



## Applicants wanted for the Fire and Emergency New Zealand Board

On behalf of the Minister of Internal Affairs, the Department of Internal Affairs is seeking candidates interested in serving as the Chair, or a member, of the Fire and Emergency New Zealand Board (the Board).

Fire and Emergency New Zealand is a Crown agent under the Crown Entities Act 2004 (CEA). It was established under the Fire and Emergency New Zealand Act 2017 (the Act) and provides a nationwide emergency response.

The Board is responsible to the Minister of Internal Affairs for the efficient administration of its duties and functions under the CEA and other legislation and has overall responsibility for the performance of Fire and Emergency New Zealand.

More information on the Board's membership can be found at <https://fireandemergency.nz/about-us/what-we-do/our-structure/>.

### Chair Position

This is a high-impact Crown entity Chair role where governance decisions directly influence community safety and national resilience. It demands strong strategic judgement, financial expertise, and people insight, alongside the ability to build and maintain trusted relationships with government, unions, volunteers, and local communities.

Carried out effectively, the Chair will help shape Fire and Emergency into a resilient, trusted, and forward-looking organisation that is fully equipped to meet New Zealand's emergency response needs for years to come. The role involves leading governance through a period of structural, financial, and workforce change, amid rising operational demand and increasing accountability.

### Member Position

As a member of the Fire and Emergency Board, you would contribute to the governance of one of New Zealand's most operationally critical Crown entities. Board decisions have a direct influence on community safety, public confidence, and the organisation's ability to respond to emergencies now and into the future.

This role offers an experienced director the opportunity to apply strong governance judgement and financial expertise in a demanding public sector environment.

### Application Information

Further information on the roles and how to apply, including Candidate Profiles and the required Expression of Interest Form can be found at <https://www.dia.govt.nz/Appointments-to-Statutory-Bodies>.

Application close **5pm Tuesday, 24 February 2026** and should be sent to [appointments@dia.govt.nz](mailto:appointments@dia.govt.nz).

**IMPORTANT NOTE:** Please ensure to note whether you are applying for the Chair or member position.

## Candidate Profile

### Fire and Emergency New Zealand Board Chair

The Minister of Internal Affairs (the Minister) is seeking applications from eligible candidates interested in serving as the Chair of the Fire and Emergency New Zealand (Fire and Emergency) Board (the Board).

#### Role overview and opportunity

##### Why this role matters

This is a high-impact Crown entity Chair role where governance decisions directly influence community safety and national resilience. It demands strong strategic judgement, financial expertise, and people insight, alongside the ability to build and maintain trusted relationships with government, unions, volunteers, and local communities.

Carried out effectively, the Chair will help shape Fire and Emergency into a resilient, trusted, and forward-looking organisation that is fully equipped to meet New Zealand's emergency response needs for years to come. The role involves leading governance through a period of structural, financial, and workforce change, amid rising operational demand and increasing accountability.

##### Financial stewardship

Fire and Emergency operates in a capital-intensive, high-demand environment, where pressures are driven by factors such as climate-related events, population growth, and increasing operational complexity rather than discretionary expansion. Over the next three years, the Board will need to balance long-term financial sustainability with maintaining frontline capability.

Key financial oversight responsibilities include:

- monitoring and reviewing major asset and infrastructure investment programmes, including stations, fleet, equipment, and enabling technology
- ensuring an appropriate balance between operating and capital expenditure within constrained fiscal settings
- providing assurance that value for money, productivity, and risk-based prioritisation are clearly demonstrated to the Minister and central agencies.

The Chair will play a critical role in shaping and challenging robust, evidence-based advice on funding sustainability and investment decisions, focusing on long-term resilience rather than short-term operational pressures.

##### Workforce and people leadership

The organisation's workforce is both a critical strength and a complex governance responsibility. Fire and Emergency relies on a mix of career firefighters and a large volunteer network, particularly in rural and regional communities. Sustaining this model over time represents a central strategic challenge.

Key workforce governance priorities include:

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- oversight of volunteer recruitment, retention, and support, adapting to changes in community demographics and participation
- monitoring and guiding complex collective employment negotiations in a way that ensures fairness, safety, and affordability
- assuring that organisational culture prioritises wellbeing, safety, and leadership capability in a high-risk operating environment.

The Chair will play a key role in reviewing and challenging advice from management, ensuring that workforce capability, engagement, and resilience are fully considered alongside financial and operational decision-making.

### Governance in a political and public context

The Chair operates in a high-accountability context, where the Minister expects clear oversight of Fire and Emergency's use of Crown and levy funding. This includes ensuring that financial decisions are transparent, evidence-based, and aligned with government priorities, with a clear understanding of cost drivers and a focus on efficiency and value for money.

