

**District Manager – summary of differences between this role and Area Manager**

Differences	District Manager	Area Manager
<b>Differences in position purpose</b>	<p>As a member of the Region Leadership Team the District Manager would be collectively accountable for ensuring the development, implementation, maintenance and continuous improvement of service delivery (the 4Rs) for the Region, with prime leadership accountability for all aspects of service delivery spanning a one to five-year strategic horizon within their District.</p> <p>The District Manager would deliver this accountability through ensuring the effective leadership of all personnel in the District, the robust management of resources, the development, implementation and monitoring of work programmes and the development and maintenance of relationships with key partners, stakeholders and communities in a way that provides information and intelligence that can be used to ensure that service and support needs can be met. They will deliver work programmes by partnering with these external stakeholders, contractors and communities as well as through their district personnel.</p> <p>The accountabilities of the current PRFO and AM positions would be absorbed into this proposed new District Manager position which would operate at both the operational and strategic level with broader accountability for all activity</p>	<p>The AM's role is responsible for planning and delivery across their Area which is inclusive of Rural Districts.</p> <p>This includes:</p> <ul style="list-style-type: none"> <li>the reduction of unwanted fires and reduction of false alarms,</li> <li>leading the delivery of risk reduction programmes across the area designed to reduce the likelihood and consequences of fire, (HFSV's Get Firewise, and FAIP etc.)</li> <li>Ensuring legislative compliance with Fire Safety legislation including, Fire Hazard Removal, Pyrotechnic approvals, Dangerous Building Advice to TLA's, Major Hazard Facility ERP signoff, Fire Investigation Approvals, and the approval of evacuation schemes across the built environment (both urban and rural)</li> <li>Setting of Fire Seasons and Fire Permitting within the urban areas (not legacy but new since 1 July 2017)</li> </ul> <p>The AM is not responsible for land management fire, vegetation fire and some aspects of fire risk reduction in rural districts, i.e. FireSmart programmes etc., rural permitting and hazard removal in rural districts.</p> <p>The AM role does not have the significant community, partnership or stakeholder engagement focus to the extent required in the DM role. The primary focus of stakeholder engagement is on</p>

	<p>undertaken across the 4Rs within their District for both the built and natural environments. This new position would also lead the Risk Reduction and Community Readiness and Recovery functions for the District based on community risk and need, and in accordance with National and Regional strategic direction, priorities and direction. This is not an accountability of the current AM or PRFO position because the majority of these work programmes are not in place under the current structure.</p>	<p>delivering operational readiness and response activity across their geographical area by effectively utilising, developing and managing their Area's resources and Brigades.</p>
<p><b>Differences in key accountabilities</b></p>	<p>The District Manager would operate at a strategic level – the role is not engaged in the 'doing' of delivery functions, such as managing brigades and incidents, as these functions sit within the Group Manager position. The DM will contribute as part of the RLT to provide strategic direction and collective leadership to the Region.</p> <p>The role would hold accountability within their District for all service delivery across all 4 R's inclusive of both the built and natural environments, urban and rural functions. This includes functions currently within the scope of the AM and PRFO positions as well as new risk reduction and community readiness and recovery activity.</p> <p>Significant remit to manage risk reduction and community readiness and recovery functions within a district, by partnering with external communities, agencies, contractors and other</p>	<p>Manages urban paid and volunteer brigades, leading and managing risk reduction and readiness activity with a predominantly internal and operational focus. These roles also manage relationships with Chief Fire Officers of urban volunteer brigades, and are the direct manager of area support staff.</p> <p>Involved in ancillary activities – managing fleet, property and equipment to ensure internal readiness for response activity.</p> <p>While Recovery has always been part of our 4Rs mandate it has not been well practised within regions and areas. There are limited examples of directed recovery work now occurring, but this is ad-hoc and not universal across all AMs.</p> <p>Has a variable level of involvement with rural activities including attendance at incidents and some initial command functions in some cases. However the role does not hold a command or</p>

