thermal imaging	99.5%	100%
		Portable pumps		Full compliance with annual maintenance check and certification for po table pumps	76%	100%
		Chainsaws		Full compliance with annual maintenance check and certification for chainsaws	80.0%	100%
		Hosemaster		Full compliance with annual maintenance check and certification for Hosemaster Hose Care Machines	100%	100%
		Portable generators		Full compliance with annual maintenance check and certification for portable generators	88.3%	100%

Key:

No data, new measure	Improvement / Achieved	Needs remediation	Not achieved

Notes:

- The 2022/23 actuals were based on the number of failures / defects while on task or during weekly checks.
- The condition results for breathing apparatus, Hosemaster and roadside rescue equipment categories are based on the annual checks undertaken through the maintenance contracts. The equipment is returned to as new condition through these national maintenance contracts.

DOES NOT REFLECT BUDGET AVAILABILITY

3.6.2. Future Levels Of Service

Future technical levels of service that maybe considered are outlined in the table below.

Table 9: Future Indicative Service Level Summary – Operational Equipment

Key service attribute	Performance measure	Notes
Condition	Percentage of assets past their Original Equipment Manufacturers (OEM) recommended design, service or economic lives.	Some of the equipment asset classes are past their manufacturer recommended design, service or economic lives. This is considered acceptable given the wide usage variance across the organisation. E&L uses a 'cascade' process to attempt to even out service lives by cascading operational equipment from 'busy' stations and brigades to less busy ones.
	Percentage of operational equipment in satisfactory condition (grades 1, 2 or 3 for other equipment categories).	This will always be highly variable depending on when an asset enters service, when and how it is used and how often it is deployed on task. Also depends on whether equipment is subject to cascade or used in training.
Resilience	Number of failures on start-up at a task or failure during weekly / monthly checks or on recommissioning.	This is a measure related to criticality to mission/task success.

3.7. Service Gaps

Our achievements for meeting the current performance measures in 2024/25 are:

- Overall, we did achieve the performance measures covering availability and condition.
- The performance measures were partially achieved for service life, safety and reliability, availability and maintainability (RAM).

DOES NOT REFLECT BUDGET AVAILABILITY

4. Future Demand

4.1. Demand Overview

This section describes how the scale and type of demand is changing for providing fire and emergency services and the impact on the operational equipment portfolio. The type of emergencies that we deal with are changing.

We are now facing more non-structure fire emergencies where we work together with other emergency services. We are responding to more motor vehicle crashes (MVC) medical incidents, wildfires, natural disasters, and fewer fires in buildings and structures. We have also played a key role in responding to major earthquakes and adverse flood events. We need to develop a wider range of skills and abilities in our staff and assets to ensure that we can respond effectively to these challenges regardless of whether or not we are designated first responders or co-responders.

4.2. Factors Impacting Operational Demand.

4.2.1. Changing Emergency Trends

A snapshot of the incident numbers and major events in 2023/24 is shown below.

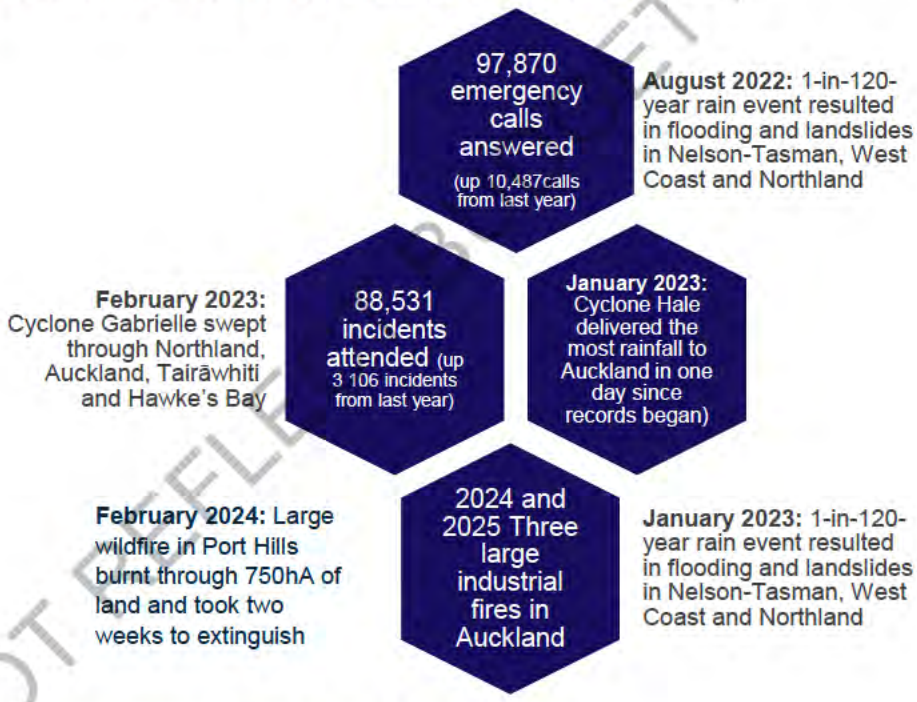


Figure 4: Snapshot Of Incident Numbers And Major Events In 2022/23

Source: Fire & Emergency Annual Report 2023/24

Fire & Emergency's main emergency management functions include responding to fires, promoting fire safety, pr viding for the safety of persons and property endangered by incidents involving hazardous substances, rescuing people trapped because of transport accidents or other incidents, and providing urban search and rescue services. Additional functions Fire & Emergency assists with include medical emergencies, maritime incidents, weather events, natural hazard events, disasters, and non-hazardous substance incidents.

These multiple functions and changing nature of incidents means the operational equipment portfolio needs to also change. It is expected that the changes in the type and frequency of incidents will have a bigger impact on the operational equipment portfolio rather than population growth.

DOES NOT REFLECT MARKET AVAILABILITY

4.2.2. Factors Impacting Operational Demand

Deployability is vital for operational equipment being available and fit for purpose for operational response to incidents. The key demand factors impacting the deployability are summarised in the table below.

Table 10: Operational Equipment Demand Factors

Demand factors	Description
Evolving Technology	Equipment is changing all the time with evolving technology particularly with greater use of AI,AR and IoT software applications. This means some equipment asset types will become technologically obsolete. There is also a significant move from fossil fuel power to electric power. The E&L team undertakes environmental scans internationally on emerging technologies for equipment. We also have membership of the Australian Fire and Emergency Authorities Council (AFAC) Operational Equipment Technical Group (OETG) which is the Australian and New Zealand National Council for fire and emergency services to share information / ideas.
Incident Types	The changing emergency trends above show that the incident types are trending towards less structure fire emergencies and responding to more weather-related longer-duration events such as wildfires (which are becoming either short warning, long-duration, intense) and natural disasters. This means that operational equipment provision needs to adapt to these changes as well.
Lithium-ion (Li-ion) Battery Fire Hazard	There is a trend towards battery charged vehicles, e-scooters, e-bikes and power tools. They use lithium-ion batteries which are light and compact. However, lithium batteries can be a fire hazard if they are mis-handled, mismanaged or damaged.
Weather-Related Incidents And Natural Disasters	Severe weather events and natural disasters are expected to increase in frequency. Rainfall conditions are changing with recent extreme weather events. Storm events are more intense and localised causing greater damage. For weather related events, it is typically a co-agency or multi-agency response with NEMZ, New Zealand Police and g ound or air Ambulance Services. Climate change is expected to have a noticeable effect on the frequency and severity of vegetation / wildfire incidents. This means there will likely be more of these events happening, and they may become more severe.
Operational Capabilityneeds planning.	Fire and Emergency is refreshing its network perspective of response capability as well as the brigade-by-brigade perspective. It is reasonable to assume that this resetting wil alter operational equipment populations and distribution which will drive future demand.

4.3. Current Demand For Services

The current demand for equipment assets and services is largely based on maintenance and testing, and post event reconstitution. Defects / failed operational equipment are logged mainly through telephone calls but also with the Safe@Work portal or presented at the Equipment and Logistics Service Centres for remediation.

There is tension for having operational equipment readily available based on:

- Demand - Current demands and ability to service this by the existing E&L Team.
- Supply – Lead in time for new stock ranges from six to nine months and sometimes greater than 12 months in cases of specialist items. The majority of stock comes from USA, Canada and Europe and is subject to production (raw material availability and price) and/or shipping disruptions. E&L has countered this limitation by placing Fire and Emergency consolidated bulk orders in the current FY for delivery in the next FY. This has been done in consultation with suppliers to ensure space on OEM production lines for relatively small orders (globally) and flexibility in shipping from the OEM to NZ.

The stock levels are calibrated against current demands and are planned against the most likely scenario (i.e. a single Long Duration Event per season).

DOES NOT REFLECT SUPPLY AVAILABILITY

4.4. Future Demand

4.4.1. Future Equipment Requirements

Future requirements for equipment will be guided by the future Operational Capability needs of FENZand emergent and emerging technology. There will likely be a move to multi-functional equipment for firefighters rather than the current separate specific to intervention items such as thermal imaging gas detection. Such technology would also be integrated with digital platforms particularly GPS and operational communication systems (Bluetooth and Wi-Fi) to give a vastly superior incident ground situational awareness than is possible now. The next generation of integrated equipment for firefighters is expected by the en of this AMP period likely starting with new technology for breathing apparatus and MVC crash rescue equipment if funding allows. The current disparate equipment (e.g. TI, PGM, GPS, Bluetooth, Wi-Fi etc.) are likely to be integrated by the internet of things (IOT).

4.4.2. Projected Demands

The medium to long term outlook for Fire & Emergency likely involves an increase in Long Duration Events (LDE) and/or High Impact Events (HIE). It is expected that these events will increase n both frequency and intensity as extreme weather patterns and events increase. This will require additional E&L generated activity for post event re-constitution of the operational equipment and stock holdings.

These additional future demands will widen the current demand and supply gap for providing available and deployable operational equipment.

4.5. Demand Management Planning

Demand for services will be managed through a combination of managing existing and providing new assets to meet demand or changing physical needs such as climate change. The operational equipment portfolio's core function is to enable operational responses. Our current demand management programmes are summarised in the table below.

Table 11: Current Demand Management Programme – Op rational Equipment

Current demand management programmes	Description
Updating the National Equipment & Logistics Strategy	Long term planning is instrumental to managing growth and demand requirements rather than responding operationally or acquiring new assets. This strategy will define the future state for the portfolio, so it can be proactively managed at national level and delivered at regional level.
Environmental Scan	We will keep up with emerging technologies for equipment by proactively undertaking environmental scans internationally at least annually. The stand-up of the Asset Strategy and Data Assurance function within the directorate will allow a formal approach to business intelligence.
Workforce Capacity	Current demand on the E&L Team capacity is being evaluated to ensure it can provide support to service delivery operations. The workforce and supply chain capacity to meet current and future demand is being assessed.
Working with Operational Response	The operational equipment needs to be available and deployable to meet the demands of an evolving approach to firefighting and their requirements (doctrine, tactics, techniques and procedures (DTTP)).