Through leading by example, the Chair ensures the Board upholds the highest standards of integrity and ethical conduct, complies with legislation and Crown entity guidance, and manages conflicts of interest appropriately. The Board must also engage constructively with parliamentary scrutiny, other agencies, and key stakeholders, including unions, to maintain public confidence and effective governance.

The Chair will ensure the Board considers workforce wellbeing, capability, and resilience as part of its oversight of strategic, financial, and operational decisions, recognising that a strong, capable, and supported workforce is central to Fire and Emergency's long-term effectiveness.

### Skills, knowledge, and expertise sought for the Board

Expressions of interest are being sought from candidates who possess the following skills, knowledge, and expertise:

- **Senior governance and Chair experience** – Proven experience chairing boards in the public and/or private sector, with the credibility to lead a complex Crown entity.
- **Strategic governance leadership** – Demonstrated ability to provide clear strategic direction, contribute to high-level decision-making, and oversee risk and regulatory responsibilities in complex organisations.
- **Understanding of public accountability and government processes** – Strong knowledge of the machinery of government and the political interface, with the ability to build and maintain the confidence of Ministers.
- **Ability to operate effectively in complex environments** – Experience navigating competing priorities, ambiguity, and stakeholder expectations in large, multifaceted organisations.
- **Financial and investment oversight** – Strong expertise in financial governance, including oversight of large operating budgets, capital investment programmes, and sustainable funding models in a fiscally constrained environment.

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### Personal leadership attributes

Attribute	What this looks like in practice
<b>Focused on what matters most for New Zealanders</b>	Keeps the Board's attention on service delivery, financial sustainability, risk, and long-term resilience.
<b>Strategic and long-term in your thinking</b>	Guides the Board to consider future challenges and opportunities, ensuring decisions are informed by robust data and a clear understanding of the operating environment.
<b>Curious, analytical, and evidence-led</b>	Seeks clear, validated information; probes assumptions; and ensures advice and reporting support well-informed decision-making, including in complex areas such as technology and workforce capability.
<b>Confident in constructive challenge</b>	Professionally and respectfully tests management advice, particularly where information is unclear, incomplete, or does not adequately support Board oversight of performance and risk.
<b>A strong facilitator of collective performance</b>	Creates an environment that encourages diverse views, high-quality debate, and independent thinking, while ensuring decisions are made collectively and members publicly support agreed outcomes.
<b>Calm, credible, and authoritative</b>	Leads effectively through pressure, change, or crisis, and represents the organisation with confidence when engaging with the Minister, central agencies, and key sector stakeholders.
<b>Relationship-centred and politically astute</b>	Builds high-trust relationships with the Minister, monitoring department, and emergency management partners, applying sound judgement in a politically sensitive context.
<b>Committed to integrity and public service values</b>	Models high ethical standards, manages conflicts of interest rigorously, and ensures the Board acts in the public interest as part of a unified public service.
<b>Focused on organisational and leadership capability</b>	Supports the Board to actively monitor executive capability, succession planning, and organisational maturity, including the quality of advice provided to the Board.
<b>Committed to continuous improvement through reflection and evaluation</b>	Champions regular self-review and independent evaluation, using insights to strengthen Board culture, capability, and effectiveness over time.

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### Expression of interest process

Candidates who would like to be considered for appointment to the Board **must provide all the following information** to the Department of Internal Affairs at [appointments@dia.govt.nz](mailto:appointments@dia.govt.nz), by no later than **5pm on Tuesday, 24 February 2026**:

- Completed and signed expression of interest form (attached).
- Current curriculum vitae.
- Cover letter from the nominee explaining their interest in the role and how their skills and experience match those being sought.
- Scan or photo of their photo identification (valid driver's license or passport).

### Conflicts of interest

Candidates must declare any actual or perceived conflicts of interest, or any other matter that may make their appointment inappropriate. Applicants will also be asked to confirm their personal and financial probity. The Department of Internal Affairs may check the accuracy of any information provided.

### Additional information

As a rule, Ministers should not appoint public servants to statutory bodies. Therefore, persons employed in the public service are ineligible for appointment to the Board.

Applications by way of nomination will undergo a contestable appointments process in line with the Public Service Commission's *Board Appointment and Induction Guidelines* and will not necessarily result in an appointment.

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## Appendix A: Role overview and responsibilities

### Overview of Fire and Emergency New Zealand

Fire and Emergency was established under the Fire and Emergency New Zealand Act 2017 (the Act) and is a Crown agent under the Crown Entities Act 2004 (CEA). It provides a nationwide emergency response service and has 14,500 personnel, including permanent career firefighters who are mostly based in major towns and cities, volunteer firefighters predominantly serving more remote and rural communities, and staff who work behind the scenes to equip and enable frontline personnel to serve communities.