	<p>stakeholders. Engages with and supports their Districts' LAC and Land Management Forum. Accountable for leading the district in positive work culture change in line with organisation direction. The DM will be held accountable for performance improvement within their District across all 4Rs with collective accountability for performance across their Region.</p>	<p>Control function for end to end response activity, risk reduction or readiness activities in rural environments – these functions are within the remit of the PRFO.</p>
<p><b>Differences in job hierarchy, job sizing and number of direct and indirect reports</b></p>	<p>Manages managers and workstreams, with other staff within their District reporting to their Group Managers.</p> <p>Holds overall accountability for the performance of internal paid staff, volunteers and contractors undertaking Service Delivery activity, without holding the direct line management relationship.</p> <p>The DM position has the same or higher job size than AM and PRFO reflecting the broader scope of this new position.</p> <p>Some DM will manage large geographical areas which are combinations of two current areas.</p>	<p>Same tier as proposed District Manager, also reports to Regional Manager.</p> <p>Manages Assistant Area managers and a range of staff within their area including support staff and volunteer brigade Chiefs, but does not manage managers of workstreams as these positions report to the Regional Manager.</p> <p>Same or lower job size than DM, reflecting the more operational nature of the position and the narrower focus of activities within its scope of responsibility.</p>
<p><b>Differences in key qualifications, experience &amp; skills</b></p>	<p>Focus on strong senior public service leadership capabilities.</p> <p>Strategic sector leadership and influencing skills both internal and external are key to success, i.e. strategic stakeholder management, community relationships.</p>	<p>Operational and practical skills and experience in management of fire risk, including the ability to hold ACL3 for urban response activity. Required to demonstrate capability against the AFAC framework.</p> <p>Completion of FENZ development programmes to develop and support those operational and practical skills.</p>

	<p>The ability to create relationships and front foot work to set up FENZ to deliver across the 4Rs within their District and Region.</p> <p>Ability to partner with a diverse range of community stakeholders and partners to develop and implement effective Service Delivery activity that is aligned to and appropriately reflects both organisational objectives and community needs.</p> <p>Tertiary qualification or equivalent experience, reflecting broad and strategic nature of the position.</p>	<p>Demonstrable management and leadership skills within their area, and influencing skills within their region and the wider organisation.</p>
<b>Differences in delegations</b>	<p>To be confirmed. Devolved decision making will increase accountability for delegations currently sitting at RM level e.g. CFO appointments.</p>	<p>Budget for lower band AM \$1.2m - \$9.3m Budget for higher band AM \$9.3m - \$25m</p>
<b>Summary comments</b>	<p>As a member of the Region Leadership Team the District Manager would be collectively accountable for ensuring the development, implementation, maintenance and continuous improvement of service delivery (the 4Rs) for the Region, with prime leadership accountability for all aspects of service delivery spanning a one to five-year strategic horizon within their District.</p> <p>The District Manager would be expected to deliver this accountability within their District through ensuring the effective leadership of all personnel in the District, the robust management of resources, the development, implementation and monitoring of work programmes and the development and maintenance of relationships with key partners, stakeholders and communities</p>	<p>The Area Manager currently is responsible and accountable for the operational management of leadership of urban teams, and co-ordination or management of volunteer brigades, within their area. They hold overall responsibility for the people, tasks and functions delivered within their Area, except where those people, tasks and functions fall within the remit of the Principal Rural Fire Officer.</p> <p>While Areas do cover rural fire districts the operational leadership and management of rural fire sits within the Rural Fire Officer's accountability currently.</p> <p>Area Managers currently undertake some risk reduction and community readiness activity within the built environment, and predominantly with</p>

	<p>in a way that provides information and intelligence that can be used to ensure that service and support needs can be met.</p> <p>They would be accountable for implementing a unified service delivery model across the 4Rs within their district, that ensures communities and partners are at the forefront of the work undertaken and aligns with the organisation's strategies and direction.</p>	<p>stakeholders they typically work with in co-ordinated response activity e.g. police, rather than with wider community groups and partners such as iwi and tāngata whenua, Department of Conversation, Forestry Management. Area Managers are not expected to engage community partners to deliver community focussed programmes of work that align with the organisation's strategies and direction.</p>
<b>Overall final decision</b>		<b>Significant change</b>