



NATIONAL FIRE AUTHORITY
STRATEGIC PLAN AND FRAMEWORK
2013 – 2017

**“DRIVING A TOTAL CHANGE IN CULTURE AND
MINDSET”**



“EMERGENCIES: BE PREPARED, IT IS YOUR RESPONSIBILITY”

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Introduction

NFA's Strategic Plan 2013 - 2017 has been produced in consultation with the National Fire Authority (NFA) Board, Stakeholders, NFA Executives and the NFA Management team.

The National Fire Authority plays an important role in ensuring the safety of the Members of the Community and their properties and plays an equally important role in economic development and growth by providing assurance to the business communities, that their properties and business are protected from the devastating impact of fires. NFA's role has also evolved throughout the years from primarily being responsible for fire response to responding to other emergencies like ambulance services, road accident rescue, HAZMAT operations, urban search and rescue, flood water rescue and responding and working closely with other agencies including the NDMO during natural disasters.

The Strategic Roadmap for Fire Safety and Mitigation in Fiji which was endorsed by Cabinet in 2007 expired at the end of 2012. As such, the Stakeholders Strategic Planning Workshop held on the 12th and 13th of December 2012 was timely because it allowed NFA, the Ministry and all the relevant Stakeholders to review the results and effectiveness of the strategies outlined in the 2007 Strategic Roadmap and to formulate new strategies for 2013 and onwards.

Whilst NFA's mandate is to coordinate and carry out proactive fire prevention and respond to emergency rescue operations, it must be acknowledged that the National Fire Authority cannot work alone and will need support and assistance from stakeholders and Government to map out effective strategies that will bring about a **TOTAL CHANGE IN CULTURE AND MINDSET** within the communities if we are to realize the achievement of **"Reduced fire incidents and fire deaths"**.

The National Fire Authority is responsible to Government and the continued support of the Ministry of Local Government, Urban Development, Housing & Environment will provide an enabling environment that will support NFA to achieve this mandate and remove any potential "roadblocks" that will prevent the NFA from realizing its full potential in delivering an efficient and effective service for fire, ambulance and other emergency services to the people of Fiji.

There are reforms that need to be undertaken to allow NFA to prepare itself for the efficient and effective delivery of the emergency management service and the NFA Board and Management are committed to ensuring the implementation of the Strategies outlined in this Plan and achieve the key performance Indicators to allow NFA to position itself amongst the best Emergency Management Services in the Pacific and Globally.

The transformation that is currently taking place at NFA and the milestone achievements so far since the appointment of the new Board and Chief Executive Officer in early 2012 are indicative of the emerging new and modern professional emergency management service agency that will support Government's Development Plans, the aspirations of the Business Community, Stakeholders and most importantly all Fijians in the short and long term.

This NFA Strategic Plan 2013 – 2017 will also strategically position NFA to support economic growth and help the nation grow and develop.

This new NFA Strategic Plan 2013 – 2017 is commended to all the stakeholders and all Fijians and it is firmly believed that everyone will partner and assist NFA in this new and exciting Journey to ensure NFA is able to provide high quality emergency management services that meet international standards but more importantly meet and or exceed expectations.



Chairman's Statement

The current Board and Management of NFA would like to acknowledge and thank the previous Board and Management of NFA for their effort and wisdom in the formulation and endorsement of the NFA Strategic Road Map 2007 which expired at the end of 2012.

We also acknowledge and sincerely thank the Honorable Minister for Local Government, Urban Development, Housing and Environment and the Government for their support and assistance in the implementation of the Strategies outlined in the RoadMap. Without the support of the Honorable Minister and the Government, NFA would not have come so far.

With the expiry of the NFA Strategic Road Map 2007, the current Board and Management were challenged to now look forward and set a new course and direction for NFA and prepare the Organization to meet the expectations of Government and the members of the community.

The Strategic Management Workshop held on the 12th and 13th of December 2012 at the Novotel Hotel involving the NFA Board, Management and all our Stakeholders, mark the start of a new journey for NFA.

I commend all the participants in the workshop in recognizing that the services currently provided by NFA is no longer limited or confined to fire and fire related services but an encompassing service which includes responding to all types of emergencies, as such, our new core function of providing efficient and effective "Emergency Management Services" to all the communities in Fiji.

With the recognition and acceptance of this new core function for NFA, the review of the Vision, Mission and Values Statement and more importantly the formulation of relevant Strategies to support the new core function of NFA was the next important step to be undertaken.

The NFA Board is confident, that the finalization of NFA's Strategic Plan and framework 2013-2017 which outlines the new Vision, Mission and Values statements together with the strategic objectives, Action Plans and the identified Performance Measures for NFA for the next five years, sets the foundation for the Reforms of NFA.

At the forefront of the Reforms to be undertaken by NFA in the next few years is the review of the current NFA Legislation to support the expanded function of NFA and the review of the Levy system to ensure the availability of appropriate funding to fund the services to be provided by NFA.

Part of the reforms also will include the setting of emergency services standards and the building of human capital capacity, skills and competencies of the workforce to ensure the delivering of a high standard of service that will always meet or exceed the expectations of the customers. NFA recognizes that its employees are the most important resources and NFA is committed to creating an environment and a work culture that is conducive to good governance, innovation, disciplines, trust, and loyalty and due recognition for good performance.

NFA is also committed to expanding its services in alignment with the Government Development Plan and Intent. We are committed to ensuring that NFA continues to develop and upgrade its fire fighting and communication equipments to comply with relevant international firefighting standards. NFA is committed to developing new Fire Stations and Fire Posts and these plans are outlined in detail in the Strategic Plan and Framework for 2013 to 2017.

The NFA Board supports the major focus of the Strategic Plan which places a lot of emphasis in proactive strategies to reduce the occurrence of the fires since it is more cost effective. These proactive strategies include the formulation and implementation of a National Policy which will ensure proper identification, assessment and control of all fire hazards and risks in the developing phases of all projects.

I am also glad that the Strategic Document has been discussed and accepted by the NFA Management Team and will be cascaded to all the staff since it is very important to have staff buy in which is vital for the successful implementation of the identified strategies.

I wish to acknowledge the support of the Minister of Local Government, Urban Development, Housing and Environment and the Stakeholders in the formulation and development of NFA's Strategic Plan and Framework 2013 - 2017 and look forward to their continued support in the implementation of the Plan.

Thank You



Commander Francis Kean
Chairman



Workshop Scope and Objectives

The NFA Strategic Plan 2013 – 2017 sets the foundation and strategic roadmap for the National Fire Authority (NFA), as an organization committed to **prepare and support communities to achieve minimal impact from fire and other emergencies** in Fiji. A key driver in this process will be the Human Capital Management (HCM) as set out in the Employment and Industrial Relations Plan.

The desired outcomes from the Strategic Planning Workshop held on the 12th and 13th of December are outlined below:

1. Develop the Strategic Plan and Framework for Fire Prevention 2013-2017;
2. Develop the Corporate Plan 2013;
3. Develop an Employment and Industrial Relations Plan;
4. Develop the Training and Development Plans 2013 - 2017
5. Develop a relevant Performance Management System to support the implementation and achievements of Key Performance Indicators that emanate from the Strategic Framework and Corporate Plan

Historical

The National Fire Authority was established by virtue of the National Fire Service Act, 1994 and commenced operations on 1st February 1995. On that day, the Authority assumed responsibilities to provide fire services for the entire nation of Fiji.

Prior to this, the fire service in the country was provided by various municipal councils and the Board of Fire Commissioners of Suva. The largest and best organized of these fire services was the Suva Fire Brigade, which was administered by the Board of Fire Commissioners of Suva. Other fire brigades taken over were in the towns of Sigatoka, Nadi, Lautoka, Ba, Tavua, Labasa, Savusavu and Levuka.

In exercising its powers under the National Fire Service Act, the Authority's responsibilities include:

- The corporate governance of the Authority including the establishment of Sub-Committees
- Administration and operations of the national fire services
- Establishing strategies and objectives
- Monitoring the performance of Management
- Ensuring effective and efficient communication with all stakeholders
- Appointment of officers of the Authority except for the CEO who is appointed by the Minister
- Ensuring an effective Human Resources program for the Authority
- Overseeing the development strategies for senior and high performance officers

On 24th November, 2009, *the National Fire Service Act, 1994* was amended to *the National Fire Service (Amendment) Decree 2009*, providing for enlargement of powers and functions of the National Fire Authority. The Establishment of National and Divisional Coordination Committees and

Structural Fire Safety Department; Strengthening and clarifying the duties and function of its officers; Enhancing the authority's revenue raising powers and related matters.

Strategic Planning Process

The Strategic Planning Workshop involved 5 Board members, 3 Executive Management, 13 Management staff and 16 Stakeholders of NFA. The workshop developed the Strategic Plan utilizing the Maxumise outcome-based methodology.

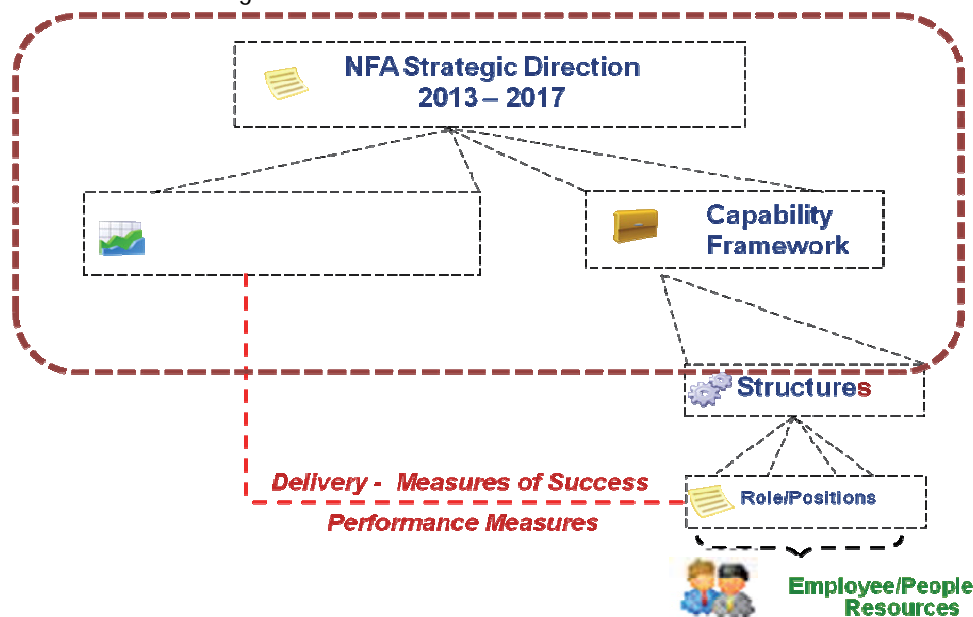
The strategic planning process provided the Board and NFA Management with the opportunity to consider the past, review the current as well as project forward. This strategic plan forms the basis for sound human capital management within NFA.

Strategic Planning Cycle

The strategic planning cycle is a continuous process, reviewed and rolled over annually [or as determined by the trigger event analysis].



The strategic plan is the start of a process that needs to be cascaded down to the operational levels as shown in the diagram below.



Workshop Attendees

The Strategic Plan Workshop was held at the Novetal on the 12th and 13th of December 2012. The Honourable Minister for Local Government, Urban Development, Housing and Environment, Colonel Samuela Saumatua opened the two day workshop and issued a challenge to all the stakeholders in the workshop to discuss and develop key preventative strategies and set achievable milestones to ensure the reduction of fire incidents and fire deaths. All the participants who were present in the two day workshop are listed below;

Directors

1. Commander Francis Kean
2. Peter McPherson
3. Aisea Vosailagi
4. Hiagi Foraete
5. Lesimemata Maravuakula

Executive Management

1. John O'Connor - CEO
2. Qionilau Moceitai - ACFO
3. Mileta Seniroqa - ADCS

Management

1. Soro Korobiau
2. John Pillay
3. Kolinio Rakoroi
4. Timoci Nakaruru
5. Pauliasi Tuiwai
6. Filipe Tikoisuva
7. Taniela Mafi
8. Anish Prasad
9. Waisea Vakalolo
10. Soela Naivolasisiga
11. Ifereimi Vesikula
12. Nacanieli Bakidaku
13. Nacanieli Lesu
14. Ame Baleitamavua
15. Petero Nodrakoro

Stakeholders

1. Mahesh Chandra – Pioneer Supplies
2. Ram Bhagat Lal
3. Suva City Council
4. Representative - Land Transport Authority
5. Representative - National Disaster Management Office
6. Representative - Insurance Council of Fiji

7. Representative - Fiji Police
8. Representative - Wormald
9. Representative - Fire Fighting Enterprise
10. Representative - Water Authority of Fiji
11. Representative - Nasinu Town Council
12. Representative - Nausori Town Council
13. Representative - FEA

Maxumise Facilitators

1. Max Underhill - Director Maxumise
2. Anna Underhill - HCM Consultant

Corporate Statements

Core Business

An important part of the workshop and the formulation of the Strategic Plan 2013 - 2017 was the determination of the Core business of NFA. This process took place on the first day of the workshop where the majority of the stakeholders were still present so that their contributions were captured.

A major philosophical change has seen the expansion of NFA's role beyond Fire Response and Rescue to provide a broader Emergency Management Service. This evolutionary change has seen the function of the NFA developed from Fire Response and rescue to all inclusive Emergency Management Service as highlighted below:



After discussion within the groups, it was finally agreed that the new **CORE FUNCTION OF NFA** is the provision of an effective and efficient **EMERGENCY MANAGEMENT SERVICE**.

Once the Core Function of the NFA was determined, it was then very important to define a Vision and Mission Statement that would support and provide a visionary and effective framework to the core function of NFA: "Emergency Management Services".

Vision

“Building Community Resilience towards Emergencies”

Mission

“Serving and working with our communities by providing effective and efficient emergency management services to protect and safeguard the Nation and its People” .

Slogan

“Always Ready”

Organizational Values

Since the core function of NFA, the Vision and Mission statements had changed, it was also important to consider a set of new organizational values that would support the organization culture that is required to provide a professional, efficient and quality emergency management service.

It was important that these values reflected behaviors that employees have to live when they are providing services to the members of the community.