Fire and Emergency's current focus is on:

- strengthening efficiency and value for money by ensuring resources are deployed to best effect and identifying opportunities for efficiency and productivity improvements
- ensuring that the organisation is well integrated into the wider emergency management system and works effectively with other emergency management agencies to deliver emergency services in communities
- fostering a positive, safe, and high-performing organisational culture by embedding recent improvements and good practice across the organisation
- successfully undergoing and implementing timely outcomes of upcoming Collective Employment Agreement negotiations with the New Zealand Professional Firefighters Union, Public Services Association, and the Fire Emergency Commanders Association.

Detailed information on Fire and Emergency New Zealand's functions, priorities and operating environment is set out in its Statement of Performance Expectations, Statement of Intent and the Fire and Emergency National Strategy. These documents and other information can be accessed online at <https://fireandemergency.nz/about-us/key-documents/>.

### The Board

The Board is responsible to the Minister of Internal Affairs for the efficient administration of its duties and functions under the CEA and other legislation and has overall responsibility for the entity's performance. Under section 9 of the Act, the Board consists of no fewer than five and not more than six members, including the Chair and Deputy Chair.

More information on the Board's membership can be found at <https://fireandemergency.nz/about-us/what-we-do/our-structure/>.

### Role of the Board Chair

The Chair's role includes:

- Providing effective leadership and direction to the Board and Fire and Emergency, consistent with the Minister's expectations of good practice.
- Ensuring effective accountability and governance of Fire and Emergency, consistent with the requirements of relevant legislation including the CEA.
- Developing and maintaining sound relationships with Ministers and their advisors including:
  - leading formal engagement with the Minister, particularly on budget and planning cycles (including the Statement of Intent and Letter of Expectations)

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- approving key governance documents (Statement of Intent, Statement of Performance Expectations, and Annual Report), generally with the Deputy Chair where appointed
- acting as the Board’s spokesperson, ensuring two-way communication of Board and Ministerial views
- meeting ‘no surprises’ obligations.
- Acting as the public and governmental representative of Fire and Emergency, including presenting organisational objectives and strategy, engaging with stakeholders, and leading any select committee appearances.
- Chair Board meetings effectively, including setting the annual work programme and agendas, ensuring timely, high-quality information, facilitating inclusive and constructive discussion, guiding the Board toward consensus, and clearly summarising decisions.
- Ensuring appropriate policies and structures are in place to support the Board, including processes in accordance with Schedule 5 of the CEA.
- Support and develop Board capability, including motivating members, leading tailored induction for new members, identifying and addressing development needs, and managing underperformance where necessary.
- Lead Board evaluation and continuous improvement, including annual performance assessments of the Board, the Chair, and individual members.
- Support Board succession and appointments, including contributing to recruitment processes, maintaining an overview of desired Board composition, succession planning, and diversity.
- Provide guidance and constructive challenge to the Chief Executive, maintaining an effective working relationship while exercising independent judgement.
- Oversee the employment and performance of the Chief Executive, including succession planning, induction, formal performance assessments, and application of the Public Service Commissioner’s guidance on terms and conditions.
- Ensuring appropriate interest registers are maintained in accordance with section 64 of the CEA, and that conflicts of interest are identified and managed appropriately.

### Membership, commitment, and fees

Under section 32 of the CEA, members of the Board are appointed for terms of office of up to three years and continue in office after the expiry of their term until they are either removed, reappointed, a successor is appointed, or they resign.

The Chair should be prepared to commit at least 50 days to their Board duties each year. The Board usually meets for at least one day each month, with preparation required. Members also attend strategic planning and special purpose meetings as required.

The Board maintains an active programme of staff, volunteer and stakeholder visits around the country, and members make four or five regional visits every year. Members share the Board’s representational duties, attending functions such as conferences, stakeholder meetings, firefighter competitions or commemorations, and other events related to Fire and Emergency’s work.

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Fees for attendance at meetings are paid in accordance with the Cabinet Fees Framework. The Chair will receive an annual fee of \$91,650<sup>1</sup>. The fee covers all board duties, including meeting preparation. Travel expenses are reimbursed on an actual and reasonable basis.

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<sup>1</sup> This fee rate will come into effect on 1 April 2026

## Candidate Information Sheet

### Fire and Emergency New Zealand Board

#### Member vacancy

The Minister of Internal Affairs (the Minister) is seeking applications from eligible candidates for a vacancy on the Fire and Emergency New Zealand (Fire and Emergency) Board (the Board).