4.6. Growth And Demand Assumptions

The key growth and demand assumptions for the operational equipment portfolio are as follows:

- Changes in the type and frequency of incidents will have a greater impact on the portfolio rather than population or demographic/geographic growth.
- Operational needs will alter the operational equipment populations and distribution according to risk responsiveness and adopting a network approach to response capabilities.
- The operating environment is increasingly complex and changing.

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- There will be different ways of working in the future. Non-kinetic responses with assume ascendency over kinetic (boots-on-the-ground) interventions.
- Operational equipment will become more integrated with digital platforms and systems through the IoT.
- Any improvement to New Zealand's national roading infrastructure may see a reduction in equipment used for motor vehicle crash rescue. The addition of expressways, lane barriers (either physical or virtual) and other such safety improvements have already seen a reduction in MVC responses for brigades satiated along these improved arterial routes.

DOES NOT REFLECT BUDGET AVAILABILITY

5. How We Will Manage Our Operational Equipment Assets

5.1. Overall Lifecycle Management Approach

Fire & Emergency is committed to providing sufficient quantity, safe to use, fit for purpose, in good condition operational equipment that supports response capability across the range of incidents the organisation responds to. This section outlines how Fire & Emergency plans to manage and operate its equipment assets throughout their lifecycle whilst balancing meeting levels of service, optimising risk and cost, as conceptualised below.



Figure 5: Asset Management Balancing Concept

Whilst there is a significant range of operational equipment assets, there is a similar whole of life approach to their management. There is a common approach to the sourcing and procurement, creation, operation, renewal, and disposal strategy / plan for each category. The CMPs document the specific approach for each major category. This includes planning acquisition, operation, maintenance and disposal as shown in the figure below.



Figure 6: Asset Lifecycle Elements

Operational equipment assets are managed from the end-to-end ('cradle to grave'). The key asset lifecycle phases are – problem/effect definition, identification, sourcing, introduction into service, through-life support, withdrawal form service and disposal.

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This section covers the overall approach used to manage operational equipment. The lifecycle management plan below outlines the overall operational and maintenance activities, renewal and creation plans for all operational equipment. Operational equipment current asset state including asset information, performance and condition is detailed in Section 2.

The lifecycle management plan for operational equipment is summarised in the table below.

Table 17: Operational Equipment Lifecycle Management Strategies

Strategy	Description
Operational And Maintenance Strategies	Operational equipment for both firefighter systems and firefighting systems needs to be available in sufficient quantities at each fire station or brigade to support Fire & Emergency's response capabilities. Fire & Emergency have established a network of regional ELSCs where operational equipment is swapped in and out, to meet demand and manage faulty equipment or equipment requiring maintenance or specialist certification. Equipment condition and performance is primarily monitored by the firefighters when using it or completing regular inspections. Any faulty equipment or equipment in poor condition is tagged and put aside for maintenance or sent to the ELSC centre for repair or replacement (depending on the fault). Firefighters and in-house staff that have been trained undertake a range of routine cleaning, servicing, inspections, tests, and minor repairs at both the fire station and ELSCs. Specialist equipment such as MVC rescue and respiratory protection is maintained and certified by specific service agents to undertake routine certification, servicing, and repairs. Fire & Emergency have several contracts in place to cover this requirement. If Fire & Emergency do not have sufficient in-house resources to maintenance operational equipment and there is a backlog of maintenance requirements, external service agents will be used to undertake the work.
Renewal strategy	Fire & Emergency is in the process of working through the operational equipment requirements based on asset needs. The FAR is the core data source that records equipment age based on purchase data. OEM recommended service life's by category are applied to all operational equipment, and this is used as the primary analysis to predict future renewal needs. Most equipment has a relatively short life of 10 years driving a need for adequate renewal funding. The recent analysis would indicate that the current budget is insufficient to meet forecast renewals based on asset needs. Fire & Emergency has negotiated supply agreements for major operational equipment items. Over recent years, there has been sign ficant cost increases and global supply and distribution delays for operational equipment.
Creation Strategy	Fire & Emergency's operational response requirements (number and length of incidents responded to) are increasing which is driving the demand for more and different types of specialist operational equipment. Technology obsolesce is also driving the requirement to new operational equipment. Fire & Emergency has been monitoring demand for operational equipment, industry trends, and changing technology to inform equipment requirements and purchases across all categorises. This is built into the renewal forecast presented in this AMP. The CMPs document specific issues and trends for major equipment categories.
Disposal strategy	As operational equipment has a relatively short life, there is a high turn-over of equipment with numerous items taken out of operational circulation annually when it's no longer economic to maintain the item, it has reached the end of its designated service life or it is obsolete. Some items require specialist disposal and Fire & Emergency has arrangements in place for this. Most items can't be recycled or repurposed, but this is reviewed and adjusted regularly (e.g. the E&L decanting of Class A foam from 1000 l IBC's to re-usable 23 l pails).

5.2. Budget Setting And Forecasting

The budget forecast for operational equipment capital requirements has been based on detailed analysis of the asset register , incorporating known increases in equipment prices, growth, and increased cost due to technology obsolescence.

The current budget is split between regional allocations and central / national specific equipment budgets. As operational equipment is now largely managed centrally, the capital budget should be based primarily off forecast demand requirements centrally. The renewal budget focused primarily on operational cost for

DOES NOT REFLECT BUDGET AVAILABILITY

servicing and maintenance undertaken by in-house resources, with consumables used as required to support this task.

As operational equipment is swapped in and out of the ELSCs, the budget needs to be focused on adequately resourcing these ELSCs centres to keep up with demand for major maintenance, specialist servicing and repairs that are not undertaken at individual fire stations.

5.3. Asset Age

The Asset Register records the age of all equipment when purchased. The manufacturer designated/recommended expected service life of individual items has been used to determine renewal forecasts by CMP capability category. The tables and graphs below provide the number of items per category expected to be replaced per year. Further analysis is provided in Appendix 10.6, which compared expected expenditure requirements against budget for each category.

The useful life adopted for renewal forecasts and annual depreciation is 10 years for most equipment. The exceptions are ladders and portable pumps at 15 years and roadside rescue at 20 years. Many of the equipment asset classes are past their service / operational lives as recommended by their Original Equipment Manufacturers (OEM). Approximate 6% of the equipment portfolio is older than the recommended service life and due for immediate replacement.

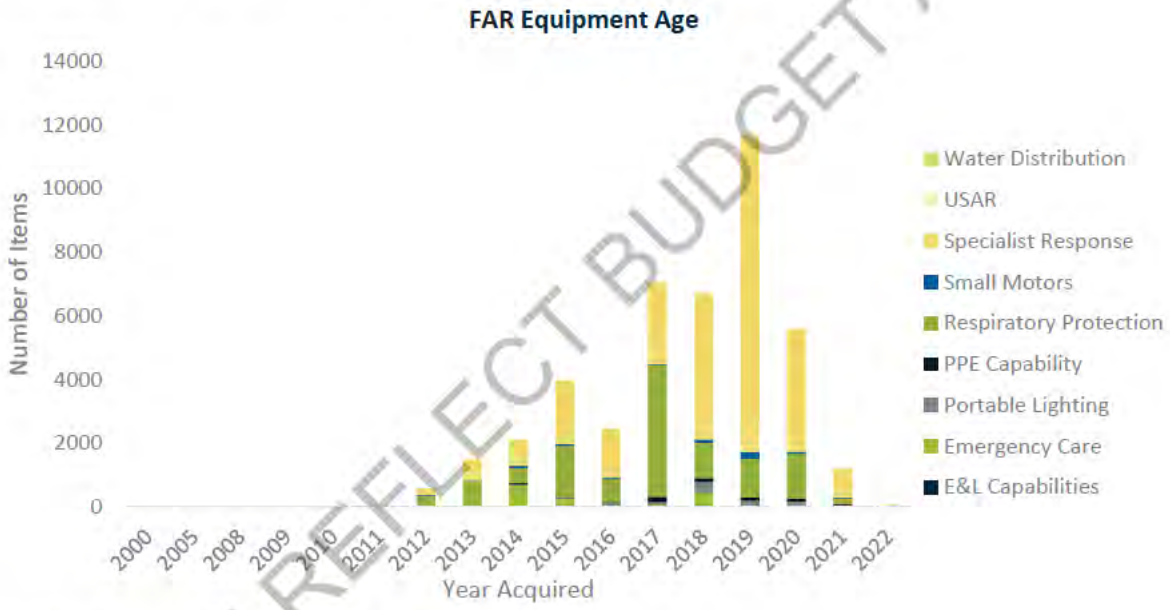


Figure 9: Equipment Age Profile (based on FAR)

The table below shows the number of items to be replaced by category.

Table 18: Numbe Of Replacement Equipment Items Per Year By CMP Category

CMP Category	Expired	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
No CMP	30	30	962	110	42	507	32	48	24	19	25
Breathing Apparatus	851	617	457	1,619	2,351	2,802	1,409	326	1,470	91	819
Roadside rescue	1	-	-	1	-	1	-	2	1	5	165
Portable Pumps	-	-	-	-	2	25	38	25	20	54	242
Ladders	-	1	-	-	2	67	91	64	87	87	75
Thermal Imaging	2	2	9	1	66	114	46	40	70	20	2
Power Tools	12	43	16	57	28	47	121	121	48	21	12
Generators	29	5	26	10	4	8	40	20	8	19	21
Hose	40	2	61	1,378	1,213	2,609	3,822	4,363	2,427	216	5
Waterway	252	451	396	411	526	1,354	523	1,120	587	172	236
PPV Fans	3	6	11	3	2	6	9	18	19	-	3
Decontamination	16	3	6	8	11	1	-	-	1	1	16
Portable Lighting	-	23	36	97	70	306	183	159	119	3	-

DO NOT REFLECT BUDGET AVAILABILITY

CMP Category	Expired	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Water Safety	-	-	-	4	656	135	70	26	27	16	-
E&L Capabilities	-	-	-	-	-	11	-	10	-	-	-
C^2 Capabilities		9						9			
IGC Radios					1,850	1,850	1,850	1,850			
Grand Total	**1,213**	**1,167**	**957**	**3,589**	**6,781**	**9,336**	**6,352**	**8,153**	**4,884**	**705**	**1,596**

5.4. Decision Making Process

The ten-year operational and capital programmes are developed for each portfolio based on latest asset data, legislation / regulatory and capability/user requirements. The programmes are then prioritised based on:

- Asset operational criticality – using three levels – Mission Essential, Mission Critical, Mission Enhancement (refer to Section 2.2 for description).
- AMP priority – using the four levels – Meet HSS (Health Safety Security), Keeping the Lights On (Minimum Viable Product), Meet KPIs, Grow / Increase (refer to the descriptions below). New initiatives and capability projects are generally unfunded and assessed on a case by cases basis.