These are the organization values:

- Courage
- Honesty
- Respect
- Team Work
- Innovation
- Loyalty
- Customer Service – Service before Self

Review of Strategic Roadmap 2007

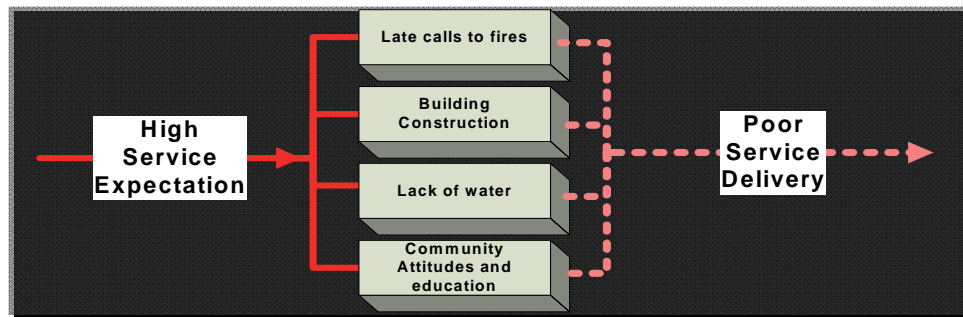
To assist the Stakeholders formulate relevant strategies that will support the reforms and the transformation of NFA from basically a firefighting agency to an emergency management service agency, it was important to review the outcomes of the implementation of the strategies outlined in the Strategic Roadmap 2007 and also analyze and review the Historical Data in relation to the operation of NFA.

In May 2007, Cabinet approved the development of a Strategic Roadmap for Fire Safety and Mitigation in Fiji 2007-2012. The Roadmap recognized Government's policy for Fiji's fire service is driven by Pillars 4 and 7 of the Peoples Charter for Change, Peace and Progress which aspire for the enhancement of Public Sector efficiency, performance effectiveness and Service Delivery for the rebuilding of a better Fiji, and developing an integrated development structure at divisional level. NFA's Strategic Roadmap for Fire Safety and Mitigation in Fiji was presented and endorsed by Cabinet in October 2007, paving the long term strategy for the nation's fire service delivery.

NFA's Roadmap adopted the following underlying principles:

- Recognition of NFA's current financial limitations and the need to look for new funding opportunities as well as strengthen current income streams.
- NFA becoming a "National" fire service – serving all of Fiji rather than only serving within the fire boundaries of our cities and towns.
- NFA mainstreaming and integrating with other agencies and stakeholders to deliver fire safety programs and mitigate fires.
- NFA continuously improving to be the modern fire service our community expects.

The Roadmap identified external issues (roadblocks) that continued to impact NFA's performance and ability to effectively contain, control and mitigate the effects of fire. These are:



Six key elements were identified as the priority areas for NFA in the roadmap and this are outlined below;

- Strategic Element 1: Strengthened NFA capacity and service delivery
- Strategic Element 2: Community education, marketing and engagement
- Strategic Element 3: Fire service performance monitoring and reporting
- Strategic Element 4: Partnerships and strong stakeholder relationships
- Strategic Element 5: Appropriate legislative and policy framework
- Strategic Element 6: Appropriate and sustainable NFA funding arrangements

It is evident from the review of the outcomes of the above strategies that there were a lot of difficulties encountered in the implementation of the Action Plans as a result of financial difficulties and the limited resources available to NFA. Another major drawback was the availability of skilled and competent human resource capacity to drive and ensure achievements of the key performance indicators that support the implementation of the above strategies.

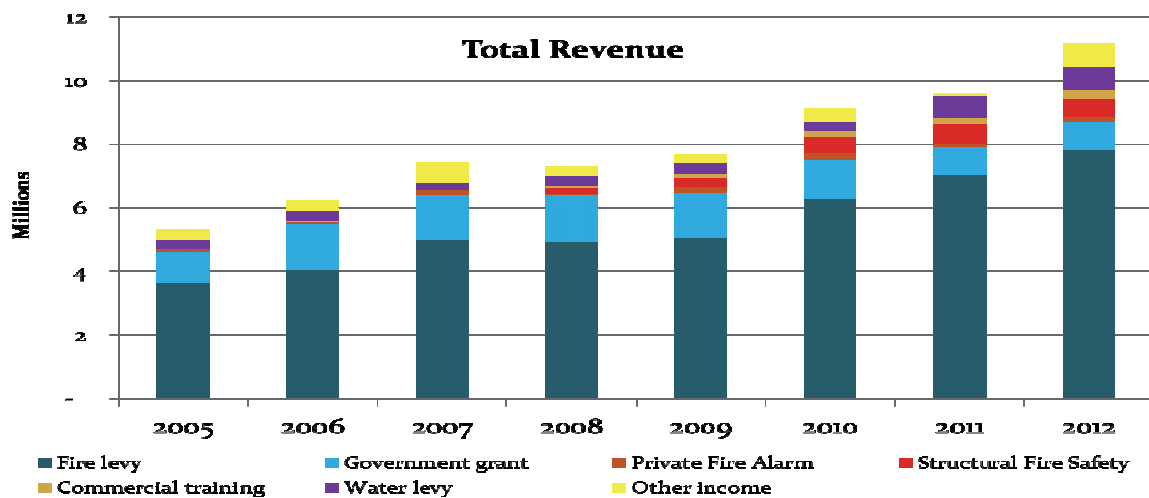
In view of the above, certain strategies from the Strategic Roadmap 2007, will be also included in the NFA Strategic Plan and Framework 2013 – 2017

NFA Historical Trends

Historical Trends provide an insight into the performance of the organization leading up to the last financial year. This analysis is useful in noting trends which will help in preparing projections for the planning period and the future.

Revenue Trends

The revenue trends show the source of revenue in the prior years as well as the growth or decline in these respective sources. These also lay the platform for trends projections in targeted timeframe for the strategic plan of five years. From 2005 to 2012 the Revenue trends are illustrated graphically below.



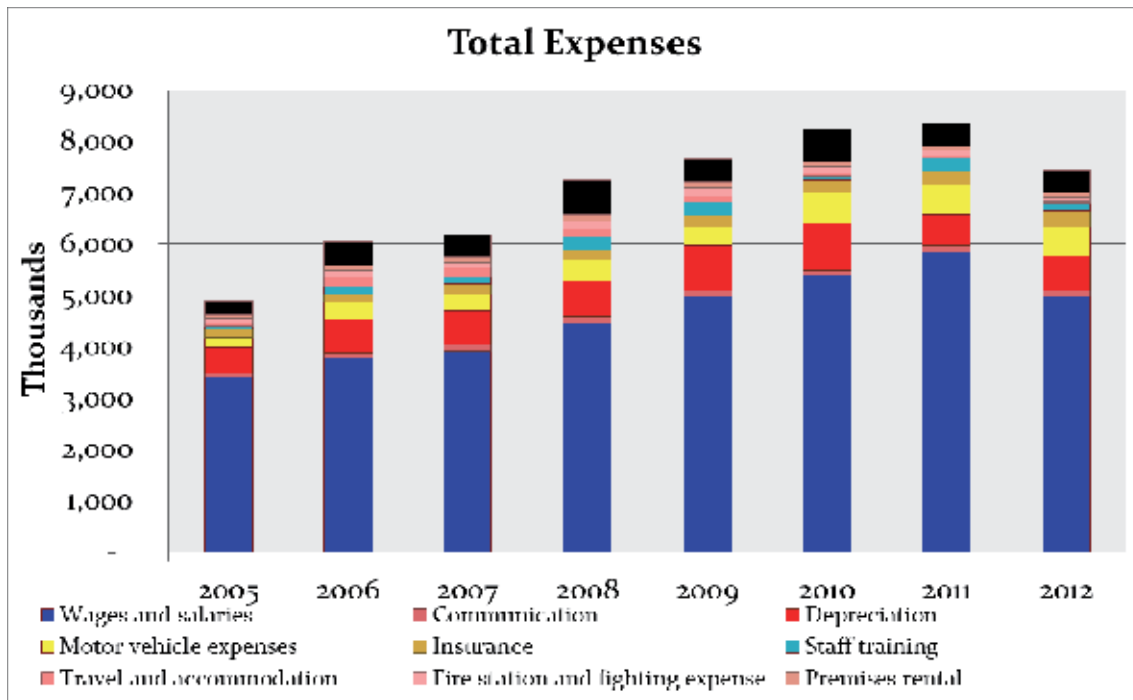
Expenditure Trends

Expenses are necessary in any line of business. Expenses need to be monitored and controlled in order to maintain the organization's profit levels as well as have sustainable growth. The details on expenses from 2005 to 2012 are illustrated below.

The major areas of expenditure for NFA are as follows:

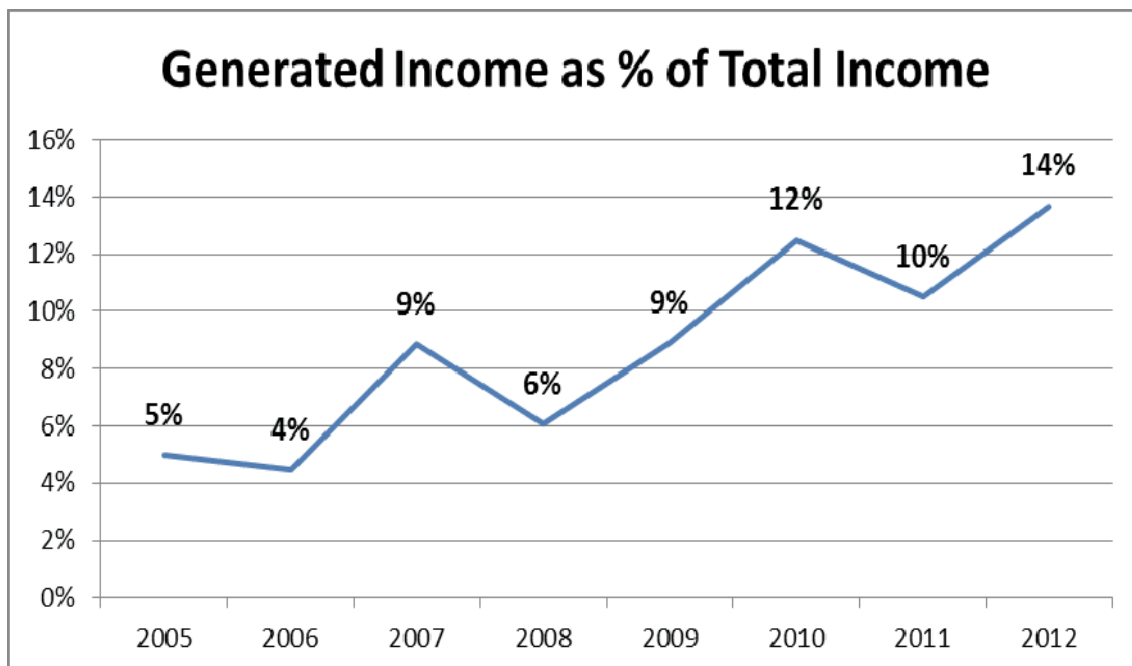
1. Wages & Salaries – All Permanent and paid volunteers
2. Communication – Telephones, mobile phones, internet charges
3. Motor Vehicle Expenses – Fuel, repairs, road worthiness
4. Insurance – Buildings, motor vehicles, workmen's compensation
5. Travel Expenses and Staff Training

It is very important to closely monitor expense and any planning for increase in expenditure must be closely related to revenue projections and forecasts. Therefore to ensure the financial sustainability of the organization, NFA will need to review its main sources of revenue to sustain the expected increase in expenditure in terms of the expansion of NFA's services. Discussions on possible future sources of revenue are outlined in the relevant strategies outlined in Page 20.



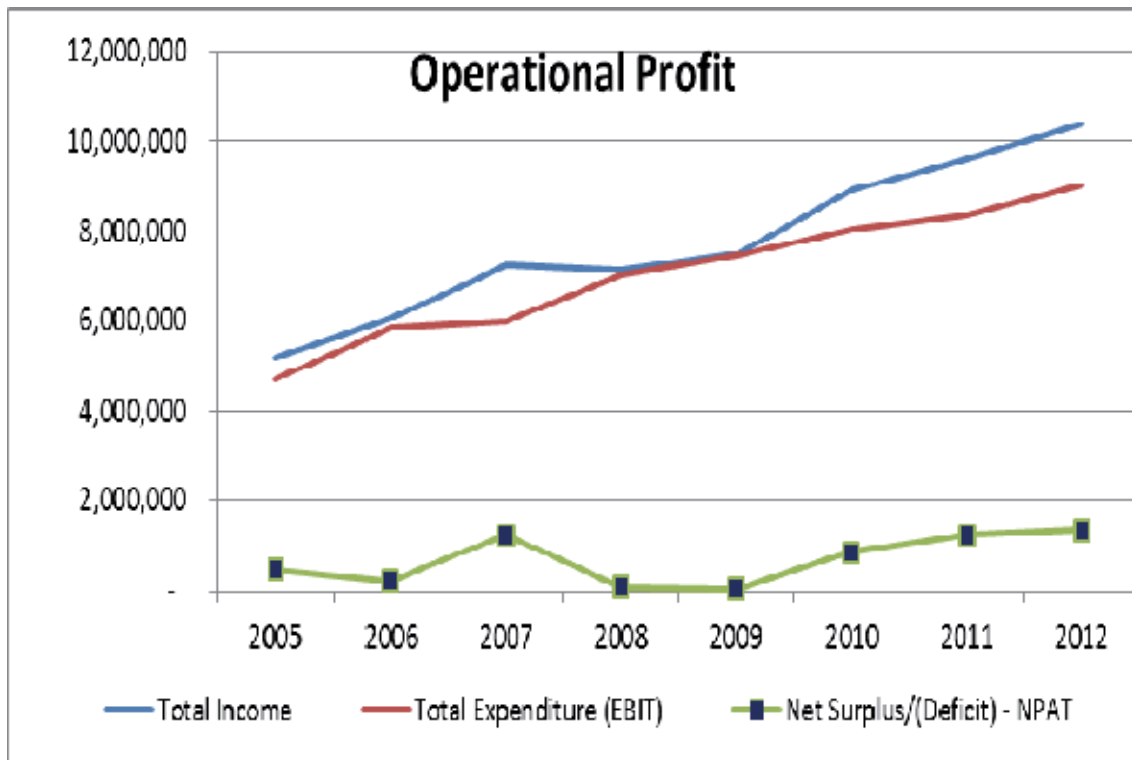
Generated Income Ratio to Total Income

This comparison shows how much of the Total Income/Revenue is represented by Income that is generated. Generated Income is an area that NFA needs to improve on in order to reduce reliance on Government grants for operations.



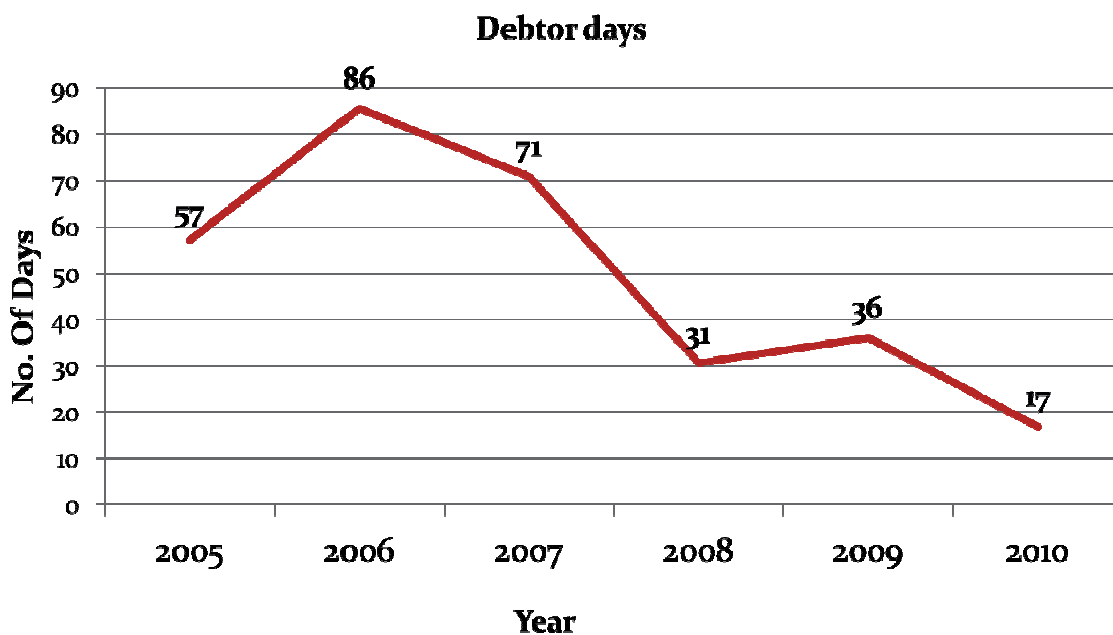
Operational Profits

Operational Profits are used to pay for Overhead Expenses. The higher this grows and should expenses be under control the Net Profit after Tax (NPAT) will grow considerably.



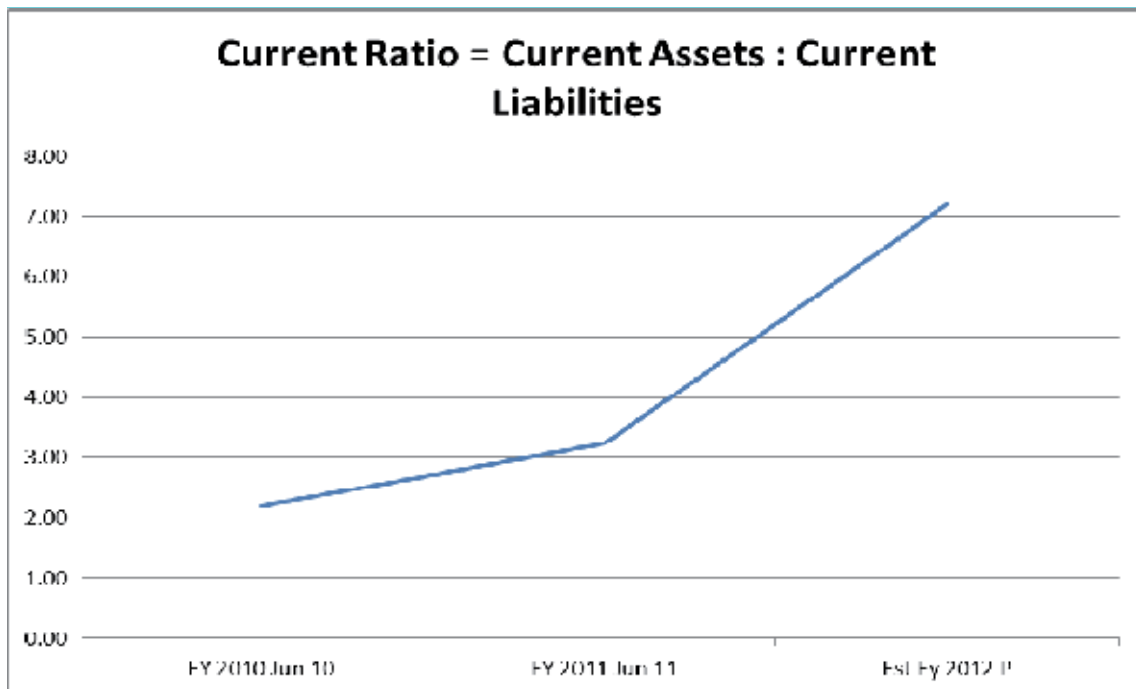
Debtor Days

This represents the number of days on an average that a debtor takes to pay NFA. The lower this is the better. This has to be monitored and proper systems to be put in place to ensure that the outstanding debts do not rise and cause issues with cash flows.



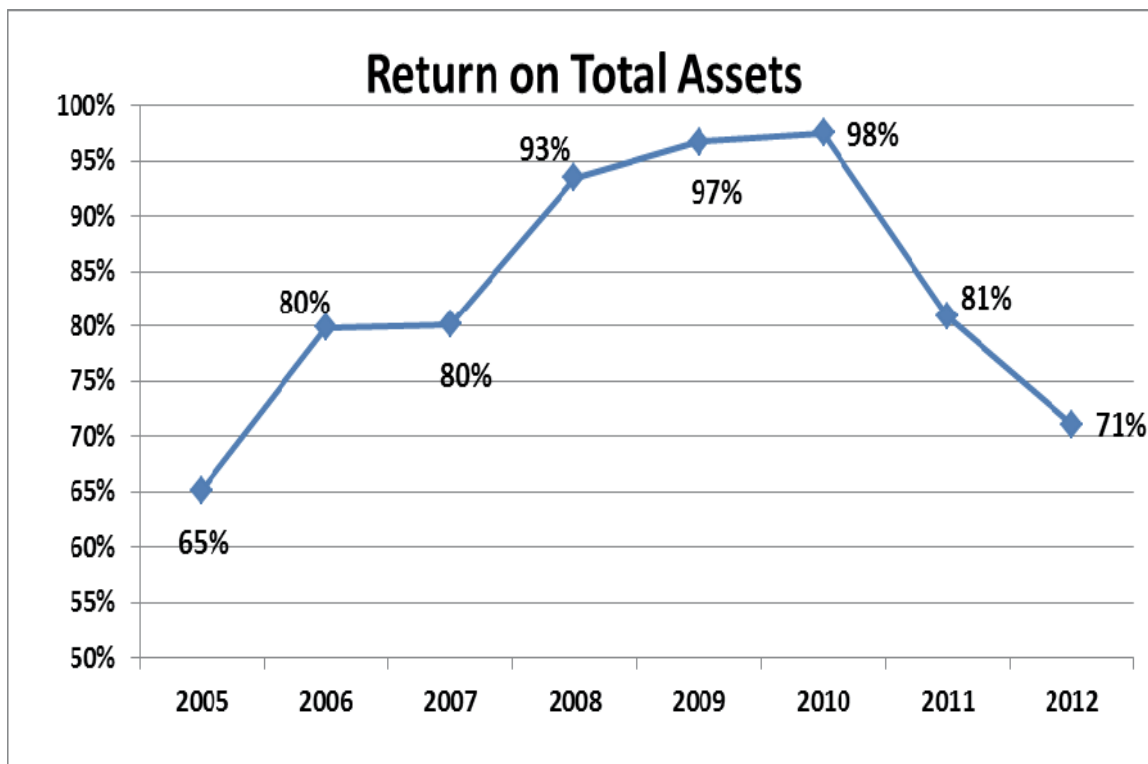
Current Ratio

This ratio determines the value of the Current Assets against the Current Liabilities. The higher it is the better the cash flow will be for the organization.



Return on Assets

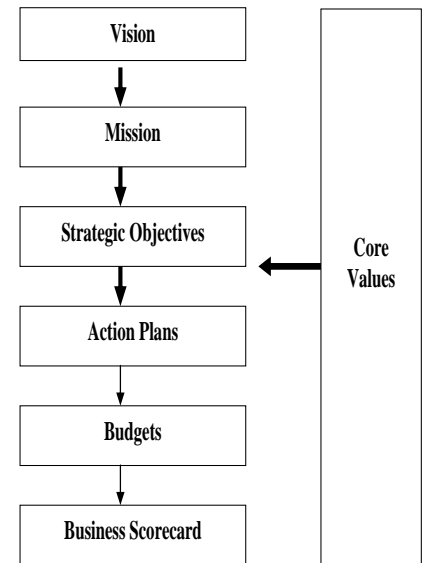
All Assets utilized in the business must produce returns. This illustration shows the percentage returns on the Total Assets utilized by NFA between 2005 and 2012.



STRATEGIC PLAN FRAMEWORK 2013 – 2017

The framework adopted focuses on the alignment of all the Strategic Objectives, Action Plans and the Corporate Performance Framework on the achievement of the Vision and Mission of the Organization. This will ensure that all the resources of the NFA, at all times, are aligned and focused on the achievement of the objectives and action plans. This will also ultimately ensure the achievement of the Vision and Mission of the Organization and the ultimate purpose of any Organization. The framework is illustrated herewith:

The Core Values represent the culture that NFA is striving to inculcate into the Organization and its employees so that all employees live, breathe and practice NFA's core values and thus become engrained into each employee, translating these as the culture of NFA and will be the way we do business in NFA.



KEY STRATEGIES AND FRAMEWORK 2013 – 2017

Discussions also took place in identifying the Key Performance Strategies for the Strategic Planning Period from 2013 to 2017 which will support and ensure the achievement of the Vision and the Mission

NFA's key performance strategies which incorporate some strategies as outlined in its Roadmap are outlined below.

1. Ensure the Long Term Financial Sustainability of NFA
2. Building Capacity and Capability to realize Governments Intent for NFA to become a lead Agency in Emergency and Disasters.
3. Improve Customer Focus and Service.
4. People Strategy (Human Capital Development)
5. Implement necessary Reforms for NFA.
6. Enhance the community and Fire Safety Awareness Program
7. Develop and Implement Enabling Strategies

STRATEGY 1: Ensure the long term financial sustainability of NFA

NFA is a fully owned Government Corporate Body. As a Corporate Entity NFA is required to be financially self sustainable which means it must generate enough revenue to meet its operational and capital costs and make a profit to be able to make dividend payment to your stakeholders. NFA's major source of revenue is the Fire Levy which is paid by the Insurance Companies on behalf of Organizations that are in the Fire Boundary and that purchased property fire insurance. Those that do not purchase the property fire insurance are not required to pay for the fire levy. The other source of revenue is through the water levy that are paid by Water Authority customers who have water metered properties within the fire levy.

NFA has received complaints on the current fire levy arrangement from those who purchase property fire insurance claim that the arrangement is not a fair arrangement since such arrangement is not compulsory.

The financial performance of NFA in the last 5 years is outlined in the table below;

Financial indicators	2008	2009	2010	2011	2012
Revenue (\$)	7,312, 539	7,688,738	9,111,791	9,603,362	10,366,985
Operation Costs (\$)	7,231,985	7,643,858	8,244,907	8,357,701	81,777,187
Profit or Net Surplus(\$)	80,544	44,880	866,884	1,245,663	1,353,948

It is evident from the above table that NFA is utilizing all its generated revenue for its operation costs. Furthermore, seventy (70) to eighty (80) percent of the operational costs is for the personal emoluments which only leaves a maximum of a mere twenty 20 percent for fuel, repair and maintenance, repair of stations, fax, printing, office operation, bills, commercial training and for staff development. There are no funds available for any Capital Projects such as building new stations, purchase of new trucks and equipment.

As a result of such financial performance, staff training and development have been badly affected and there is a shortage of firefighting equipment. Furthermore, the Commercial Arm of NFA has been badly impacted since they have been faced with shortage of printing material, lab tops and multimedia which has impacted on their services delivery and a lot of complaints received on the standard of service.

NFA cannot continue with these financial trends and expect to realize Governments intent for NFA to become its Lead Agency as such there is an urgent need to review current sources of revenue and implement innovative strategies to boost the financial position of NFA to allow it to invest in its much need projects.

The following supporting strategies will ensure the financial sustainability of NFA.

- Formulate a National Fire Prevention and Mitigation Policy to ensure integration of Fire Risk into Government's National Development Policy and likewise all Stakeholder plans to reduce costs.
- Review the current fire levy arrangement and recommend a fair levy system which will encompass everyone paying the fire levy if they are within the fire boundaries and seek Government approval.
- Review and introduce fees arrangement to ensure the recovery of costs in areas outside the fire boundaries when attending to fires and seek Government approval.
- Review the current legislations, consult stakeholders and formulate and implement a new Fire Prevention and Mitigation Legislation to incorporate the above two reviews and other relevant changes that are required.
- Establish a Commercial Department to drive NFA's participation in the Fire Safety Industry.
- Conduct reconciliation of fire levy premiums on a quarterly basis.
- Establish a Regulatory Department to regulate and license Fire Service Providers and charge relevant fees.
- Consider the compulsory installation of fire alarms in criteria of buildings and monitoring by NFA.
- Reinforce the Safety Inspection Section to ensure timely vetting of all new properties (residential and commercial).
- Sign MOU with Water Authority of Fiji to ensure monthly payment of water levies.
- Maintain debt level of 90 days to 0 less from \$100,000.
- Finalize arrangement with Land Transport Authority on the payment of Road Rescue levy to NFA from third party policy.
- Continue to seek operational funding from Government for the Ambulance Service.
- Continue to seek funding for Capital projects from Government until review of the provision for fire levy.
- Continue to seek assistance through donor agents.



Financial Performance Projections for 2013 - 2017

Based on the Historical trends and relevant factors such as inflation rates, GDP growth, expected business growth and other business environment dynamics the following projections/forecasts are made for NFA. The profits and losses forecasts below can be and must be re-forecasted should any of the major elements that were considered in drafting this experience changes by more than 2%.