Figure 7: AMP Priority – Operational Equipment

5.5. Capability Management Plans

The Operational Equipment AMP is supported by lower level but more detailed CMPs to support the analysis of similar asset types due to the technically diverse portfolio.[7] A present these CMP are in draft, and will be finalised in early 2026. Each asset class will have a CMP developed, and in some case at asset type level. The CMPs will contain the following information and analysis:

- Current asset state in terms of asset statistics, age, ownership, condition, performance, and capacity.
- Identification of risks and red flags and what are we are doing to address these.
- Outline of specific lifecycle approach including operations and maintenance and identifying any improvements.
- Outline of renewal and investment strategies including justification and supporting technical and operational effect analysis.

[7] The portfolio is 'a mile wide and an inch deep' with limited financial risk but significant operational risk.

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- An environmental or market scan that portrays ‘players’ in the global operational equipment asset market and any emerging or emergent technologies forecast.

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6. Risk Management

6.1. Risk Management Approach

Fire & Emergency's risk management framework aligns with ISO 31000:2018 Risk management – Guidelines. To support our risk management approach, we use the COSO Framework, written by the Committee of Sponsoring Organisations of the Treadway Commission (COSO). This framework sets out five components of a strong internal control system that is integrated into business processes. This is important to risk management as an effective system of internal controls reduces the risk of not achieving objectives to an acceptable level.

Fire & Emergency also uses alongside risk (and assurance) is the (Four) Lines of Defence model. This looks at the different levels of controls and assurance we have across the organisation and how comfortable we are based on these. Our risk framework consists of three broad levels as shown below.



Figure 8: Fire & Emergency Risk Levels

6.2. Operational Equipment Risk Register

There has been major uplift n Fire & Emergency's risk management capability across the organisation as described above and this included the development of operational risk registers at asset portfolio level. The detailed risks identified fo this portfolio are listed in the Appendix 9.6. There were 24 risk events identified in total with 7 medium risk rating (without mitigation), 13 with high risk rating and 4 with very high risk rating.

The four very high r sks for the operational equipment portfolio are summarised in the table below. Two risks are related to sufficient resourcing and two are asset related. The CMPs also document specific equipment category risks.

Table 0: Summary Of Risks

Risk Type	Risk Description	Risk Category	Risk Level
Resourcing	If we do not have sufficient resources within the supply chain then this could result in not meeting our operational capability requirements	Operational Capacity	High
Resourcing	If we do not have sufficient resources to deliver our workplan on time then this could result in delayed outcome to our stakeholders and partners	Operational Capacity	High
Assets	If we do not have appropriate assets available to staff then this could result in an inability to meet business needs and/or operational outputs.	Tactical	Moderate
Assets	If we do not maintain and manage critical spares / strategic supplies (including supplies of fire hose), we risk stock-outs and/or critical spares	Tactical	High

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Risk Type	Risk Description	Risk Category	Risk Level
	are not easily deployed in the event that they are called upon at short notice.		
Assets	If we consciously continue to operate equipment beyond its recommended design, operating (service) or economic life we risk catastrophic failure of the equipment itself or its through life support (obsolescence).		High

6.3. Operational Equipment Resilience

Resilience is commonly defined as the ability to recover quickly from an adverse event, the more quickly the recovery can be achieved the greater the resilience an organisation has. In addition to an ability to respond to an adverse event, resilience should also be a measure of an organisation's ability to respond to changes in its operating environment. This will include (but is not limited to) how Fire & Emergency plans and executes its response to population and demographic growth, increased demand for services, obsolescence, and the impact of technology.

The aim is to manage the risk from a technology obsolescence, production and supply chain delays with increased demand for services perspective. It requires all operational equipment purchased and maintained must consider the following factors:

- Safe (does not expose its operator to a threat to physical or emotional safety, health or wellbeing).
- Fit for purpose (easy to operate, able to perform its task/s and easy to service).
- Sustainable (energy efficiency).
- Sustainable (supported through service life)
- Proven (stable) technologies.
- Global Production and supply chain (source enough to meet demand or develop alternative supply sources).

6.4. Emergency Risk Planning

Business Continuity Plans (BCP) are plans to ensure delivery of normal operational business following a significant event of a disaster / emergency that may compromise capability or availability of equipment. There is a BCP for Operational Equipment and with Service Agents (one internal BCP, and key strategic suppliers). These plans have been reviewed and updated following recent disaster / emergency events such as COVID-19 and Tropical Cyclone Gabrielle.

A key learning from recent flood events is firefighters L2 PPE is not suitable for these events and some other equipment is not suitable. PPE can get contaminated in flood water and can't be easily cleaned and is also too heavy once waterlogged. Fire and Emergency has now provided specific PPE (e.g. flood suits) for different types of emergency events. Alternative operational equipment sourcing strategies are required as part of BCP planning.

Establishment of the North Island distribution centre at Tauranga came as a result of lessons learned from our response to COVID-19. All stocks of PPE (pandemic) were held at Rolleston and there was difficulty in distributing PPE to North Island firefighters during lockdown and some severe weather events that prevented Cook Strait ferry sailings and inter-island aircraft flights preventing the transport of PPE between the Islands.

6.5. Infrastructure Sustainability

Fire & Emergency is committed to improving the sustainability of its operational equipment portfolio and are working on several initiatives. Some of the sustainability initiatives related to operational equipment include:

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- Replace small equipment with battery-electric options - Our fire appliances carry a significant inventory of tools and equipment, including power tools such as chainsaws, and cutting and rescue equipment. Many of these use petrol engines. While only a small source of emissions, electrification has the added benefit of reducing our firefighters' exposure to carcinogens and airborne pollution, as equipment such as chainsaws, portable pumps and generators are often used in enclosed environments and create their own airborne contaminants through their use.
- Many appliance hand tools and illumination are now battery powered. We are piloting battery powered roadside rescue equipment and looking at charging solutions for on-station charging of multiple Li-Ion and preferably Li-PO and LiFePO4 batteries.
- Rainwater harvesting system at Tauranga Service Centre.
- Water saving from recycling water using the Hosemaster system (4 litres) verses manual discharge into stormwater (40 litres).
- Decant from bulk into smaller recyclable containers (waste minimisation).
- Recycling old hose into road surfacing compounds.
- Small batteries (AAA,AA,9V) rechargeable batteries and bulk battery recharging, rather than disposable batteries.

Fire and Emergency continues to investigate options to reduce waste to landfill and ensure the safe disposal of hazardous substances, E-waste, foams / chemicals. Fire and Emergency will continue to comply with its end user certification (EUC) and International Traffic in Arms Regulations (ITAR) obligations in regard to operational equipment retirement and disposal.

Operational equipment has minimal impact on overall emission targets with the main contribution to mandatory emissions source, fuel and diesel consumption. We are in the process of trying to reduce the reliance on fossil fuel and move battery power equipment that is reliable, fit-for-pu pose and energy efficient.

Generally, we select internal combustion engines (ICE) that have full-load emissions less than or equal to:

- Non-methane organic gas (NMOG): 12.07 g/kW-h.
- Nitrous oxide (NO_x): 4.06 g/kW-h.
- Carbon monoxide (CO): 313 g/kW-h.
- Reactivity Weighted Emission (RWE): 69.67 g/kW-h.

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7. Financial Summary

7.1. Financial Overview

The total amount of expenditure for operational and capital for the equipment portfolio over the next ten years is $274 million, as shown in the table below. This shows that the average annual portfolio costs are about $25 million per year.

Table 21: Financial Summary – Operational Equipment

Description	Projected Expenditure				
	Year 1	Year 2	Year 3	Year 4-10	Ten-year
	2025/26	2026/27	2027/28	2028-34	Total
Operational expenditure	$12,358,252	$12,800,000	$12,800,000	$89,600,000	**$128,000,000**
Capital expenditure:	$10,743,474	$12,389,344	$13,601,141	$111,876,659	**$147,610,618**
Total	**$23,101,726**	**$25,189,344**	**$26,401,141**	**$201,476,659**	**$275,610,618**

Source: Fire & Emergency 10 year Forecasts (16 May 2025)

Detailed spend by asset criticality is at Section 7.3

7.2. Operational Equipment Expenditure Categories

Operational equipment expenditure types are defined and reported as follows:

- Operating expenditure is used to fund the ongoing business-as-usual, day to day activities and services. It is expensed (not capitalised)[8] work that continues he provision of services provided by assets.
- Capital expenditure is used to replace existing deteriorated assets or components of assets.

Fire & Emergency has three categories of capital expenditure spread across its operational equipment assets:

- Renewals – Defined as capital expenditure that increases the life of an existing asset with no increase in service level. It replaces existing deteriorated assets or components of assets to restore their remaining life and service potential on a like-for-like basis.
- Minimum Viable Product (MVP) and Meet Key Performance Indicators (Meet KPI) – defined as the optimal level of operational equipment required to meet/enable the organisational core tasks/outputs. This includes population and distribution.
- Growth covers two subcategories:
    - New initiatives – Defined as capital expenditure that supports a new business initiative (CAPEX New) .
    - Growth / Increase – Defined as capital expenditure that is required to provide new capability (CAPEX New).
- **There is no 'growth factored into operational equipment budget forecasts.**

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[8] Except where a mid-life refurbishment or upgrade extends and asset's life whereupon it is revalued and recapitalised in accordance with financial policy.

7.3. OPEX Expenditure Summary

The recommended ten-year operational forecast for the equipment portfolio is shown in the table below with $128 mi lion forecast over the next ten years. Annual operational expenditure is about $13 million per annum. Business as usual operational costs (including equipment servicing and repair) make up 67% of this the year operational total and staff costs makes up 33%.

Table 22: OPEX Expenditure Summary – Equipment

Operational Equipment OPEX 10-Year Forecast											
OPEX	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	Total
1. HSS	6,740,000	6,740,000	6,740,000	6,740,000	6,740,000	6,740,000	6,740,000	6,740,000	6,740,000	6,740,000	**67,400,000**
2. MVP	5,960,000	5,960,000	5,960,000	5,960,000	5,960,000	5,960,000	5,960,000	5,960,000	5,960,000	5,960,000	**59,600,000**
3. Meeting KP	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	**1,000,000**
Total	12,800,000	12,800,000	12,800,000	12,800,000	12,800,000	12,800,000	12,800,000	12,800,000	12,800,000	12,800,000	128,000,000

Source: Fire & Emergency 10 Year Forecast (May 2025)

7.4. CAPEX Expenditure Summary

The total capital expenditure over the next ten years for the equipment portfolio is forecast to be $164 million, as shown in the table below. The ten year capital forecast is for health, safety and security (HSS) and minimum viable product (MVP) (renewals / rolling programmes) only. Capital for new capability and/or growth is still being determined and may be dependent on the outcome/implementation of FOC (refer to note below).