Income Summary	2013	2014	2015	2016	2017
Fire levy	8,000,00	9,201,213	9,661,274	10,144,337	10,651,554
Water levy	515,375	515,375	515,375	515,375	515,375
Fixed Income (Levy)	8,515,375	9,716,588	10,176,649	10,659,712	11,166,929
Government grant	977,498	830,874	706,243	600,306	510,260
Discretionary Income (Grant)	977,498	830,874	706,243	600,306	510,260
Private Fire Alarm	208,211	239,442	287,331	344,797	413,756
Structural Fire Safety	842,599	926,859	1,019,545	1,121,499	1,233,649
Commercial training	262,056	314,468	377,361	452,833	543,400
Other income	216,840	223,345	230,045	236,947	244,055
Operational Income (Generated)	1,529,705	1,704,113	1,914,282	2,156,076	2,434,860
Total Income	11,022,578	12,251,575	12,797,173	13,416,094	14,112,050
Expenditure Summary					
Wages and salaries	6,222,797	6,845,076	7,187,330	7,546,697	7,924,031
Travel and Accommodation	43,527	45,703	47,988	50,388	52,907
Premises rental	105,870	100,828	96,027	91,454	87,099
Communication	11,267	11,830	12,421	13,042	13,695
Motor vehicle expenses	718,930	754,876	792,620	832,251	873,864
Insurance	373,290	391,954	411,552	432,129	453,736
Staff training	277,991	291,890	306,485	321,809	337,899
Fire station & fighting expense	105,476	142,410	116,023	156,651	127,626
Others	766,601	804,931	845,177	887,436	931,808
Total Operating Expenditure (EBITDA)	8,625,746	9,389,499	9,815,624	10,331,858	10,802,665
Depreciation	943,119	961,981	981,221	1,000,846	1,020,862
Amortization	21,746	21,964	20,866	17,736	14,100
Total Expenditure (EBIT)	9,914,342	10,329,517	10,775,979	11,314,968	11,809,427
Tax					
Interest					
Net Surplus/(Deficit) - NPAT	1,108,236	1,922,058	2,021,194	2,101,127	2,302,622

Economic and Business Environment

The above projections were made, also considering the following:

- GDP
 - 2.7% 2012, 0.9% 2011, 0.1% in 2010
 - Growth was driven by construction and agriculture but the tourism industry declined
- Inflation
 - average 4.1% in 2012
 - 0.9% in 2011
 - 2.8% in 2010
 - The main risk is a further surge in world oil prices.
- Short-term indicators
 - Improvement in the tourist industry. Tourism revenue growth will probably slow during the second half of the year.

Capital Expenditure

NFA's Expansion Plans

NFA's priority needs for 2013-2018 are crucial to support Government's efforts to grow, enhance and protect economic investments and activities in the country. The urgent need to expand and enhance NFA's operational capability requires the necessary funding.

With the rising concern and public awareness for the protection of life and property against the damaging impact of fire, coupled with the frequent flooding in the Western and Central Divisions in recent years, the National Fire Authority has set out a plan to roll out its projects on a priority needs basis. It is anticipated that consideration will be given to the growing population and demand in the various fire districts as per growth, business environment and proximity.

Hence, a key focus in NFA's expansion plans is to support the fire service's urban, districts and rural expansion plans to ensure that NFA is able to respond efficiently and effectively to fires and the needs and demands of our stakeholders and the communities during disasters and normal times with the:

- a) replacement of dilapidated fire stations
- b) construction of a new national head quarters for Fiji's fire service
- c) construction of new fire posts
- d) replacement of obsolete fire appliances
- e) construction of an Academy/Fire Station to serve as the Training Center for NFA and also possibly serve as a Regional Training Center.
- f) purchase of new and up-to-date firefighting equipment and personal protective gear for the fire fighters.

Infrastructural Projects

The construction of NFA's Head Quarters, the NFA Academy/Fire Station and permanent Fire Stations and 18 Fire Stations will be the major infrastructural projects for NFA's expansion plans during the planning period as outlined below:

a) Head Quarters and NFA Training Academy

- Commencement of NFA HQ [2014]
- Completion of NFA HQ [2015]
- Commencement of NFA Training Academy [2016]

b) Fire Stations (Upgrades) (5) will be constructed at the following locations:

- Taveuni [2013]
- Tavua, Rakiraki and Navua [2014]
- Pacific Harbour [2015]

c) New Fire Stations (13) will be constructed at the following locations:

- Korovou, Korolevu, Nabouwalu and Seaqaqa [2014]
- Korovisilou, Natadola, Rotuma, Kadavu and Nayavu [2015]
- Dreketi, Kadavu, Keasi and Nadarivatu/Monasavu [2016]

d) Fire Posts - NFA will also consider the establishment of fire posts at the following locations and endeavour to sign a Memorandum of Undertaking with other stakeholders and Government Departments for a co-siting arrangement with the NFA:

- Namaka, Matei, Ba Town, Nakasi, Naqali, Wainibokasi and Laucala.

Given that funding of NFA's operational activities is derived mainly from insurance fire levies and water levies, at the current levels, NFA's operating expenditure is 99% of its annual operating budget, leaving only 1% for much needed capital improvements. NFA will be reviewing its existing legislations to capitalize on business opportunities and increase its revenue base with the aim to be financially sustainable in the next 5 years.



A major factor therefore, in the achievement of NFA's expansion plans is Government's support for the funding of its infrastructural projects. Estimated costs for these infrastructural projects are tabulated below:

Stations	2013	2014	2015	2016	2017
Permanent Fire Stations	1,480,000	2,960,000	2,360,000	4,000,000	5,000,000
Fire Posts	600,000	600,000	600,000	1,000,000	1,000,000
Total	\$2,080,000	\$3,560,000	\$2,960,000	5,000,000	6,000,000

NFA's Vehicle Fleet and Equipment

Another key priority that requires attention is the procurement of an additional 18 new fire appliances with 3,500 litres water tank capacity each for the new satellite fire stations and 11 new and modern fire appliances to replace and modernize the current fast ageing vehicle fleet to complement the growing number of high rising buildings and modern architectural constructions.

Activity	2013	2014	2015	2016	2017	Total
Tanker 12,000 litres			1	1	1	3
Ladder truck 32m	1		1	1		3
Tanker 5,000 litres	2		1	1	1	5
Tanker 3,500 litres	3	7	5	3	2	20
Road rescue truck	3	1	1	2	2	9
Fast response vehicle			1	1	1	3
Mobile control vehicle		1		1	1	3
Total vehicles	9	9	10	10	8	42

Estimated costs for these vehicles are as follows:

Year	Qty / Item	Cost
2013	1 ladder truck	1,700,000
	8 Fire appliances	2,520,511
2014	9 Fire appliances	3,702,470
2015	10 Fire appliances	4,022,094
2016	10 Fire appliances	4,500,000
2017	8 Fire appliances	3,000,000
PROJECT TOTAL		\$19,445,075

Coupled with the vehicles is the urgent need to acquire and upgrade Firefighting and Rescue Equipment to adequately equip the Firefighters and effectively expand and enhance NFA's operational capability. The following rescue and firefighting equipment are planned for purchased during this planning period:

- Procurement of 3 new inflatable boats and outboards (15hp)
- Procurement of new fire fighting, rescue and personal protective equipment.

Equipment & PPE	Central	West	North	Total
Inflatable Rafts with Outboard Engines	1	2	1	4
Equipment and PPE				
Breathing Apparatus	63	63	64	190
Personal Protective Equipment	33	33	34	100
Splash Suits	30	20	10	60

The investment required to upgrade fire fighting and rescue equipment is outlined in the table below.

Activities for 2013-2015	Qty	Estimated Costs			Total
		2013	2014	2015	
<i>Search and Rescue</i>					
Inflatable Boats with Outboards (15hp)	4	26,700	9,790	-	36,490
Equipment and PPE	300	468,600	515,460	567,006	1,551,066
Breathing Apparatus	190	540,000	297,000	326,700	1,163,700
Total Project Cost		\$1,035,300	\$822,250	\$893,706	\$2,751,256

Installation of Fire Hydrants

We thank Government for their continued support in the installation of fire hydrants in key locations depending on the risk. The Fire Hydrant Installation Plan for 2013 – 2017 is outlined in the table below.

Station	Qty proposed 2013	Qty proposed 2014	Qty proposed 2015	Balance proposed for 2016 – 2022
Ba	-	10	10	258
Deuba	-	10	10	10
Labasa	-	20	20	157
Lautoka	17	40	40	435
Levuka	5	5	5	24
Nadi	11	40	40	273
Nasinu/Valelevu	17	20	20	221

Nausori	6	20	20	168
Navua/Pac Harbor	5	5	5	-
Rakiraki	-	5	8	149
Savusavu	5	5	15	13
Sigatoka	7	15	15	15
Suva	13	60	60	69
Taveuni	9	2	-	-
Tavua/Vatukoula	-	7	7	-
Total	95	264	275	1792

The cost for the installation of the water hydrants for 2013 – 2017 is outlined in the table below.

Details	2013	2014	2015	2016-2022
Quantity	95	264	275	1792
Cost/Hydrant vip (Hydrant+Installation)	\$3,850	\$3,850	\$3,850	\$3,850
Total Cost vip	\$350,000	\$1.02 million	\$1.1 million	\$6.9 million

Currently Government provides NFA \$300,000 per annum for the installation of the water hydrants. NFA will continue to prioritize the installation of fire hydrants in high risk areas.

Investment Required

The funding of the Capital Projects will depend on funding from Government, assistance from Donor Agents and will be supported by internal financing. Should NFA's plans for the review of levies and boundaries eventuate and result in a substantial increase in revenue then we could consider the full implementation of our CAPEX plan as per the PSIP.

However, if NFA is only allocated \$1M vip per annum by Government, \$300,000 for the fire hydrants and \$400,000 for the ambulance service, then capital expenditure is forecasted at \$1.78M, \$1.60M, \$1.79M, \$1.30M, \$2.27M and \$1.77M for 2013 to 2018 respectively, aggregating to \$10.51M over the planning period. Therefore, the main projects that NFA would be in a position to undertake shall be:

- The purchase of a ladder truck and fire trucks
- Commencement of construction of Savusavu Fire Station.



STRATEGY 2: Building Capacity and Capability to realize Government's Intent for NFA to become and Lead Agency in Emergencies and Disasters

Cabinet, in December 2012, had endorsed the reforms of NFA and approved that NFA build capacity and competency to become Government's lead agency in any emergency. As such, NFA functions must encompass a broader Emergency Service. Cabinet also endorsed that NFA's services must be extended beyond the City and Town Boundaries to support Government's Development Plans.

The Services provided by NFA has already expanded beyond the NFA's core function of fire fighting. The core functions now performed by NFA are that of an Emergency Response nature and include the following:

- Fire fighting
- Road accident rescue
- Industrial incident rescue
- Emergency ambulance service
- Oil spill incident response
- Flood water rescue
- Hazmat response
- Rescue and restoration during and after natural disasters such as cyclones, flooding, etc.

While NFA is currently undertaking these functions, the current legislations do not provide for the provisions of few such services and as such there needs to be a thorough review of the Fire Service Act to incorporate the expanding role of the NFA.



Secondly, NFA has to build capacity and capability in terms of Fire Stations, Specialized Equipment such as Fire and Rescue trucks, rescue dinghy and outboard motor engines, rescue equipment, communication equipment and other important equipment.

NFA currently has seventeen (17) fire stations comprising of:

- Ten (10) Fire Stations manned by permanent fire officers, namely: Suva, Valelevu, Nausori, Lautoka, Sigatoka, Nadi, Ba, Tavua, Labasa and Savusavu.
- Seven (7) Fire Stations manned by a permanent fire officer and trained volunteers, namely: Rakiraki, Navua, Naboro, Pacific Harbour, Levuka, Taveuni and Denarau.

NFA has a fast aging vehicle fleet which is in a state of disrepair. NFA currently has a fleet of 46 fire appliances of which 61% are more than 10 years old. Repairs and maintenance costs for these fire appliances have been on the increase for NFA as spare parts for the aged vehicles have become obsolete and are no longer manufactured. Details of NFA's vehicle fleet are as follows:

Vehicle Type	Less than 5 yrs	6 to 10 yrs	11 to 20 yrs	More than 20 yrs
Fire Tenders	-	4	5	10
Fire Tankers	3	1	2	-
Pumper Trucks	-	-	1	9
Rescue Trucks	-	2	1	-
Slip On	3	-	-	-
Twin Cabs	5	-	-	-
Total Ops Fleet	11	7	10	19
Age %	39% aged below 10 yrs		61% aged above 10 yrs	

NFA's firefighting equipment such as water hoses and fittings, fire tunics and protective equipment, etc require replacement with more modern and robust equipment that will enhance NFA's core emergency operation.

NFA's strategy and plan to build capacity and capability in terms of equipment are outlined as part of Strategy 1 (Capex Plans).

It is important for NFA to continue to grow its capacity and align its developments to Government's Development Plans. NFA has to build capacity in density populated areas and plan its growth to meet urbanization. Furthermore, in building capacity, NFA must work proactively and closely with relevant stakeholders to ensure that the development and growth of NFA is aligned to National growth and development. NFA's current manpower level is as follows:

Staff Category	Number
Career Firefighters	261
Administration Staff	19
Total permanent employees	280
Paid Volunteers	52
Unpaid Volunteers	40

NFA's strategy and plan to build capacity and capability in terms of human capital is outlined in the EIR Plan 2013.

The following supporting strategies will enable us to achieve this objective:

- Thorough review of the NFA, to encompass the following functions, stakeholder consultations and Cabinet endorsement:
 - Functions and responsibilities of the NFA.
 - Fire levy
 - Regulatory function
 - Fire investigations and provision for NFA to charge
 - Preventative community awareness
 - Volunteer
 - Standards for operation capability
 - Any and all aspects of preventative and reactive fire service activities
- Formulate and implement fire service standards and competency framework which fire fighters have to pass on an annual basis similar to Singapore's fire service standards.
- Review Standard Operating Procedures; make changes to reflect amendments in legislation; implement and monitor.
- Enhance relationships with other Fire Agencies in the Pacific and the Region and sign MOUs with such countries to reflect technical assistance and exchange programs.
- Develop, strengthen and formalize relations with emergency stakeholders in Fiji who could assist in NFA's service delivery.
- Planned and ongoing training of all employees.
- Work with Water Authority of Fiji to ensure availability of water for effective fire suppression.
- Introduce Community/Industry/NFA partnership to deliver a wide range of flexible fire models to provide a high level of fire protection for resorts, prisons, large schools and other high life risk facilities.
- Relocation of NFA's Head Quarters with updated technology solutions
- Build an NFA Training Academy and Station (Lami/Navua corridor)



STRATEGY 3: Improve Customer Focus and Service

Recently we have had a few complaints in relation to the attitude and the services provided by NFA from the members of the public. Customers have complained that when they approach NFA officers, the officers' attitude is a concern since they feel they are the professionals in the area of fire fighting. We have also recently investigated two complaints about officers' behavior towards customers.

Part of the reforms we are currently undertaking is to improve the image of NFA. Our target is to build capacity so that NFA is able to provide to customers a professional service but delivered with courteousness and humility.

Another roadblock into the effective delivery of fire service to our communities and stakeholders is the delay in receiving emergency calls via the 911 emergency line. This is an issue that NFA will need to address if it has to improve its customer services. There are two options and these include the following:

- Establish a 911 call centre in NFA and direct all emergency calls to NFA's call centre.
- Establish a new Emergency call Number – 910 and this number is to be directed to a centralized NFA control room.

The cost for the first option is much more than the second option. Discussions have been held with the Telecommunications Authority and Stakeholders about Option 2 and everyone was willing to assist the NFA in this regard. Therefore, NFA will, for the short term, pursue Option 2 and implement once written consent is received from the Telecommunications Authority.

Another part of our Customer Services Delivery that requires improvement is in the area of issue of certificates of compliance and training certificates. The following strategies will assist the NFA to achieve this objective:

- Conduct customer feedback survey.
- Design and implement policy, procedures, code of conduct and standards to ensure the delivery of professional customer service.
- Develop and implement checklists to be used by our operations teams before and after each shift so that they can ensure that all equipment are in proper working condition.
- Obtain approval for the use of 910 for Fire Emergency from Telecom Fiji Limited and implement.
- Document and implement Fire Service Standards and ensure that officers pass the required tests to be able to fulfill these standards. The lessons from Indonesia, Malaysia, Singapore and Australia to be incorporated in these standards and these include standards for:
 - Fitness tests
 - Skill tests
 - Practical tests
 - BA tests
 - Pump operator tests

STRATEGY 4: Human Capital (People) Strategy

This strategic objective relates to right sizing, enhancing productivity through implementation of PMS, improving satisfaction and ensuring optimum human capacity skills and competency development.

NFA recognizes that its people are the drivers of the business systems and process to achieve set business outcomes and therefore

- Conduct and finalize review of organization structure to establish the optimum structure that NFA is able to afford and will deliver maximum output.
- Implement employee recruitment strategy to build capacity at both operational and management levels.
- Develop and implement Strategic HR Plan to deliver business objectives.
- Maximize staff retention.
- Improve productivity through the implementation of the PMS for all employees.
- Implement Health wellness program.
- Formulate and implement a HSE Management System and inculcate safety in all employees of NFA.
- Inculcate NFA core values in all employees so it becomes the culture of NFA.

Capabilities Framework

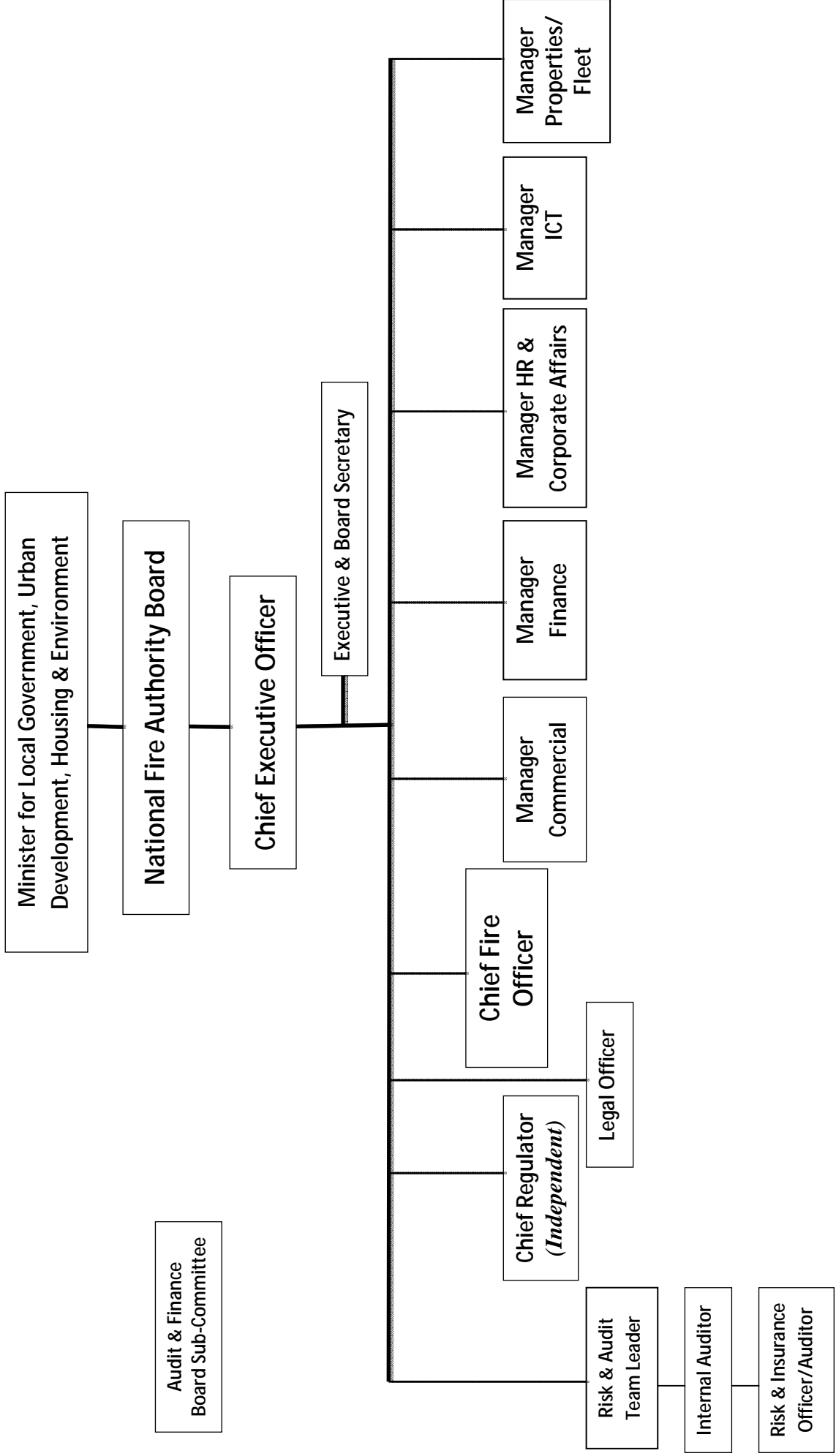
The Capability Framework determines the structural setup of the organization in order to deliver the forecasted results. The NFA Capability Framework provides a common and consistent description of the skills, knowledge and abilities expected from NFA staff and that underpin the achievement of the NFA's plans to deliver better Emergency services for the community.



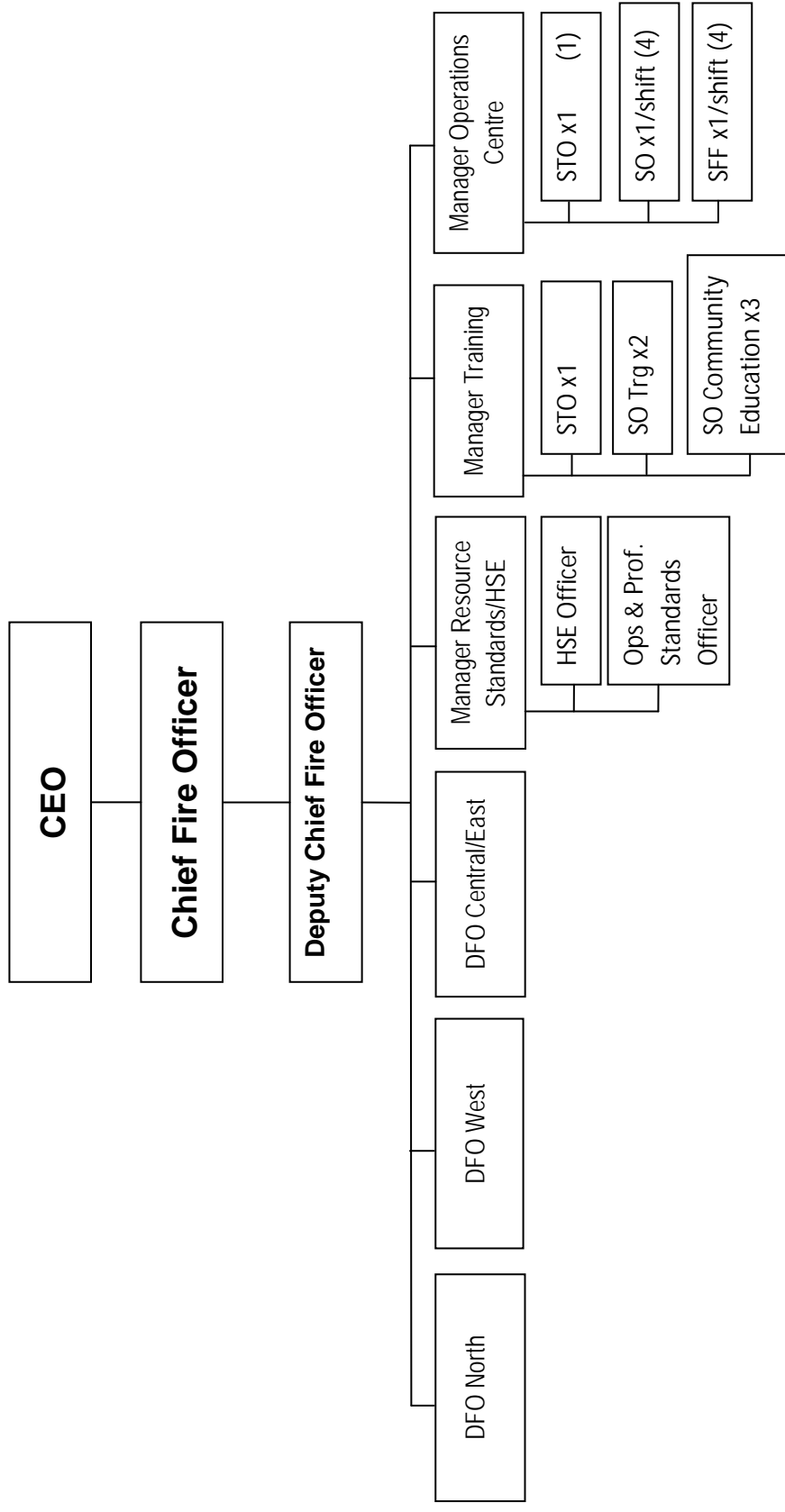
Organization Structure

The Organization structure to support the Organization Capability Framework is outlined on the following pages 32 - 36.

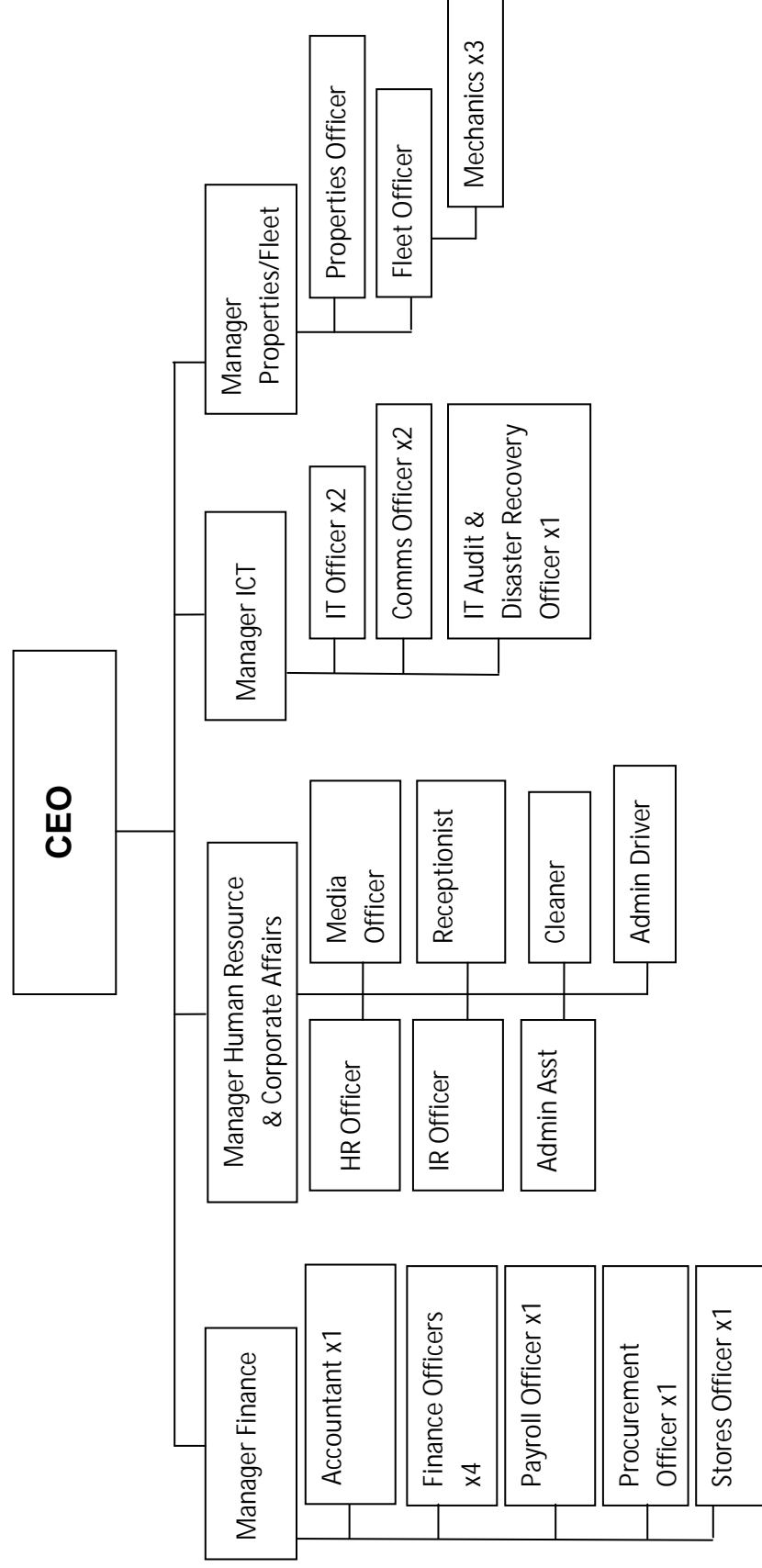
NATIONAL FIRE AUTHORITY ORGANIZATION STRUCTURE