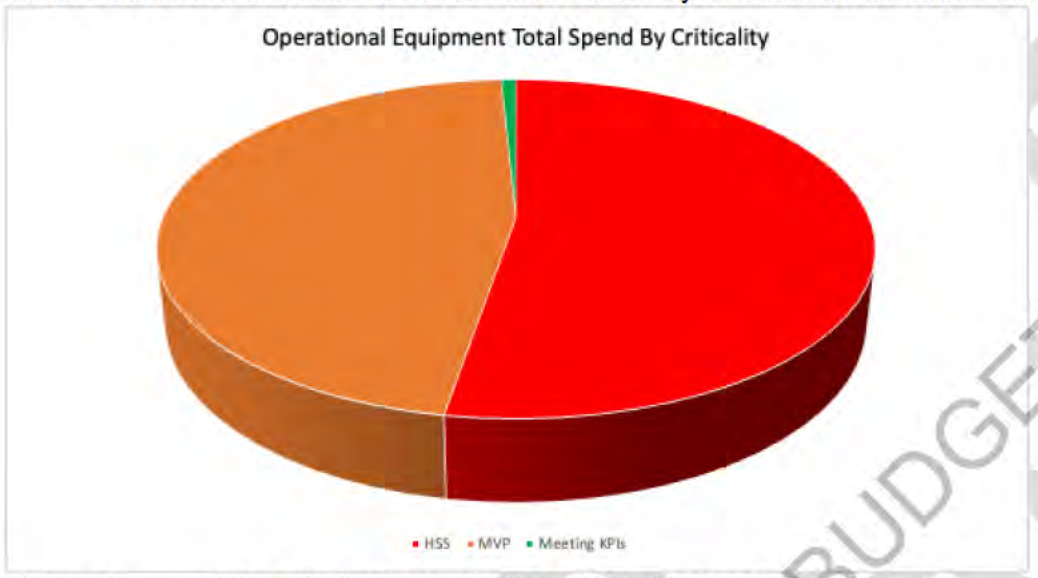
Table: 23 CAPEX Expenditure Summary – Operational Equipment

Operational Equipment CAPEX 10-Year Forecast											
CAPEX	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	Total
1. HSS	5,293,237	6,014,107	6,153,823	6,413,237	13,499,237	14,199,237	13,819,237	13,499,237	6,413,237	6,413,237	**91,717,826**
2. MVP	5,087,237	6,012,237	6,447,318	5,730,000	5,240,000	5,230,000	5,730,000	5,230,000	5,230,000	5,230,000	**55,166,792**
3. Meeting KP	363,000	363,000	0	0	0	0	0	0	0	0	**0**
Total	10,743,474	12,389,344	12,601,141	12,143,237	18,739,237	19,429,237	19,549,237	18,729,237	11,643,237	11,643,237	147,610,618

Source: Fire & Emergency 10 Year Forecast (May 2025)

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- The figure below illustrates the percentage breakdown of the 10-year forecast, with Health, Safety and Security (HSS) accounting 57% and Minimum Viable Product 42% and Meet KPI's 1%. There is currently no allowance for 'Grow / Increase'.



- Figure 19: AMP Criticality Categorisation Of The 10-Year Forecast

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7.5. Asset Valuation Summary

The valuation of assets is a fundamental part of the AM cycle. It provides the critical link between AM and financial management. The operational equipment has an overall value of $25.23 million (net book value), as detailed in Section 2.1 Asset information. It is noted that low value assets are not capitalised.

The following are the useful lives used to calculate annual depreciation and for the model assumptions for renewal forecast analysis.

Table 25: Equipment useful life

EA Capability/Asset Description	Useful life	CMP Grouping (Tier 3)
Portable Lighting	10	Portable Lighting
Breathing Apparatus	10	Breathing Apparatus
Decontamination	10	Decontamination
Emergency Care	10	No CMP
Retardant Mixing/Dispensing	10	No CMP
Generators	10	Generators
Hose	10	Hose
Line Rescue	10	Line Rescue
Compressors	10	No CMP
Power Tools	10	Power Tools
Ladders	15	Ladders
Portable Pumps	15	Portable Pumps
Roadside Rescue	20[9]	Roadside rescue
Water Safety	10	Water Safety
Thermal Imaging	10	Thermal Imaging
PPV Fans	10	PPV Fans
Waterway	10	Waterway
Not Used	10	E&L Capabilities
USAR Equipment	Various	No CMP
New Capabilities	**Useful life**	**CMP Grouping (Tier 3)**
E&L Capabilities	20	E&L Capabilities
L2 PPE	On condition	L2 PPE
Automated External Defibrillators	10	Automated External Defibrillators
HAZMAT	10	HAZMAT
L4 PPE	On condition	L4 PPE
Gas Detection	10	Gas Detection

7.6. Funding Strategy

Fire & Emergency's Accounting Policies are detailed in its Annual Reports. There are various financial accounting policies and procedures including Asset Capitalisation Guideline and Capital Expenditure and Brigade Owned and Donated Assets Policy. The useful lives above have been assumed as part of the current Accounting Policy.

7.7. Assumptions And Confidence Levels

7.7.1. Financial Assumptions

The assumptions upon which the financial needs are based are the following:

- Forecasts are uninflated (i.e. they do not include FOREX fluctuations, foreign or domestic CPI, LCI, PPI or FCI indexations).
- Based on best information available.
- Based on existing legislation and service levels.

[9] Except MVC rescue hydraulic hoses which have a designated service life of 10 years at which time they must be replaced.

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- Based on renewals being like-for-like.
- Existing staff resourcing levels for the E&L Team (any change is subject to separate business case).
- Capital forecasts are based on:
    - Draft 10 Year Equipment Budgets (May 2025).
    - Equipment purchase costs and supply expectations (noting there are significant cost fluctuations as almost all operational equipment is purchased internationally and subject to FOREX fluctuations, PPI, freight charge fluctuations/escalations and USA tariffs).
- OPEX forecasts are based on:
    - Staff costs are included.

The renewal projections used within the AMP are based on the following aspirations/assumptions:

Table 2712: Assumptions With Renewal Projections

Assumptions	Input	Comments
Growth rate	2.5%	General growth rate of all assets to align with growth of Fire & Emergency
% Assets replaced at end of useful life	100.0%	% of assets which are replaced at the end of their useful lives
End of useful life increase for technical/technology obsolescence	30%	Increase in cost for items where here is a technological improvement (technical debt)
Growth asset increase for technology improvement	~15%	Increase in cost for items where there is a tech improvement (technical obsolescence/debt)[10]
* Inflation assumptions are assigned by year on the inflation index tab		

7.7.2. Confidence Of Financial Forecasts

Considering the assumptions made in deriving the future financial needs of the service, asset needs and the historical levels of expenditure for operational equipment, the reliability of the financial forecasts is assessed as follows:

Table 28: Summary Of Financial Confidence Levels

Information type	Degree of confidence	Comments
Expenditure projections	Medium	• The operational projections are largely based on historical operational budgets, and asset assessments where this is available. • Renewals are based on the analysis of the FAR current and expected replacement costs where data is available. • There is a degree of confidence that the projections are based on appropriate budgeting and approval processes and represents the best available information.
Asset values	High	• Asset values are based on the asset valuation as at June 2023. These are revalued every three years. • The FAR has been checked for accuracy with a process in place to keep asset data up to date. This data has been used to determine asset values. • Annual depreciation is based on the FAR. • Operational equipment is refurbished at midlife, but the asset value is not necessarily adjusted in FAR (through revaluation/recapitalisation). This process needs improving otherwise the extent of asset renewals may be skewed.
Depreciation	Medium	• The assessment of useful lives and the calculation of depreciation expense are undertaken on an annual basis (on condition).
Funding sources	Medium to high	• Capital renewal expenditure will be funded by the Fire Levy.

[10] Where equipment can no longer be supported due to obsolescence and must be retired/replaced (e.g. ImpactPro GSD and BA Communications units).

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8. AM Practices

8.1. AM Commitment

Fire and Emergency continues to improve systems. procedures, practices, processes and tools. This is essential to ensure the asset system and services are effectively managed. Fire and Emergency is committed to appropriate AM practices. This practice is being developed to align with the principles of ISO 55000 and being consistent with IIMM / Āpōpō.

Fire and Emergency is committed to delivering the most appropriate levels of service balanced with affordability and good industry practice.

8.2. AM Policy

The AM Policy (2018) sets out the expected behaviours and rules for managing Fire and Emergency's assets. Apply these when making investment decisions around asset:

- Planning.
- Acquisition and financing.
- Maintenance and renewal.
- Retirement, replacement and disposal.

The aim of this policy is to:

- Allows Fire and Emergency to manage assets, it can deliver our strategic objectives.
- Provides an overarching framework for our AM system (also known as AM framework).
- Provides discipline in our operational equipment asset management.
- Supports how we develop and implement our Strategic Asset Management Plan (SAMP) and sets our objectives for managing assets.

The 2018 AM Policy is overdue for update with he normal review cycle.

8.3. AM Maturity

A maturity assessment was undertaken in 2022 to align with the 16 subject areas defined in the AM Maturity Assessment Model. The grading scale and score are illustrated in the image below. The current maturity (2022) for the operational equipment portfolio was scored at 29 (or at the mid basic level). The future maturity target was set at the mid-core level.

Aware	Basic	Core	Intermediate	Advanced
0 - 20	21 - 40	41 - 60	61 - 80	81 - 100

Figure 9: Maturity Assessment 2022 Score – Equipment



8.4. AM Journey So Far

8.4.1. Our Equipment And Logistics Story

The timeline of the key milestones in establishing the operational equipment portfolio and building sound AM capability is summarised in the table below.