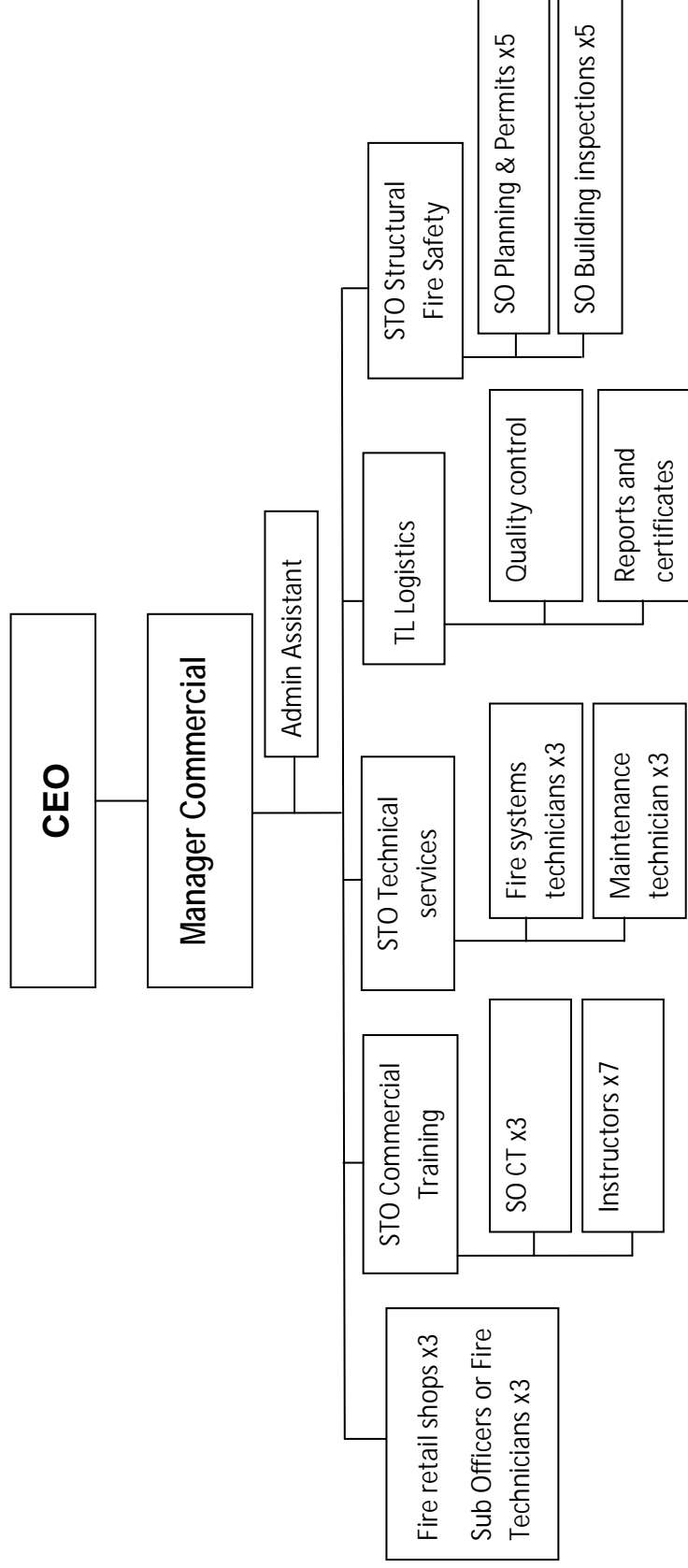
NATIONAL FIRE AUTHORITY ORGANIZATIONAL STRUCTURE - OPERATIONS



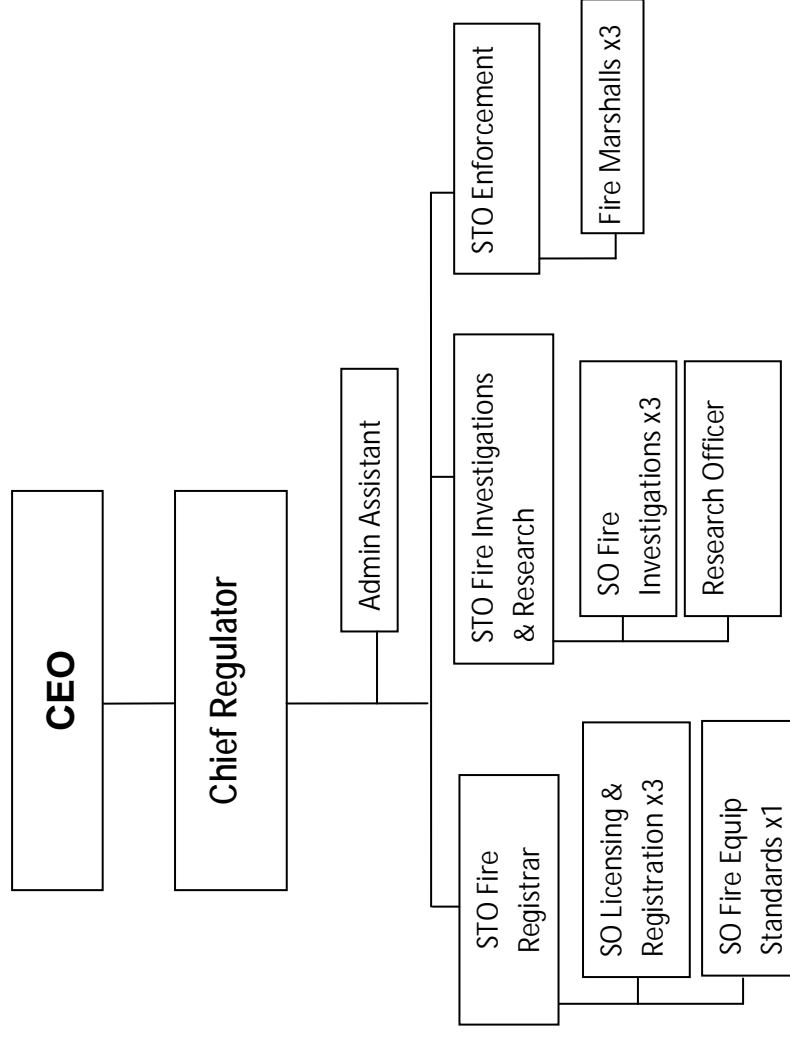
NATIONAL FIRE AUTHORITY ORGANIZATIONAL STRUCTURE - CORPORATE SERVICES



NATIONAL FIRE AUTHORITY ORGANIZATIONAL STRUCTURE - COMMERCIAL BUSINESS



NATIONAL FIRE AUTHORITY ORGANIZATIONAL STRUCTURE - REGULATORY



Employees

Staff Climate Survey

The Staff Climate Survey provides NFA the opportunity to understand NFA's progress from a total staff perspective. The results of any survey reflect the perceptions of the participants at the time of the completion of the survey. Perceptions change over time but sometimes they are difficult to change, so management need to deal with the perceptions, taking action to change them. Perceptions and attitudes about the organization will impact on and influence behaviour, motivation and performance.

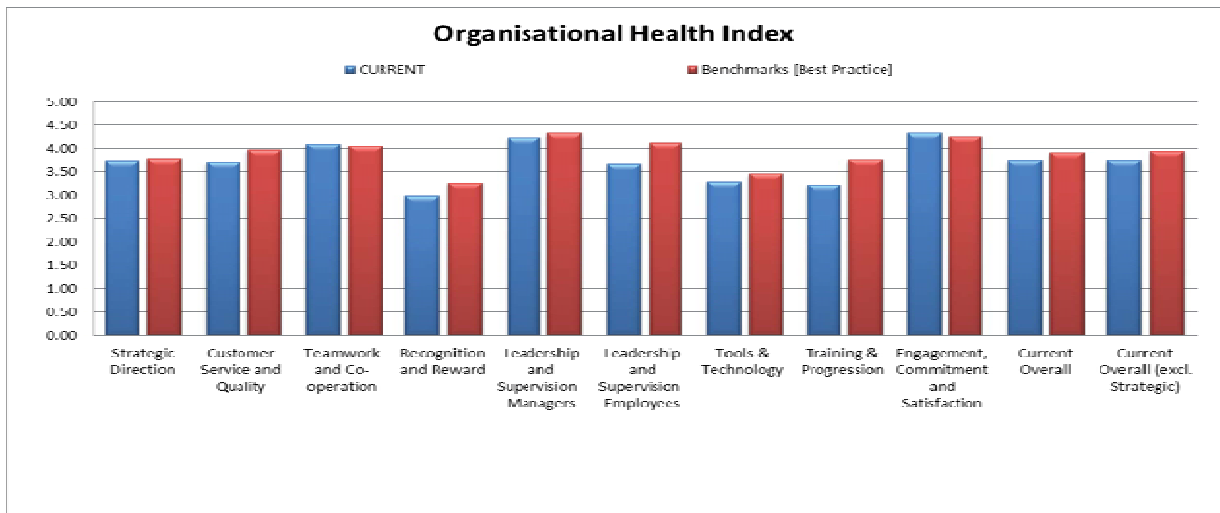
An organizational health index will allow NFA to compare the results from one year to the next. As this is the first survey, the results can be compared to the Fiji's best practice organizational benchmark.

Comparing distance to the benchmarks:

- Teamwork and Cooperation and Engagement, Commitment and Satisfaction are both very strong area for NFA and one that will allow them to facilitate change as they move forward.
- Training and Progression is a very weak area compared to the benchmarks, and one that will need to be addressed within NFA culture.
- Recognition and Reward has a score indicating that this is a pressing issue in NFA.

The following table and graph show detailed information on NFA organizational health index.

<i>Organisational Health Index</i>	<i>CURRENT</i>	<i>Benchmarks [Best Practice]</i>	<i>Percentage Change [Current to Previous]</i>
Strategic Direction	3.74	3.79	-1.35%
Customer Service and Quality	3.72	3.97	-6.22%
Teamwork and Co-operation	4.10	4.05	1.14%
Recognition and Reward	2.98	3.27	-8.91%
Leadership and Supervision - Managers	4.24	4.33	-2.09%
Leadership and Supervision- Employees	3.67	4.12	-10.96%
Tools & Technology	3.30	3.46	-4.70%
Training & Progression	3.23	3.77	-14.38%
Engagement, Commitment and Satisfaction	4.34	4.27	1.70%
<i>Current Overall</i>	<i>3.75</i>	<i>3.91</i>	<i>-3.97%</i>
<i>Current Overall (excl. Strategic)</i>	<i>3.76</i>	<i>3.94</i>	<i>-4.62%</i>



The Strategies outlined below will always allow NFA to understand the employees' perception and ensure that the organization's Health Index is always maintained at acceptable Standard and comparable to International Standards.

- a) Continue to ensure open and honest communication throughout the organization.
- b) Develop and implement a program to ensure customer service is a priority area in NFA. Obtain feedback from the customers to ascertain how to improve the service to them.
- c) Review the policies and procedures for promotion and performance recognition. Communicate these to all staff and ensure adherence to processes by management.
- d) Review the managers and supervisor competence, providing them with the tools and training to better manage their people.
- e) Review the needs to staff in relation to tools, technology and systems. Develop and implement a plan to update these and communicate this to all staff.
- f) Analyze the needs of staff and prepare and implement a training and development program including an induction program.



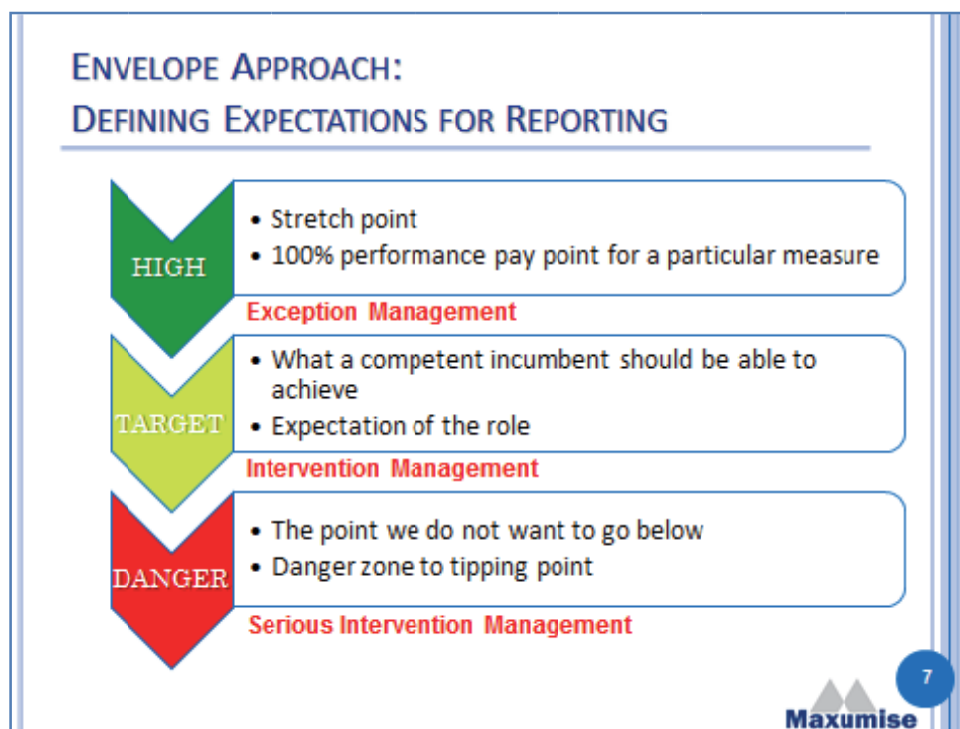
Corporate Performance Framework

The Corporate Performance Framework was developed from the measures identified in both the performance segment as well as the measurement of the challenges/action plans. The performance measures have been established to measure the core business. The measures are shown in the following table utilizing an envelope approach. The envelope (with suggested weightings) is defined as:

- Target – the level a competently operated NFA will perform at and reflects the Boards expectations of standard performance.
- High Stretch – is the level where performance is considered to be excellent and if performance reward was implemented would represent 100% for that element.
- Danger Point – is the minimum performance and defines the “danger” point.