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Table 29: Timeline Of Key Milestones

Key dates	Milestone	Commentary
1 July 2019	Function transition	The national E&L function transitioned from Service Delivery to the Organisational Strategy & Capability Development Branch (OSCD).
May 2020	Manager appointed	A National Equipment Manager was appointed.
3 August 2020	E&L Directorate	The E&L Directorate was officially stood up.
2019/20	Strategic review	A strategic review of Fire and Emergency equipment and logistics in 2019/2020 made it clear that the equipment and logistics service was well under-resourced, with inadequate facilities, suffered a lack of governance and was not fit-for-purpose.
2020	AMS produced	An operational equipment AMS was produced covering management of our operational equipment assets from 'cradle to grave'.
2020	Started data cleansing	Started cleansing our 46,500 lines of asset data in the AMS (JDE).
2020	Capability categorisation	About 160,000 lines (increasing) individual lines of operational equipment were bundled into capability categories. This made the management of equipment assets much simpler and allows to make trade-offs to meet Service Delivery's capability / operational requirements.
2023	Asset discovery	The known equipment lines went from 160,000 to 181,600 with developing CMPs and ongoing data remediation.
2023	Operational Equipment Procurement Category Plan	An operational equipment Category plan was developed outlining the operational equipment procurement capability category programme. The Category Plan is integrated with and complimentary to the Operational Equipment Strategy this AMP and CMPs.
2023	Actual expenditure discovery	Through consolidation, it was found that the actual spend on keeping our operational equipment at an adequate level of operational capability is currently about half that which it should.
2023	Proactive AM	Moved from sweating the assets beyond their design, operational (service) and economic lives and urgent replacements to proactive AM with bringing operational equipment into our AMS. This allows us to be much more refined / defined in managing service lives of equipment and make sound decisions - repair / maintain or buy (replacement).
2024	Start developing CMPs	The CMPs allow us to manage our equipment capabilities from capability definition right though to disposal and know what it costs to do so.
2024	Management structure	The management structure has changed to better align with AM practices, roles, responsibilities and accountabilities.
2025	E&L SRMF drafted and engaged to suppliers/stakeholders	Describes how E&L will manage its suppliers to achieve gain-gain over longer term relationships. Draft to be finalised.
2025	Operational Equipment Functional Checklists for Firefighters published	Functional checklists for checking operational equipment published on E&L InfoHub on the Portal and the process for embedding the checklists in SMS begun.
2025	OEAMP updated/rewritten	Version 1.0 of OEAMP written to reflect changes in Fire and Emergency Strategic Direction, updated financials and BECA feedback.

DOES NOT REFLECT ASSET AVAILABILITY

8.5. AM Practices

8.5.1. Workforce Capacity

The delivery model adopted for the E&L Team was based on a nationally led, regionally executed and locally delivered *'from factory to fireground'* approach to the provision of equipment and logistics support to firefighters. The E&L Team consists of a national team with service technicians and logistics support personnel located in the NHQ (5 FTE) and 20 FTE and ~ 14 casual Logistics Support personnel across the five Regions.

Casual logistics support staff are used to supplement FTE's to meet the current demand. Most regions use a mixture of full-time technicians and casual support staff. Region 1 (Kaikohe Service Centre) is fully reliant on casual logistical support.

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8.5.2. AM Data

Asset data is integral to how we make decisions for maintenance, renewal and upg ade work programmes. Sound data and evidence enables us to make better long-term decisions for the operational equipment portfolio. The data confidence by the main equipment capability categories is summarised in the table below. There has been a focus to remediate the equipment data set in JDEWorld, so there is one-source-of-the-truth to make operational equipment decisions on, both operational, and business (commercial).

Automated identification technology (AIT), is being deployed and is being piloted on line rescue (Scannable® NFC tags) will provide full asset management information about the equipment using a parent child (bill-of material) approach. Going forward, AIT will be rolled out across the operational equipment portfolio, with new equipment entering service being 'chipped and captured 'at source' in partnership with Scannable NZ and original equipment manufacturers (OEMs) and suppliers.

Table 13: Data Confidence – Operational Equipment

Equipment Capability Category (Tier 2)	Completeness	Accuracy	Confidence	Comments
Portable Lighting	Uncertain	Uncertain	Uncertain	Regionally maintained datasets
Breathing Apparatus	Highly Reliable	Highly Reliable	Highly Reliable	BA Maintained by Supplier
Decontamination	Highly Reliable	Highly Reliable	Highly Reliable	Low population new equipment
Emergency Care	Reliable	Reliable	Reliable	Maintained by SMEs
Retardant Mixing/Dispensing	Reliable	Reliable	Reliable	Maintained by SMEs
Generators	Uncertain	Uncertain	Uncertain	Procured by Regions and not always entered onto FAR/AMIS
Hose	Uncertain	Uncertain	Uncertain	Highly transient
Line Rescue	Highly Reliable	Highly Reliable	Highly Reliable	Tagged with AIT for real time data capture
Compressors	Highly Reliable	Highly Reliable	Highly Reliable	Maintained by Suppliers
Power Tools	Uncertain	Uncertain	Uncertain	Procured by Regions and not always entered onto FAR/AMIS
Ladders	Reliable	Reliable	Reliable	Subject to annual safety check/certification
Portable Pumps	Uncertain	Uncertain	Uncertain	Some procured by Regions and not always entered onto FAR/AMIS
MVC Rescue	Highly Reliable	Highly Reliable	Highly Reliable	Maintained by Supplier
Water Safety	Reliable	Reliable	Reliable	Maintained by SMEs
Thermal Imaging	Highly Reliable	Highly Reliable	Highly Reliable	
PPV Fans	Uncertain	Uncertain	Uncertain	Some procured by Regions and not always entered onto FAR/AMIS

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Equipment Capability Category (Tier 2)	Completeness	Accuracy	Confidence	Comments
Waterway	Uncertain	Uncertain	Uncertain	Some procured by Regions and not always entered onto FAR/AMIS
E&L Capabilities	Highly Reliable	Highly Reliable	Highly Reliable	
USAR Equipment	Uncertain	Uncertain	Uncertain	Maintained by USAS Logistics
L2 PPE	Highly Reliable	Highly Reliable	Highly Reliable	Maintained by Supplier
Automated External Defibrillators	Highly Reliable	Highly Reliable	Highly Reliable	New equipment
HAZMAT	N/A	N/A	N/A	HAZMAT
L4 PPE	Highly Reliable	Highly Reliable	Highly Reliable	Maintained by Supplier
Gas Detection	Reliable	Reliable	Reliable	Maintained by Suppliers

Key:

- Highly reliable: the data is accurate (±5%) and based on reliable documentation
- Reliable: data is based on some supporting documentation but is less certain (±15%).
- Uncertain: uncertain data, fair amount of assumptions and local knowledge used to reach the conclusions (±30%).
- Very uncertain: very uncertain data where there is no formal documentation to base an assessment on (±40%).
- Unknown.

8.5.3. Asset Management Systems

Information systems are essential for storing and analysing asset information to make good AM decisions. The key AM information systems used for the equipment portfolio are summarised in the table below. JDEWorld is the current AMIS used for the equipment portfolio and currently holds the master data set but is not fit for purpose across all asset classes. The Equipment and Logistics Directorate has started using the inventory management (IM) and distribution requirements planning (DRP) functionality in JDE to manage bills-of-materials components to main assets or 'kits'.

Table 14: Asset Systems – Operational Equipment

System	Function / purpose	Status / enhancements
Risk Registers	Manage risks across the organisation at the three levels in corporate portal.	None identified at this stage.
SharePoint	Document management system used throughout Fire and Emergency. Records management system / portal for the disaster recovery documentation.	Document management is being reviewed as part of the larger Enterprise Information Management Strategy (still subject to approval).
JDE	The financial system used throughout Fire and Emergency. This is the FAR and used as the AMS for the equipment portfolio.	The system has significant issues in terms of business functionality and technology. A new Financial Management Information System has been proposed and is being prioritised with other corporate initiatives. A suitable AM module would be explored through this process although with some modification, JDEWorld is an adequate AMIS.E&L have worked with Fusion5, Fire and Emergency's JDE support partner to align JDEWorld with the Operational Equipment AMIS aspirations
Scannable	Asset tracking and identification	Implementation of AIT by introducing track 'n' trace technologies to Fire and Emergency's operational equipment starting with the rope rescue capability.
Bespoke AMIS (Exel or Access based)	Asset management within regions and USAR	Data remediation process is absorbing these disparate data sets and loading into AMIS to get a single operational equipment data repository for the organisation.

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8.5.4. AM Processes

The key AM processes important for a consistent approach to the management of the equipment portfolio are summarised in the table below.

Table 15: AM Process – Operational Equipment

Process area	Purpose	Status / enhancement
Budgets	Sets the operational and capital budgets aligned to the portfolio and typically the management structure so easy for relevant staff to manage the assets and services within budget envelopes.	Working towards bottom-up budgets based on asset needs from 2023/24. It will take a few iterations and is dependent on common data sets ('one source of the truth'.)
Risk Management	Organisation-wide approach to ensure a comprehensive review of all potential risks across the whole organisation.	Fire and Emergency has launched a new risk management framework. Equipment portfolio risk register has been developed in the new template.
Asset Valuation	Asset valuations are coordinated by Fire and Emergency's Finance and Business Operations Team.	The equipment asset data set s under intense remediation. This will provide better asset data as the basis for the valuation.
Asset Condition Data Collection	Assess the current state of the asset to identify any repairs / replacement requirements.	Asset condition is currently assessed formally only for roadside rescue equipment and breathing apparatus by the suppliers through the national support contracts. Other asset verifications are carried on a targeted basis with priority being given to high risk, high cost equipment.
Annual Maintenance Checks And Certification	E&L staff undertake annual maintenance and certification checks to inspect the assets and identify faulty equipment, and to ensure meeting the relevant performance standards.	Workforce capacity issues have been identified to meet current and future demand to complete equipment servicing.

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8.6. AM Improvement Plan

8.6.1. Key High Priority Actions

Significant improvements have occurred over recent years with how operational equipment is managed, from a position of inaccurate records on the quantity, condition and availability of equipment to a position of greater certainty. The next steps are to embed good asset management and operation practice to ensure asset knowledge continues to improve.

The key high priority actions for improving the AM practices for the operational equipment portfolio in the next three years are summarised in the following table. These are focused on:

- Developing financially sustainable investment programmes based on asset needs.
- Adequately resource this activity to ensure equipment servicing and maintenance is undertaken cost effectively, in a timely manner, and sufficient capital renewal budgets to support Fire and Emergency demand and capability requirements.

Table 16: High Priority Actions – Operational Equipment

AM Element	Proposed Actions
Forecast Demand	Continue to track, review and influence current and future Fi e and Emergency demand for operational equipment assets and services.
Asset Register Data	Continue to cleanse the equipment data set in JDE so there is a common data and information repository to make sound operational and business decisions on.
Maintenance Strategy	Review and adequately resource maintenance requirements through a combination of in-house staff and service agreements in accordance with the Equipment and Logistics Future State Maintenance Framework (April 2021)
Asset Management Information Systems	In partnership with Fusion5, continue to refine JDEWorld to align the structure and master data sets/fields to align them with operational equipment AMIS aspirations Investigate a suitable AMIS that can hold all the asset data, assessments and so that life cycle management planning and costing forecasts can be built from the bottom up. This may be a module of the proposed Financial Information Management System or a modification to the data sets/fields in the current instance of JDE AMIS.
Financial Planning	Start using the Equipment AMP to drive the budget setting process based on asset needs so there is sustainable long-term investment and to be consistent with good practice.
Asset Management Leadership and Resourcing	Review the workforce structure and supply chain capacity to meet current and future demands. Train and educate E&L staff in AM including any agreed technical trade training.
Governance	Embed the operational equipment Asset Strategy and Data capabilities into E&L and use data, evidence and information to guide asset decisions based on operational realities.