The envelope approach to performance management is as much a reporting tool as it is a performance “assessment” tool. As a reporting tool:

- Target to High Stretch is referred to as the exception reporting zone (green)
- Target to Danger is referred to as the intervention or danger zone (orange) where action is taken to correct the performance at the reporting (say monthly).
- Danger and below is the serious intervention zone (red) and is likely to involve Board involvement.



Performance Management and Reward Systems

As part of NFA's Reforms and to ensure the effective implementation of its strategies, NFA will be required to formulate and implement a Performance Management System and Reward System to support this strategy. This task will be upon Management to ensure the timely achievement of all of the NFA's strategies.

Whilst two options of performance measures methodology were discussed by Management, it was determined that NFA commence with the Balance Scorecard performance measurement system as the concept and measurements could more easily be related to daily operations.

The Balance Scorecard Performance Management System will need to be fully implemented in 2014 after thorough consultation with all employees to obtain their feedback and understanding to ensure that this new performance measurement system achieves the desired outcomes of improved performance and productivity.



STRATEGY 5: Implement the necessary Reforms of NFA

It is important that NFA aligns its strategies and plans to the Government's Framework for Change and the National Development Plan. Furthermore, NFA needs to benchmark its service standards to International Standards.

Fundamental to the Reforms is the review of the current legislations, amendments and all subsidiary legislations to ensure the fulfillment of Government's Intent for NFA to become an Emergency Service provider to all the communities of Fiji. NFA will also undertake the following reforms to improve its service delivery and efficiency:

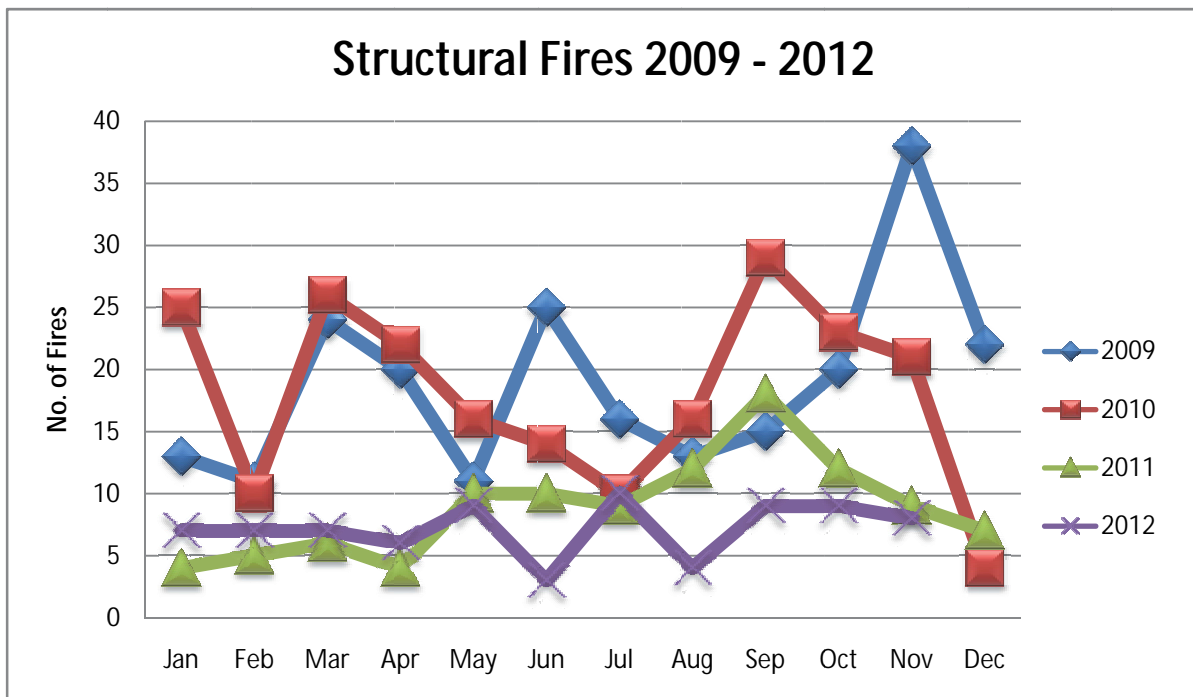
- Formulate and implement fire service standards and competency framework which fire fighters have to pass on an annual basis similar to Singapore's fire service standards.
- Review Standard Operating Procedures, make changes to reflect amendments in legislation, implement and monitor.
- Enhance relationships with other Fire Agencies in the Pacific and the Region and sign MOUs with such countries to reflect technical assistance and exchange programs.
- Develop, strengthen and formalize relations with emergency stakeholders in Fiji who could assist in NFA's service delivery.
- Planned and ongoing training of all employees.
- Work with Water Authority of Fiji to ensure availability of water for effective fire suppression.
- Introduce Community/Industry/NFA partnership to deliver a wide range of flexible fire models to provide a high level of fire protection for resorts, prisons, large schools and other high life risk facilities.



STRATEGY 6: Enhance the Community and Fire Safety Awareness Program

To ensure that we achieve our theme for this Corporate Plan to “Change the Culture”, effective and powerful awareness strategies need to be formulated and implemented to drive the needed change.

The total number of structural fires in Fiji was 95 compared to 106 structural fires for 2012. Out of the 95 structural fires, 91% represented residential homes while the remaining 9% represented commercial fires. However, fire statistics recorded for the last four years from 2009 to 2012 reveals a marked reduction in the number of fires, which is very encouraging.



Of the major causes of structure fires in Fiji, electrical related caused fires rank highest followed by arson caused fires and poor placement of mosquito coils/candles etc, as highlighted in the table below:

Structural Fire Causes	2011	2012
Electrical	28	19
Incendiary (Arson caused)	26	22
Unattended cooking	12	7
Children playing with matches	12	8
Mosquito Coils/Candles	4	11
Others	25	28
Total	106	95

It is evident from the above that majority of the fires are caused by the mere carelessness of the members of the communities.

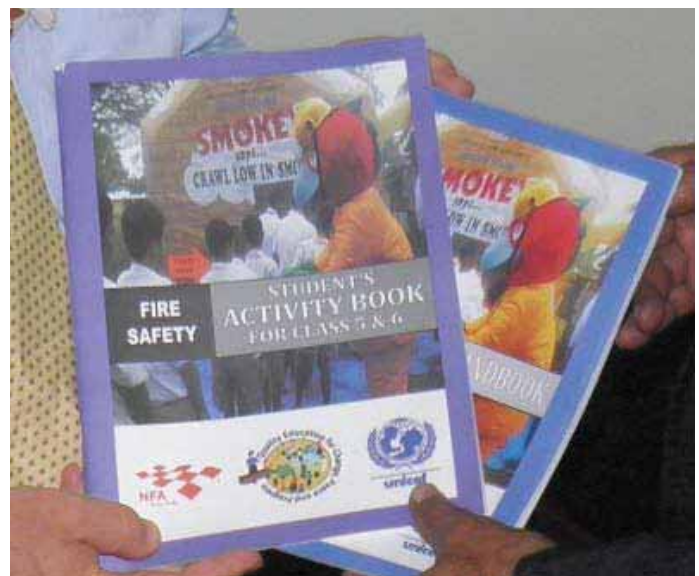
Most recent structure fires and fire-related accidents are due to the “relaxed” Pacific Island culture that is existent in most of our communities in Fiji. Most of our citizens do not take heed of the warnings and fire safety tips regularly given out by NFA seriously. It takes an accident to actually happen to them before they take such warnings seriously. Such types of attitudes will need to reduce structure fires in our community.

Proven arsonists and negligent parents must be prosecuted and severe penalties imposed to achieve the required impact on the general public. This would discourage people from the current deliberate fire-starting behavior and ensure continued supervision of children by their parents. Most deliberately lit fires arise out of domestic disputes and it has been proven that rarely do these culprits get penalized.

The negative culture and attitude of the local public towards fires and preparedness against emergencies will need to change through restructured awareness programs etc. The number of awareness programs undertaken this year has been the highest ever. Furthermore, the number of population covered has increased two-fold.

The following supporting strategies will enable NFA to achieve this objective:

- Deliver programs to develop community awareness and behavior based on nine simple safety messages.
- Improve fire and incident data collection and analysis to improve targeting of community safety programs and measure effectiveness of programs.
- Introduce a GIS capability into NFA to assist with the analysis and delivery of programs.
- Establish school education programs – as a part of the curriculum:
 - Provide resource material for schools and teachers to assist their delivery of fire safety messages.
 - Expand coverage of ‘smoke house’ program for classes 3-4 by purchasing additional ‘Smokehouses’ for the Western and Northern Divisions.
 - Design and deliver programs from Kindergarten to Form 7.
- Targeted national (regional) community fire safety programs
 - Development of home ‘Fire Plans
 - Smoke detectors for homes
 - Mosquito coil safety
 - Prayer candles
 - Safe cooking practices
 - Fire safe security measures to counter burglar bars



- Disseminate community fire safety information through:
 - Direct community visitations and contact
 - Smokey the Firebird
 - Brochures
 - Internet/website
 - Media
 - Free call information/ Support line



- Establish partnerships with high-profile individuals, organizations or products to improve penetration of NFA messages:
 - Fiji Police Force Community Policing initiative
 - Education Department
 - Health providers
 - Include fire safety information to rate payers in their municipal rates notices
 - Iconic community, sporting or media role models

- Introduce high visibility and impact logo/signage on NFA resources (erg Community Fire Safety vehicles).

- Increase NFA's resources to lead, manage and coordinate delivery of quality community safety programs.



- Conduct Fire Investigation for every fire in Fiji to ensure incident data is being collected and fire safety messages are communicated.

- Increase NFA's capacity to deliver Fire Evacuation and Fire Extinguisher drills as required under the Health and Safety at Work Act.

- Pursue tax free status on fire safety equipment, like fire extinguishers.

- Develop opportunities for NFA to retail fire safety equipment.

STRATEGY 7: Enabling Strategies

It is also important that we develop enabling strategies to support the efficient and effective operations of NFA. The enabling strategies for the different areas are identified as follows:

- a) ICT Strategy
 - Enhancement of Corporate Performance through appropriate ICT solutions.
 - Improve ICT systems quality, reliability and availability.
 - Purchase and implement communications equipment, such as RT, Repeater stations.
 - Purchase and improve current communications network.
 - Improve the capacity of the Fire Alarm monitoring system.
 - Identify business opportunities and value adding services.

- b) Risk Management
 - Formulate and implement the risk management framework for NFA
 - Identify NFA's top businesses and ensure integration of the identified top business risks in the Corporate Planning Framework.
 - Ensure physical asset protection.
 - Ensure zero tolerance on fraud.

- c) Supply Chain Strategy
 - Provide proper office and storage room for NFA stores.
 - Formulate and implement policies and procedures and standard for stores.
 - Form strategic alliances with business partners and suppliers aligned to NFA's Corporate Objectives and Business principles.
 - Implement Supply Chain Methodology Benchmark

- d) Land Management Strategy
 - Identify and secure land for all fire station projects.
 - Enhance relationship with developers to ensure they consider fire risks and provide assistance to NFA to develop a Fire Station if needed in their development areas.
 - Secure titles and leases of land where required.

- e) Legal Strategy
 - Establishment of Legal Unit
 - Proactively monitor and manage legal risks to minimize litigation
 - Keep abreast with changing legislation and make appropriate recommendations to minimize any adverse effects on NFA's operations

Action Plan: Performance Driven Strategies.

The following Action plan is devised to cater for the set deliverables. These support the capability framework and set guidelines for the achievement of the performance targets. These actions or plans will be reviewed regularly and where necessary changes will be made to accommodate the necessary changes in operating environment.

The Challenge	Desired Outcomes	Performance Measures	Actions Required	Responsibility	Timelines/ Deadlines?	Impact on Resources?
Change in Government	Sustain current status quo (best practice)	Consistency in service delivery	<ul style="list-style-type: none"> ▪ Follow up on current status to new Govt. • Set Standards for all EMS operations: <ul style="list-style-type: none"> ○ Fire Fighting equipment ○ Fire Agents ○ Fire safety training ○ Public Service Vehicles ○ Heavy vehicles ○ Transportation of hazardous material ○ Ships • Fire safety training to be mandatory fee to be reviewed and legislated. • Stakeholder consultations • Legal review • Submission to line Ministry for approval as Regulations • Awareness sessions for Employees, Stakeholders, Public • Implementation 	NFA Board	2013 and Onwards	
Legislation	The need for Fiji to formulate Emergency Management Services Standards	Compliance		CEO	2013 - 2015	Manpower - Special team to formulate these standards

Legislation	NFA to regulate fire equipment and standard of installations	Legislate the registration and licensing of fire agents & installation standards	Compliance	Research and determine similar framework Formulate Fiji Framework Consultation Stakeholder consultation Seek Board and Cabinet Approval	CEO (Management)	Dec 2013	Financial Manpower
	NFA to regulate fire equipment and standard of installations	Legislate the registration and licensing of fire agents & installation standards	Legislation being endorsed Number of licences issued	Develop policies and procedures Draft legislation	CEO and the Board Members	Policy – ongoing Legislation – Commence completed by end of December 2013	Expand department manpower to monitor
		All fire equipment imported into Fiji to comply to acceptable standard (AS, NZS, EN, BS, US or Fiji Standard)	Legislation being endorsed	Develop policies and procedures Legislate the same Acquire set of standards	DFO Fire Safety CEO Board Members	Commence and finish in December 2013	Expand department manpower to monitor
		MOU with Customs Dept. re imports.	Signed MOU with Customs	Consultation with Customs Dept to develop policy and standards	CEO	Commence and finish in 2013	Expand department manpower to monitor

Partners / suppliers	The fire hydrants are difficult to locate and reliance on the town water supply is a risk. Need to use of GIS technology for identifying fire hydrants. Need to find alternative fire extinguishing mediums	Fire hydrants are well maintained and located easily and quickly result in improvement of fire - fighting. Less reliance on town water supply. Ability to work with water carried on fire trucks.	Effective and efficient fire fighting	<ul style="list-style-type: none"> ▪ Hydrants registration ▪ Hydrants marking provided on GIS / field ▪ Hydrants maintenance by WAF ▪ New hydrants installation 	CFO	2011 - 2014	<ul style="list-style-type: none"> ▪ Financial impact ▪ Resource personnel
	Stakeholders are seeking improved communication & coordination	Timeliness in service and product delivery	Meeting deadlines, achieving set goals	<ul style="list-style-type: none"> • Improvement of work processes • More interaction with fire agents and key stakeholders for improved partnership 	CFO	2013 and ongoing	None
	Better coordination between NFA, DTCP, HA, Hotels to ensure better fire risk mitigation strategies on new developments	<ul style="list-style-type: none"> • Regulations in place • Compliance with regulations 	Cost efficiencies	<ul style="list-style-type: none"> • Submit regulation for enforcement of NFA compliance for all new developments, constructions, etc. 	CEO	2013 - 2015	Legal consultant
	Stakeholders are seeking improved communication & coordination	Timeliness in service and product delivery	Meeting deadlines, achieving set goals	Arrange quarterly meetings with stakeholders	CEO (management)	Jan-Aug 2012	Finance
Compliance	Maintaining the minimum manning at each fire stations	Maintaining the costs in the payment of overtime and improve service delivery.	Staff costs maintained. Reduction in staff absences	<ul style="list-style-type: none"> • Recruitment • Train officers to be qualified Brigade drivers 	CEO CFO	2013 – 2017 Continuous	Cost Cost
			Overall improvement in staff performance	<ul style="list-style-type: none"> • Implement PMS • Maintain fitness levels • Implement training programs and assessment • Regular social events 	CEO STO CFO STO	2013 and annually	Culture and Mindset change

Compliance	Maintaining the minimum manning at each fire stations	Maintaining the costs in the payment of overtime and improve service delivery.	Staff costs maintained. Reduction in staff absences	As practiced, all overtime approved and endorsed by CEO	Management	Currently practiced	
Employees	Lack of Staff Appraisal	Due recognition and reward on staff performance.	Improvement in performance, meeting PMS targets, efficiency	<ul style="list-style-type: none"> Reward according to performance 	HR	2013 – on going	Improved workforce
	Lack of training & Resources	Skilled employees and improved customer service	High staff morale and motivation, customer satisfaction.	Develop skill competency standard	Training department and HR	Commence and finish February 2013	Increase in competency and skill level More productive workforce Improve in service delivery standards
	Lack of training & Resources	Skilled employees and improved customer service	High staff morale and motivation, customer satisfaction.	Develop a structured employment development plan based on competencies of each position and strictly comply with plan	CEO (Management)	2013	Finance Human Resources
Operational / Equipment	The existing equipment that NFA currently has does not meet the standard requirements for the emergency services that NFA provides. Equipment is costly and a CAPEX plan needs to be established and funded. NFA also has substandard, old and defective fire-fighting appliances and fire protection equipment.	Purchase of new equipment and replacements to support the emergency services. Effective service delivery with faster response time. Standardised firefighting and fire protection equipment.	Minimal downtime of vehicles Equipment compliant to required standard Improved response time	<ul style="list-style-type: none"> Plan for purchasing according to status of vehicle and equipment Seek funding Purchase of required vehicle and equipment – CAPEX plan Research and consultation with overseas providers/partners Conduct station Equipment Audit 	CEO(Management) Audit and Compliance	2013 - ongoing 2013	Improved resource status Finance Expertise

Economic (Financial Sustainability)	The current revenue generated by NFA is not sustainable for the operations of NFA	Strengthen Legislation empowering NFA for the collection of debts / levy	Sustainable funding	Legislative changes need to include collection of debts/levies and increase in revenue base.	CEO	2013-2015	Legal consultant to be engaged
Systems and Process	Reliance on Manual Business Process and Systems. All current systems and processes are done manually. Existing information system is outdated and does not support NFA's functions.	To investigate available technologies to atomize systems, processes to improve customer service. Purchase and install of relevant technologies in communication, data gathering, GIS , etc.	Improvement in Customer satisfaction Index	<ul style="list-style-type: none"> Secure a robust integrated database IT information system. Purchase GIS software and hardware Implement new GIS system NFA-wide and train employees. 	CEO	2013	Cost
Systems and Process	Lack of structured policies, procedures and relevant standards for current functions and services provided by NFA	Formulate structured policies, procedures and standards for the current functions of NFA	Flow in the process/procedures	Identify and Map out department processes and standards	CEO (Management)	2013	
Tools and Technology	911 emergency line is not directed to NFA	To enable timely response	Improvement in response time	<ul style="list-style-type: none"> Sort out 911 emergency line issues and establish another link. Consider using another emergency line. Establish national control centre to take all calls. 	CEO	2013	MOU with other Agencies
Old Infrastructure	Very old stations require urgent repairs and maintenance and do not have the capacity for increase in staff numbers and/or to support the effective performance of emergency service	New infrastructure to replace old stations in order to meet the capacity of NFA to perform the extended role of emergency management	Feedback from the Board on submissions made Repairs and improvements completed	Identify infrastructure that requires maintenance and repairs Compile asset management report and submit to Management for approval Identify land for new fire station Purchase or lease land	CEO (Management) STO's, DFO's and CFO	2013-2014 2013	Capital Funding Improve image of NFA Improvement in OHS Boost morale of employees

<p>Organization Structure and Staff Numbers</p>	<p>Existing organization structure does not support the current roles in NFA and enhance the financial sustainability (revenue) of NFA</p>	<p>New organization structure which encompasses the new core functions of EMERGENCY SERVICE and Financial Sustainability. Engage MOU with other agencies such as Disciplined Forces, FEA, Fiji Red Cross and other stakeholders to be trained as volunteers</p>	<p>Specific Timeframe Sign MOUs</p>	<ul style="list-style-type: none"> • Review organization structure • Seek Board endorsement • Implement Recruitment Plan • Negotiate & Sign MOUs 	<p>CEO (management) and Board of Directors</p>	<p>Dec 2013</p>	<p>Financial Expansion in Office Space Vehicles Efficient and effective operation</p>
<p>NFA's Reputation</p>	<p>Professionalism & Customer Service: Change poor Community attitude / mindset towards fire safety and service delivery</p>	<p>Confidence and security of investors, business community that will finally contribute to the economic growth of Fiji. 360 degree change in Community mindset and attitude</p>	<p>Positive feedback and customer satisfaction. Reduction in the number of fires and better service delivery on</p>	<p>Establish a website to allow for customer feedback Conduct customer survey Consultative forum to be done on a quarterly basis Suggestion box for all stations Regular workshop with customers and investors for awareness on our process / procedures and addressing negative feedback An effective awareness strategy to change community mindsets</p>	<p>CEO (Management)</p>	<p>2013 ASAP</p>	<ul style="list-style-type: none"> • Finance Resource personnel

Social	Increase in informal settlement / squatters with no proper planning and engineering on building structures	Minimize impact of fires	Reduction in life and property loss	Conduct community awareness programs to squatter settlements Ongoing Risk assessments Work with Min of Town Country Planning and Municipalities Implementation of fire safety in the school curriculum	CEO (Management)	2013	Financial
				Increase awareness on private residential properties Draft Legislation on negligence	Community Awareness Dept and STO's CEO	On going Commence and finish in first quarter of 2013	Availability of more resources to CA dept

Corporate Risk - Trigger Event Analysis

The Corporate Risk is assessed through a Trigger event analysis. The workshop identified the key risk areas which should be developed into a Trigger event analysis.

Corporate Risks

Trigger Event	Degree of Change	Impact on Organization
Amendment of Legislation to accommodate changes	Extreme	Critical impact to organization in terms of the operation and financials
Political instability		
Lack of funding	Extreme	Critical impact on the operations of NFA
Location of NFA headquarters	Significant	Moderate Impact
Staff Requirements – internal training of Officers	Large	High impact in terms of service provided
Availability & affordability of specialised equipment	Extreme	Critical for operation since the expansion of our core business
Staff turnover and recruitment	Significant	Moderate
Capacity to respond effectively	Extreme	High Impact on operations
Legal transactions (implications	Large	High impact in terms of legal implications
Amendment to contractual agreements	Large	High

Details of how impact and change levels are determined and analyzed:

Degree of Change		Impact		Human Resource	Score	Definition
Extreme	9	Critical	9			
	8		8	Extreme	9	Zero/inadequate numbers and/or competence
					8	
Large	7	High	7			
	6		6		7	High staff turnover
					6	
Significant	5	Moderate	5	Medium	5	Average numbers and competence
	4		4		4	
Minor	3	Low	3			
	2		2		3	
					2	
Negligible	1	Negligible	1	Minimal	1	Full complement and competence

For each trigger event, a scale of what the “impact” represents should be developed.

Every quarter or month the trigger event analysis should be completed and the totals [impact x degree of change] should be compared to the previous 3 or 4 results. Increasing or unusually large totals need to be addressed and strategies devised to manage the impact on NFA’s business.

Business and Stakeholders Analysis

Owners

The Fiji Government is the principal stakeholder in NFA. They are the "Owners". The Government expects NFA to carry out the entity's core responsibilities which include:

- Efficient and effective delivery of emergency services
- Good governance and alignment of strategies to government policies
- Financial sustainability – no reliance on government funding
- Return on shareholder investment – dividend
- Growth - reach all members of community

In 5 years time, it is felt that the business will remain the same. However, the manner in which it is carried out might change. There may be change in policies due to the change in Government (Elections in 2014) and NFA may become a self-sufficient entity.

NFA will know they are meeting Government's expectations by:

- Monitoring and submission of reports to the owners (Board)
- Increased revenue, thus less reliance on Government grants
- Improved performance
- Feedback from people

Customers

There are various key customers of NFA. The customers expect NFA to carry out the responsibility in a manner that supports the industry and stakeholder needs. These expectations are:

- Insurance Council Industry
 - Collect what is owed and equity
 - ✓ Auditing of books of NFA (legal)
 - ✓ NFA currently employing someone to check Ins Co books
 - ✓ Currently Ins levy is not equitable e.g. Uninsured
 - ✓ Large multi nationals – insure off shore – a) are they all paying 2) Is it the right amount?
 - Is insurance levy right [equity] e.g. In Queensland fire levy is the Council rates
 - Expanding areas – more revenue – needs to be planned out see % years
- Fiji Electricity Authority
- Maritime and Safety Authority of Fiji
- City and Town Councils and Municipalities
 - Better response time to emergencies.
 - Need for more fire hydrants. Whatever fire hydrants are there are covered or underground which makes it difficult to access.
 - Better service on issuance of fire compliance certificate.
 - All commercial and residential properties are to comply with NFA standards (in boundary and out boundary.
 - ✓ To reduce fire. (Statistic showed residential fire comprises most of the fire calls).
 - Empowerment of authorisation on NFA's certification.
 - NFA to keep safety on its priority responsibility and not to monopolise.
 - Better innovative resources.
 - Introduction of caveat on commercial and industrial properties.

- More training and awareness programs for the community.
- Fire training to be mandatory on commercial and industrial properties .
- Review the legislation.
 - ✓ Cost involve in fire assessment.
- Land Transport Authority
 - NFA to tailor make a Fire Training Program for Public Service Vehicle, Hazardous Vehicle (e.g. Fuel tankers, Chemical Transport) and Heavy Vehicle drivers to undergo before LTA issues drivers' license.
 - All Fuel, Hazardous and Heavy Vehicles to be certified by NFA before inspection certificate is issued by LTA.
 - Better coordination between NFA and LTA in relation to vehicle accidents.
- Fire Protection Agencies
 - Formulate and implement legislations for fire industry
 - Review and implement standards for fire agents, equipment
 - More efficient and timely response to fires – to have a fire reporting system in the building (alarm system connection)
 - Good Customer Service
 - Improving technology on response equipment
 - Establishment of regulatory department to monitor all standards
 - NFA to be a regulator and the licensing authority in the industry
 - Regulate & License the fire protection companies and equipment
 - NFA to formulate own Fiji standards and enforce it
 - Sub-contract specialized area e.g. Fire training, alarm monitoring and building inspections
 - Formulate a MOU with Customs Department to ensure that the required standard of fire protection equipment is met.
 - Regular meetings between NFA and Fire Protection Agencies.
- Water Authority of Fiji
 - Efficient Fire response from NFA by closer collaboration with WAF for efficient service delivery.
 - Utilisation of new technology to enhance engagement e.g. GIS for identifying fire hydrant, supply intensity, etc.
 - NFA needs to quickly improve internal capacity for commercial stream
 - NFA needs a strategic planning team working together with CEO to devise short/medium/long term for NFA's business viability
 - Effectively train and equip the Community for first line of fire defence before NFA's arrival
 - Engage today's young generation for a more fire safety informed future generation
- Residents of Fiji, Building owners & occupiers, Businessmen, Taxpayers, Communities, Schools, Environment, Animals (Pets & Livestock) & Farmers and Hospitals & Health centres
 - Education and awareness
 - Safety from fires and other emergencies (natural & man-made)
 - Rapid and effective response – timely
 - Minimal cost of providing service
 - Equal opportunity to service – no boundary limitation

Employees

Employees are the internal stakeholders and customers. They are an integral part of NFA's operations. In 5 years time it is felt that the human resource needs of the organization would remain the same. However, implementation of the new regulations may affect the current HR situation and the expectations will not be the same. As such NFA may need to consider having:

- One more Communications Officer to serve the West Division
- Improvement of technology.
- It was also felt that there is a need for a more highly qualified maritime border police force and general police force.

Partners

- Fiji Red Cross Society
- NDMO /Police/Medics
- St John Ambulance
- Water Authority/FEA/LTA/Road Authority/MSAF/AFL
- Vodaphone/TFL/Digicel/Connect/Kidanet

What do the partners expect from NFA?

- To work together in community education and training
- Better coordination of services during disasters
- Sharing volunteer resources
- What can the Partners do for NFA?
- For Fiji Red Cross – conduct Internationally recognised First Aid Training
- Provide opportunities for NFA to conduct their community awareness and training
- Provide trained volunteers for NFA

Will this be the same in 5 years' time? If not, what changes would you expect?

- It will change – NFA and Community Partners will share costs for the establishment for the NFA
- Rural Stakeholders
- Extension of responsibilities to the rural communities

How will NFA know these partner expectations have been met?

1. Regular consultation and partners feedbacks on the services
2. Annual Consultation and NFA presenting stats on services
3. NFA website (Complaints and Comments)
4. Monitoring of Customer Complaints

Suppliers

NFA has an important role to play in order to fulfill its supplier obligations. Different suppliers have different expectations from NFA. Given below are the respective suppliers with their expectations:

- Registered fire agents
They expect NFA to
 - Enforce standard of workmanship /procedures with all fire agents
 - Standardise fire equipment – to comply with National Building Code of Fiji
 - Quicker paperwork (reports, certificates, etc) / administration of NFA services

NFA will know they are meeting supplier's expectations by:

- Independent customer service survey being carried out.
- Reduction in customer complaints registered.