8.6.2. AM Improvement Monitoring

It is recogn sed that our AMP is a living document that needs to be kept current and relevant as priorities for Fire and Emergency may change. The regular (biennial) review of the improvement programme is very important for the asset portfolios as we wish to improve our AM practices to support Fire and Emergency's s rategic direction. The following review activities will be undertaken.

Table 17: AM Improvement Monitoring

Frequency	Review Task	KPI	Action	Audience
Biennially	AMP	100% Achievement	Formal adoption of the plan by the ELT and endorsement by the Board	ELT, the Board, The Treasury
Bi-annually	Improvement plan	100% Achievement	Monitor and update the improvement plan list of tasks, and incorporate into Directorate Planning	National Manager

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Frequency	Review Task	KPI	Action	Audience
Annually	Monitoring and reporting	100% Achievement	KPIs identified in this table will be monitored and reported on annually.	DCE Organisational Strategy and Capability Development, National Manager

9. AMP Supporting Documents

9.1. Legislative And Statutory Obligations

Fire and Emergency/E&L legislative and statutory obligations are shown at Table 35.

Table 35: Legislative And Statutory Obligations

Legislation	Requirements
Fire and Emergency New Zealand Act 2017	The Fire and Emergency New Zealand Act 2017 combined urban and rural fire services into a single, integrated fire and emergency services organisation, Fire and Emergency NZ, with a mandate to provide a wide range of services for communities. It sets out Fire & Emergency's principal objectives, functions and operating principles.
Health and Safety at Work Act 2015 (amended 2023)	The Health and Safety at Work Act 2015 (HSWA) is New Zealand's workplace health and safety law. The Act sets out the principles, duties and rights in relation to workplace health and safety. Under HSWA, a person conducting a business or undertaking (PCBU) must look after the health and safety of its workers and any other workers it influences or directs. The business or undertaking is also responsible for the health and safety of other people at risk from its work including customers visitors, or the general public. This is called the 'primary duty of care'. The Health and Safety at Work (Health and Safety Representatives and Committees) Amendment Act 2023 is about changes aimed at increasing access to worker engagement, participation and representation.
Health and Safety at Work (Hazardous Substances) Regulations 2017	The Health and Safety at Work (Hazardous Substances) Regulations 2017 set out the rules for work-related activities involving hazardous substances. All empty chemical containers pose a risk to people and environment. (This revoked Hazardous Substances (Compressed Gases) Regulations 2004).
Hazardous Substances and New Organism Act 1996 (HSNO)	The HSNO Act is one the main pieces of legislation that covers hazardous substances in New Zealand. The purpose of the HSNO Act is to protect the environment, and the health and safety of people and communities, by preventing or managing the adverse effects of hazardous substances and new organisms. The HSNO (Hazardous Substances Assessments) Amendment Act 2022 improves the process for assessing hazardous substances and make it more transparent.
Hazardous Substances) (Compressed Gases) Regulations 2017	Provides the statutory obligations to be met by parties working with compressed gases, compressed gas cylinders including marking, transportation, storage, filling, use, testing and certification. Endures that parties understands the risks and the mechanisms to prevent accidental damage or injury to persons, property or the environment/

9.2. Operational Equipment Strategy Policies and Standards

The summary of operational equipment strategy, policies and standards is at Table 36.

Table 18: Key guiding documents – equipment

Strategy / policy / standard / guidelines	Type	Description
National Equipment & Logistics Strategy (2020-2025)	Strategy	The E&L Strategy developed an Implementation Programme that sets out a transformational programme for the future state of E&L portfolio. This is being updated. The equipment and logistics strategic intent is to have a nationally led and regionally executed, locally delivered equipment and logistics support

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Strategy / policy / standard / guidelines	Type	Description
		system that is fit for purpose, effective, enables and supports operational capability.
High Level Business Requirements JDE / AMIS (2020)		The purpose of this document is to define E&L's requirements for changes to the current Asset Management Information System (AMIS). It is intended to use this document to start discussions with developers and gain an understanding of the extent of change, to define an approach for implementation.
National Equipment & Logistics – Transformational Manual (2021)		This manual gives effect to reaching the desired future state for the equipment portfolio. The manual describes how E&L plans to transform its equipment maintenance service. The maintenance service will be transformed across four phases delivered over an extended period.
National Equipment & Logistics – Future State – Asset management System (2021)		This strategy sets out a view of the future asset management system for E & L. The future state matches operational capability with equipment capability to meet a national and where appropriate, local risk profile. In effect, its asset management system is one that ensures that the right equipment is provided to the right people, in the right place, at the right time, in the right condition, with the right support and at the right cost.
Asset Management Policy (2018)	Policy	The policy sets the objective for Fire & Emergency to invest in assets and manage them prudently, so that they help achieve the strategic objectives. It also states Fire & Emergency's commitment to meeting the Government's expectations for managing and reporting about assets. This AM Policy covers all the asset portfolios including ICT.
Government Procurement Rules	Guidelines	The Government Procurement Rules support sustainable and inclusive procurement through the promotion of good practice for procurement planning, approaching the supplier community and contracting. Cabinet has directed agencies to follow a whole of government approach to procurement, including Fire and Emergency. Compliance with Government Procurement Rules for the procurement of operational equipment has started, with supplier relationships. The procurement process still needs to be strengthened to be fully compliant with the rules.
Specialist Equipment Standards And Advisories	Standards/ Guidelines	Fire & Emergency operational procedures are developed in alignment to the relevant Special st Equipment Standards and Advisories such as ANZCOR. These are developed in accordance with WorkSafe's operational policy about incorporating a standard in a safe work instrument.
Equipment and Logistics Supplier Relationship Management Framework (January 2025)	Strategy	Provides a framework over how E&L manages its suppliers in order to achieve gain-gain outcomes from our supply chains and networks.
Capability Category Plan (Equipment & Logistics (July 2024)	Strategy	Provides a future focused plan to manage our procurement pipeline for goods and services.
New Zealand and Australian Resuscitation Council (ANZCOR) Guidelines	Guidelines	The ANZCOR (Australian and New Zealand Committee on Resuscitation) guidelines provide those involved in resuscitation education and practice with recommendations based on scientific evidence.
Australian Standards / New Zealand Standards (AS/NZS)	Standards	There are various Australian Standards / New Zealand Standards (AS/NZS) providing procedures and safety requirements. This includes AS/NZS 3760 In service safety inspection and testing of electrical equipment and residual current devices, outlines inspection, testing and tagging methods.
British Standards (BS)	Standards	There are various British Standards (BS) providing procedures and safety requirements. This includes BS 6391 (2009) pertaining to the quality, safety and reliability of firefighting hose.
National Fire Protection Association Standards (NFPA)	Standards	There are various National Fire Protection Association (NFPA) Standards providing procedures and safety requirements to endure the quality, safety and reliability of items of operational equipment.
European Standards (EN)		There are various European Standards (EN) providing procedures and safety requirements to endure the quality, safety and reliability of items of operational equipment. EN Standards are sometimes referred to as Euronorm, Europäische Norm or European Norm.

DOES NOT REFLECT PLUGGED AWAY ITY

9.3. Glossary

The following Fire and Emergency terms are used in this AMP:

Table 35: Summary of Fire and Emergency Terms

Term	Description
4R's	FENZ operating framework based on risk reduction, readiness, response, recovery
BER	Beyond economic repair, used in risk based and on condition assessments.
BSO/BLSO	Brigade Support Officer/ Brigade Logistics Support Officer
CRM	Customer Relationship Management – describes the relationship between E&L and Service Delivery
CRS	Contingency Reserve Stock – stock held centrally and deployed to meet an operational requirement not able to be met by in use equipment
DM	District Manager, one of seventeen Fire and Emergency districts
Dynamic Risk Assessment	The continuous process of identifying hazards, assessing risk, taking action to eliminate or reduce risk, monitoring and reviewing, in the rapidly changing circumstances of equipment and logistics operations or equipment use.
EAMS	Equipment Asset Management System – The E&L asset management system
E&L	Equipment & Logistics, a Directorate of the OSCD branch
ELSC	Equipment & Logistics Service Centre
ESO	Equipment Support Officer
EUC	End User Certificate/Certification – Required US SD for equipment being passed to a third party
FAR	Fixed Asset Register
GM	Group Manager
HSS	Health, Safety and Security – an AMP criticality rating. HSS is that equipment allows firefighters to carry out their role free from equipment related (or caused) physical or physiological harm (harm to person or personal property).
ITAR	International Traffic Arms in Regulations
In test	Equipment has an allocated test cycle and procedure and is inside that test cycle
JDE/AMIS	JD Edwards asset management information system
E&L Maintenance Framework	The construct/framework in which equipment maintenance occurs. The framework covers strategy, policy, plan, processes, quality assurance, training and certification, test standards.
kVA	Kilo Volt Amperes = kW
kW	Kilowatt = kVA
LS00	Logistics Support – casual labour force

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Term	Description
MCC	Mission Critical Capabilities – those capabilities without which Fire and Emergency responders would be **impeded from** completing an mission, response, or intervention successfully. An operational criticality rating.
MEE	Mission Essential Capabilities – those capabilities without which Fire and Emergency responders would be **prevented from** completing an mission, response, or intervention successfully. An operational criticality rating.
MVC	Motor Vehicle Crash previously MVA – Motor Vehicle Accident
MVP	Minimum Viable Product. An AMP criticality rating. MVP is that population and distribution of equipment that allows firefighters to respond to a most likely incidents for the communities that they serve.
NCC	National Coordination Centre
NTC	National Training Centre
OER	Operational Efficiency & Readiness
Outputs	Fire and Emergency's core activities as defined in the Fire and Emergency Act (2017) S. 11 and S. 12 and defined as: • Fire prevention including promotion of safety, compliance, and enforcement. • and urban search and rescue (USAR). • Fire response and suppression. • Render safe hazardous substances and provide for safety at incidents. • Responding to other emergencies including medical, maritime, other rescues, natural hazard events.
R5	Standard test regime in place for operational equipment
RM	Region Manager/s
SAMP	Strategic Asset Management Plan
SD	Service Delivery (Operations)
SDLT	Service Delivery Leadership Team
SDD	Service Delivery (Design)
SLE	Service life expiry – typically the design, operational or economic life of an item. Referred to ass Life of Type (LoT)
SRM	Supplier Relationship Management – describes the relationship between Fire and Emergency (E&L and Procurement) and suppliers
TIC	Thermal Imaging Camera
VSO	Volunteer Support Officer

DOES NOT REFLECT BUDGET AVAILABILITY

9.4. Asset Management Acronym List

Table 36: Summary of Asset Management Acronyms

Acronym	Description
AM	Asset Management
AMP	Activity / Asset Management Plan
AMIS	Asset Management Information System (currently JDEWorld)
AFAC	Australian Fire and Emergency Authorities Council
ANZCOR	New Zealand and Australian Resuscitation Council
AIT	Automated Identification Technology
AS/NZS	Australian/New Zealand Standard
BS	British Standard
CPI	NZ Consumer Price Increase
E&L	Equipment & Logistics – Equipment and Logistics Directorate
EN	European Standards (Europäische Norm – European Norm)
FAR	Fixed Asset Register
FCI	Freight Cost Index
Fire & Emergency	Fire and Emergency New Zealand
FOREX	Foreign Exchange
HAZMAT	Hazardous materials
HSNO	Hazardous Substances and New Organism Act 1996
HSWA	Health and Safety at Work Act 2015 (amended 2023)
HSS	Health Safety and Security
IIMM	International Infrastructure Management Manual
KPI	Key Performance Indicator/s
LoS	Level of Service
LoT	Life of Type (Service Life)
LCI	Labour Cost Index
MVP	Minimum Viable Product
NFPA	National Fire Protection Agency (US Standards)
NTC	National Training Centre
OEM	Original Equipment Manufacturer
OSCD	Organisational Strategy & Capability Development Branch
PPI	Producers P{rice Index
SHW	Safety Health and Wellbeing
USAR	Urban Search and Rescue

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9.5. Full Levels Of Service Summary

Table 19: Current Levels Of Service – 10 Years

Strategic Focus Area (SOI)	Key service attribute	Equipment category	Levels of Service Statement	How we will measure our performance	Current performance 204/25	2025/26 Target (Year 1)	2026/27 Target (Year 2)	2027/28 Target (Year 3)	2028/29 to 2033/34 (Years 4 to 10)
Undertaking Safe, Effective And Resilient Operations	Availability	Roadside rescue	Operational equipment is available for use with sufficient quantity to meet demand across all locations	Roadside rescue equipment operationally	98.5%	>95%	>95%	>95%	>95%
		Breathing apparatus		Breathing apparatus equipment operationally	99.5%	>98%	>98%	>98%	>98%
		Ground ladders		Ground ladders equipment operationally	99%	>95%	>95%	>95%	>95%
		Thermal imaging		Thermal imaging equipment operationally	99.5%	>98%	>98%	>98%	>98%
		Portable pumps		Portable pumps equipment operationally	90%	>80%	>80%	>80%	>80%
		Chainsaws		Chainsaw equipment operationally	90%	>85%	>85%	>85%	>85%
		Hosemaster		Hosemaster equipment operationally	98%	>95%	>95%	>95%	>95%
		Portable generators		Portable generators equipment operationally	95%	>87%	>87%	>87%	>87%
Having Strong Business Foundations	Reliability / maintainability	Roadside rescue	Provide reliable and well-maintained equipment for users	Full achievement with performance standards for roadside equipment	100%	Pass / fail	Pass / fail	Pass / fail	Pass / fail
		Breathing apparatus		Full achievement with performance standards for breathing apparatus	100%	Pass / fail	Pass / fail	Pass / fail	Pass / fail
		Ground ladders		Full achievement with performance standards for ground ladders	100%	Pass / fail	Pass / fail	Pass / fail	Pass / fail
		Thermal imaging		Full achievement with performance standards for thermal imaging	96.5%	Pass / fail	Pass / fail	Pass / fail	Pass / fail
		Portable pumps		Full achievement with performance standards for portable pumps	90.0%	Pass / fail	Pass / fail	Pass / fail	Pass / fail
		Chainsaws		Full achievement with performance standards for chainsaws	90.0%	Pass / fail	Pass / fail	Pass / fail	Pass / fail
		Hosemaster		Full achievement with performance standards for Hosemaster	89.8%	Pass / fail	Pass / fail	Pass / fail	Pass / fail
		Portable generators		Full achievement with performance standards for portable generators	90.0%	Pass / fail	Pass / fail	Pass / fail	Pass / fail
	Condition	Roadside rescue	Quality operational equipment portfolio provided	% of roadside rescue equipment in satisfactory condition (grades 1, 2 o 3, based on asset value not quantity)	99.2%	>95%	>95%	95%	>95%
		Breathing apparatus		% of breathing apparatus in satisfactory condition (grades 1, 2 r 3, based on asset value not quantity)	100%	>95%	>95%	>95%	>95%
Undertaking Safe, Effective And Resilient Operations	Safety	Roadside rescue	Operational equipment is safe to use and fully certified	Full compliance with annual maintenance check and certificati n for roadside equipment	100%	100%	100%	100%	100%
		Breathing apparatus		Full compliance with annual maintenance check and certification for breathing apparatus	100%	100%	100%	100%	100%
		Ground ladders		Full compliance with annual maintenance check and certification for ground ladders	100%	100%	100%	100%	100%
		Thermal imaging		Full compliance with annual maintenance check and certification for thermal imaging	99.5%	100%	100%	100%	100%
		Portable pumps		Full compliance with annual maintenance check and certification for portable pumps	76%	80%	80%	80%	80%
		Chainsaws		Full compliance with annual maintenance check and certification for chainsaws	80.0%	80%	80%	80%	80%
		Hosemaster		Full compliance with annual maintenance check and certification for HoseMaster	100%	100%	100%	100%	100%
		Portable generator		Full compliance with annual maintenance check and certification for portable generators	88.3%	90%	90%	90%	90%

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9.6. Operational Risk Register

Table 20: Operational Risk Register – Operational Equipment

Operational Risk Register

Risk is the effect of uncertainty on objectives. This means the likelihood of something happening that has the potential to have a consequence – either through the presentation of opportunities, or a negative impact. A risk is something that has the potential to have a consequence, but it hasn t happened yet. If it does happen, it may become an issue that needs to be managed. Risks have associated drivers (things that cause the risk to occur) and resulting consequences.

Directorate Name	Equipment and Logist EL
Month	November
Year	2023
Name	Charlie Lott

ID	RISK STATEME	RISK ID	RISK CATEGORY	RISK DESCRIPTION	RISK DRIVERS	RISK CONSEQUENCES	LIKELIHOOD	CONSEQUENCE	RISK RATING
1	Mandatory	1EL	Safety, Health and Wellbeing	If we do not provide appropriate working environment or training to our employees then this could result in physical harm to them.	-Lack of understanding of the environment -Inappropriate PPE supplied/used -Inadequate Training -Lack of knowledge of support structures	Injury, illness, fatality	ikely	Major	High
2	Mandatory	2EL	Safety, Health and Wellbeing	If we don't support our peoples social connections and relationships, then their Taha Whanau wellbeing will suffer and could result in social harm to them	- Lack of connectivity across the organisation - Structure does not support staff, and people feel isolated - People and team operate in siloes - Not operating within our values - Lack of clarity on overlapping duties and our	- Poor psychological wellbeing - Burnout risk -Turnover - Loneliness/isolated team embers - Disconnected workstre ms and programmes of work - Overloaded people unable deliver on work	Likely	Moderate	High
3	Mandatory	3EL	Safety, Health and Wellbeing	If we don't support our peoples spiritual connection and belonging, then their Taha Wairua wellbeing will suffer and they will not thrive at work and could result in spiritual harm	- Lack of systems and processes that support belonging - Lack of diversity in the workplace - Not having an inclusive workplace culture - Lack of connection to Te Ao Māori (e.g.Whare kōrero, mātauranga Māori, matariki, karakia etc.)	- Poor psychologic l wellbeing - Burnout and urnover - Loss of life - Second traum - Uns stainable harm wellbeing - Tur over d e to urnout	Possible	Major	High
4	Mandatory	4EL	Safety, Health and Wellbeing	If we do not provide appropriate resources and training to our employees then this could result in psychological harm	-Lack of understanding of the environment -Inadequate Training -Lack of knowledge of support structures -systems that don't support reporting	Il ness or long term mental distress	Possible	Moderate	Medium
5	Mandatory	5EL	Operational Capability	If we do not have sufficient resources within the directorate then could result in not meeting our operational capability	-lack of appropriate training -No clear processes in pla e acro s the directorate -lack of succession planning -funding constraints -operating/doing work outside o ENZ remit	delay or non-delivery in services	Almost Certain	Major	Very High
6	Mandatory	6EL	Operational Capability	If we do not have sufficient resources to deliver our workplan on time then could result in delayed outcome to our stakeholders and partners	-Lack of resource/c pacity planning -No p ormance plan ing/workplan -Inadequate training -un ealistic targ ts set -fund g const aints	loss of operational capability and/or damage/loss to equipment	Almost Certain	Major	Very High
7	Mandatory	7EL	Financial	If we are not able to get funding to complete our work then cou d result not meeting our directorate deliverables	-No p rformance planning/workplan realistic targets set -funding constraints -No clear understanding of priorities	financial implication requiring financial reprioritisation	Possible	Moderate	Medium
8	Mandatory	8EL	Stakeholders and Partners Confidence	If we do not complete our targeted w for th directo ate then we could risk losing confidence of our stake olders and pa n s	-No performance planning/workplan -No clear understanding of priorities -miscommunication of our workplan/priorities	- reputational damage - political focus and loss of confidence	Likely	Moderate	High
9	Mandatory	9EL	Performance against strategy	If we do not deliver a inst our directorates work program for the financial year then could re ult in ot being able to deliver on our performance targets	-resource constraints -funding constraints -workplan not fit for purpose -no work plan (or out of date)	impact on performance, that would mean an adjustment to the overall strategic direction	Likely	Moderate	High
10	Mandatory	10EL	Personnel	If we d not m nage employee expectations then could result in employee discontent	-failure to manage expectations (Manager-Employee) -lack of performance planning -Failure to have regular check-ins with employees	- discontent such as industrial action or impact on personnel -Regional action - Employees within FENZ requiring financial backpay	Almost Certain	Major	Very High
11	Mandatory	11EL	Personnel	If we do not have appropriate succession and development pathways then could result in capacity constraints for the directorate.	-No succession planning -No future pathways within Directorate -lack of performance/development planning -failure to manage employee expectations -future workplans do not consider staff turnover risk	-Unavailability of critical skills which impacts key deliverables and Operational Capability	Likely	Moderate	High
12	Mandatory	12EL	Propert assets & environment	If we do not have appropriate assets available to staff then could result inability to meet business needs operational outputs	-failure to understand business asset needs/requirements -failure to maintain asset needs -failure to assign assets appropriately -no future planning on asset needs	-Time critical buildings / assets unavailable impact service delivery -Damage to condition of asset	Likely	Catastrophic	Very High

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ID	RISK STATEME	RISK ID	RISK CATEGORY	RISK DESCRIPTION	RISK DRIVERS	RISK CONSEQUENCES	LIKELIHOOD	CONSEQUENCE	RISK RATING
13	Mandatory	13EL	Property, assets & environment	If we do not manage our travel requirements (in context of FENZ's carbon footprint expectations) then could result in negative impact on FENZ's Environmental obligations	-travel planning doesn t take into account Carbon targets -we book travel or make changes late	-release of pollutants with impact on the environment - failure to meet our government expectations - reputational damage	Likely	M derat	High
14	Mandatory	14EL	Information Security/ICT infrastructure	If we do not protect / maintain our collected information in line with FENZ's information security expectations then could result in inappropriate information disclosure	-lack of understanding of requirements -lack of standardisation for filing information -no monitoring of information	-Loss of confidentiality, system integrity or information availability impacting Operations Capability, Property, assets & environment, or Personnel -Inability to provide or maintain services for periods of time	Possible	Major	High
15	Mandatory	15EL	Privacy	If we do not maintain appropriate authority in place to monitor personal information then could result in legal proceedings due to breach of personal information or legislation	-lack of understanding of requirements -lack of standardisation for filing information -no monitoring of information -lack of guidance on privacy requirements	- inappropriate exposure or sharing of personal information that causes significant harm as determined by any of the following: -Sensitivity of the information (e.g. scale of her ntl sensitive personal information) -Nature of the receiver (e.g. information with internal, service provider, government agen y or public) -Breadth (e.g. a isolated repeated incid nt or access to our systems)	Possible	Major	High
16	Mandatory	16EL	Contract/supplier management	If we do not have appropriate contract management and monitoring processes then could result in supplier underperformance.	-contracts are not stored and available -contract managers are not assigned to key contracts -contracts do not have KPI's which are tracked -Supplier underperformance is not tracked	-Consistency of failure to c rr out contracted services or obligations (y FENZ or th d party) -Impact on o erational capabi ty - Legal dispute (ised by FENZ or third party) -Ope tional capab ty compromised -Fi ancial impact	Possible	Moderate	Medium
17	Mandatory	17EL	Contract/supplier management	If we do not have appropriate contract management process then could result in operational capability/ capacity being impacted.	-Supplier underperformance is not racked	-C nsis ency of failure to carry out contracted services or ob gation by FENZ or third party) -Im act o operational capability Lega dispute (raised by FENZ or third party) -Op ational capability compromised Financial impact	Possible	Catastrophic	High
18	Mandatory	18EL	Procurement of goods/services/works	If we do not have appropriate procurement processes then could result in entering into agreements that are non-complaint with government procurement rules	-lack of understanding of AoG Pro urem n requirements -not using centralised proc rement function for support	- Consistency of failure to comply with the Procurement Policy -Consistency of failure to follow advice of Procurement Directorate -Financial impact -Impact to FENZ reputation	Possible	Moderate	Medium
19	Non-Mandatory	19EL	Operational Capability	If we keep our assets in use past their design, operational or economic lives, we risk a degradation in operational capability or output achievement.	- sweating assets f r finan al reasons - failin to plan for as ife of type replacement - fai in to track assets in JDE/AMIS	- Degradation of asset operational availability - Potentially unsafe equipment causing harm to firefighters - Catastrophic failure of equipment	Possible	Moderate	Medium
20	Non-Mandatory	20EL	Operational Capability	If we incorrectly specify our equipment assets by focusing on the asset itself instead of the effect we want the asset to achieve or the roblem we want the asset to solve, we risk sourcing and introducing equipment that is unfit for purpose and we risk a degradation in operation l capabili or output achievement.	- under sp cifying assets for financial reasons, - ailing to p n for asset life of type replacement - failing to engage with Service Delivery (opera ional firefighters) on asset characteristics and erformance - failing to track assets in JDE/AMIS - Increased reports on defective or unsatisfactory equipment (RODUE).	- Degradation of asset operational capability, - Potentially unsafe equipment causing harm to firefighters, - Catastrophic or early failure of equipment being used to carry out tasks it was not designed to achieve.	Possible	Moderate	Medium
21	Non-Mandatory	21EL	Operational Capability	If we do not embed a professional as et management approach and discipline into the management of a sets hrough the development of Capability Management Plans may ot opti ise our assets and their supportability/sustainabili y or de loy our sources effectively and efficiently (CAPEX/ OPEX b dge and p ple effort).	- a lack of clean or organised data on assets - unable to establish a baseline - an absence of a data management approach/ system in which to capture key asset data - Unspent budgets not able to be carried forward or accumulated to support CAPEX purchasing cycles.	- Inability/ reduced ability to reliably forecast asset lives and impacts on budget/ spend forecasts and supply chain management - asset management disciplines are not coordinated and standards for asset classes and management thereof are not established or embedded. - an absence of valid data sets to assist with decision-making (including spend value across asset categories)	Likely	Moderate	High
22	Non-Mandatory	22EL	Contract/supplier management	**Linked to risk 5E** - If we do not employ Supplier Relationship Management (SRM) isciplines in managing our engagement with suppli s, we orgo our bility to influence and 'smooth' the supply chain for c tical equipment.	- traditional approach has been to manage the contract, not work with suppliers of surety and security of supply chain ' current disciplines are focused on contract management and not SRM.	- Supply chain is not optimised (FENZ is a small customer in global terms, therefore orders can easily be deprioritised by suppliers and subject to long lead times. Additionally, there are no New Zealand based suppliers - therefore have to establish effective relationships with supplier agents in New Zealand).	Likely	Moderate	High
23	Non-Mandatory	23EL	Operational Capability	L ked risk 1 EL - If we do not maintain and manage critical spares/ strat gic supplies (including supplies of fire hose), we risk stock-outs and/ itical spares are not easily deployed in the event that they are called upon at short notice.	- absence of formalised supply chain management frameworks, processes and disciplines - location and concentration of critical spares/ strategic supplies not optimised.	- stock-outs could occur - distribution of critical spares/ strategic supplies to an emergency event adversely impacted by location and ability to efficiently transport and deploy.	Possible	Major	High
24	Non-Mandatory	21EL	Operational apabili y	**Linked to risks 3EL and 4EL** - If we do not have an appropriate operating model to balance in-house and outsourcing of repairs and maintenance work, we risk inconsistency in equipment management and performance.	- insufficient in-house resources in the service centres to cover the R&M workload	- over reliance on outsourced R&M creating inconsistency in equipment management and performance - ineffective operating model that incurs high costs to fund outsourcing	Possible	Moderate	Medium

DOES NOT REFLECT AVAILABILITY

9.7. Three-year Improvement Plan

Table 39: AM Improvement Programme – Operational Equipment

No.	AM Improvement Area	Project no	Action	Responsibility	Priority (High/Medium/Low)	Indicative Timeframe		
						2025/26	2026/27	2027/28
1	AM Policy and Strategy	1.1	Complete the rationalisation of the suite of strategic documents to a single, 10-year strategy to guide the portfolio. This is expected to be completed by late 2025 with adoption in mid 2026.	National Manager E & L	Medium			
		1.2	Update the 2018 AM Policy as part of the review cycle. Strengthen the AM Policy with the recommended additional elements to ensure complete and meeting best practice.	Chief Advisor	Medium			
2	Levels of Service and Performance Management	2.1	Consider the identified future technical levels of service related to SHW, condition and resilience if it adds value to managing the equipment portfolio.	National Manager E & L	Low			
3	Forecasting Demand	3.1	With Service Delivery (Operations and Design) Continue to track and review current and future Fire and Emergency demand for operational equipment assets and services.	National Manager E & L	High			
4	Asset Register Data	4.1	Continue to cleanse the equipment data set in JDE so there is One Source of the Truth on which to make to make sound operational equipment operational and business decisions.	National Manager E & L	High			
		4.2	Assign unique asset identifiers to all CMP categories within the FAR to allow for asset tracking and projections across all E&L assets.	National Manager E & L/ Assets and Insurance Accountant	Medium			
		4.3	Establish a process to accurately record fixed assets and maintain an updated FAR as a business-as-usual activity.	National Manager E & L/ Assets and Insurance Accountant	Medium			
		4.4	Adjust the asset value in FAR after operational equipment is refurbished at midlife to ensure the integrity of the data set for renewals planning.	National Manager E & L / Assets and Insurance Accountant	Medium			
5	Asset Performance and Condition	5.1	Evaluate the value in assessing asset condition for the other equipment (not covered in national supply contracts). Consider the effort versus benefit of collecting condition data.	National Manager E & L	Medium			
6	Decision Making		No actions identified at this stage.					
7	Managing Risk		No actions identified at this stage.					
8	Operational Planning	8.1	Review and adequately resource maintenance requirements through a combination of in-house staff and third party service agreements.	Nationa Manager E & L	High			
		8.2	Establish an internal mechanism to record external O&M activities consistently with CMP categories.	Nat onal Manager E & L/E&L Management Accountant	Medium			
9	Capital Works Planning		None identified at this stage.					
10	Financial Planning	10.1	Start using the Equipment AMP to drive the budget setting process based on asset needs so there is sustainable long-term investment and o be consistent with good practice.	Deputy Chief Executive Organisational Strategy and Capability Development; Chief Advisor and National Manager E & L	High			
11	Asset Management Leadership and Teams	11.1	Determine the suitable workfo ce structure and capacity for the E&L Team o meet current and future demands.	Deputy Chief Executive Organisational Strategy, Capability Development; Chief Advisor DCE OSCD, National Manager E & L	High			
12	Asset Management Plans	12.1	Complete he CMPs for the remaining categories.	National Manager E&L	Medium			
13	Management Systems		None identified at this stage.					
14	Asset Management Information Systems	14.1	Investigate a suitable AMIS that can hold all the asset data, assessments and so that life cycle management planning and costing forecasts can be built from the bottom up. This may be a module of the proposed Financial Information Management System or a modification to dataset/fields in JDE AMIS.	Chief Advisor / National Manager E & L	High			
15	Service Del very Mechanisms	15.1	Strengthen the procurement process for the procurement of operational equipment so it is still fully compliant with the Government Procurement Rules.	National E &L Manager/ Procurement Business Partner	Medium			
16	Audit and Improvement	16.1	Prepare to report against Cabinet Office Circular CO(23)9 – Investment Management and Asset Performance in Departments and Other Entities.	Chief Advisor	High			
		16.2	Start formally monitoring progress on a quarterly basis on the implementation of the AM Improvement Plan. Ensure that there are adequate resources to deliver the AM Improvement Plan.	Chief Advisor / National Manager E & L	Medium			
		16.3	Strengthen the AM oversight governance functions and capability, including establishing an AM Steering Group to bed in a good AM culture in Fire & Emergency for the asset portfolios and to support enduring change.	Chief Advisor	Medium			
17	Resourcing	16.4	Define the resourcing required to better balance labour supply and demand and seek decisions on outsourcing vs insourcing.	National Manager/DCE OSCD	High			

DOES NOT REFLECT BUDGET AVAILABILITY