#### Role overview and opportunity

As a member of the Fire and Emergency Board, you would contribute to the governance of one of New Zealand's most operationally critical Crown entities. Board decisions have a direct influence on community safety, public confidence, and the organisation's ability to respond to emergencies now and into the future.

This role offers an experienced director the opportunity to apply strong governance judgement and financial expertise in a demanding public sector environment. Fire and Emergency is operating under sustained pressure from growing service demand, constrained funding, and heightened scrutiny over the use of public and levy funds. Board members are expected to engage deeply with these challenges and contribute to collective decisions that balance operational readiness with long-term financial sustainability.

As a Board member, you would be expected to bring an independent perspective, sound financial literacy, and the confidence to test and challenge management advice where appropriate. The role involves oversight of operating and capital expenditure, investment decisions, audit and risk management, and performance assurance, with a particular focus on understanding cost drivers and value for money.

You would also operate within a high-accountability Crown entity context, requiring a good understanding of the relationship between the Board, the Minister, and central agencies. Board members are expected to uphold high standards of integrity, confidentiality, and ethical conduct, and to contribute constructively to a Board culture that supports robust debate and effective decision-making.

For directors seeking a governance role with real public impact, this position provides the opportunity to contribute to a nationally significant organisation at a time when strong, disciplined, and thoughtful governance is critical to its long-term effectiveness.

#### Skills, knowledge, and expertise sought for the Board

Expressions of interest are being sought from candidates who possess the following skills, knowledge, and expertise:

- Governance experience, including familiarity with board processes and tools for maintaining strong board performance, financial literacy, understanding of audit and risk, sound judgement and the ability to respond appropriately to sensitive and confidential matters and, if necessary, question the status quo.
- Strong expertise in financial governance, including oversight of large budgets, capital investment programs, and sustainable funding models, particularly in a fiscally constrained environment.

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- Expertise in financial stewardship, sustainability, and investment, including strategic leadership, driving value-for-money, and a demonstrable commitment to delivering results for New Zealanders.
- A good understanding of the relationship between Government and Crown Entities.

### Personal attributes

Attribute	What this looks like in practice
<b>Focus on oversight and what matters</b>	Seeks information on performance data comparators with other entities, and evidence that entity data confirms achievement of outcomes.
<b>Strategic and long-term in your thinking</b>	Expects robust data to help focus on long term outcomes for the entity and opportunities for new thinking/initiatives.
<b>Willing to challenge management constructively</b>	Asks questions of executive management based on a strong grasp of performance logic underpinning the entity's planning documents.
<b>Proven governance capability</b>	Builds a reputation of being a strong contributor to successful strategies and working through difficult issues and risk management.
<b>Commitment to collective decision making</b>	Modifies personal views to publicly support Board decisions.
<b>Demonstrates independent thinking and contributes to high quality debate</b>	Interrogates accountability documents to strengthen contribution to debate of entity performance. Strong contributor based on good knowledge of entity and Government goals, and risk awareness.
<b>Values and asks for and/or reflects the views of a wide stakeholder group at the board table</b>	Factors stakeholder perspectives into own views and ensures stakeholder perspectives are prioritised.
<b>Contributes to future board success</b>	Understands the need to balance strengthening of current service delivery and the entity's long-term performance
<b>Understands the responsible Minister's roles and responsibilities and priorities</b>	Checks that entity performance reports provide good information on the Minister's priorities
<b>Understands the entity's legislative function and board's decision-rights</b>	Ensures contribution to board decisions factors in legislative responsibilities.
<b>Committed to acting with integrity</b>	Code of Conduct for Crown Entity Board Members expectations and the political landscape of the day guides actions and decisions. Ensures conflicts of interest are disclosed and managed in real time.

Attribute	What this looks like in practice
<b>Understands and has a commitment to the Board’s role as a contributor to the wider public service and public interest</b>	Applies public service ethos to assessment of board and service delivery reporting. Prioritises trust and confidence.
<b>Understands the importance of the entity demonstrating public value</b>	Assesses performance information and Board response in the context of public value and Minister’s priorities.
<b>Understands the public sector risk environment and need for and political nous</b>	Queries the effectiveness of activities, focusing on problem solving and generating learning. Risk aware focused on all aspects of the entity’s business.

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### Role of a Board member

The role of a Board member includes:

- Contributing to the effective governance and stewardship of the entity, including supporting the Board to act in the best interests of the Crown and the public and to uphold the spirit of service to the community.
- Ensuring the entity complies with the Crown Entities Act 2004 and other relevant legislation, including by overseeing the adequacy of systems, policies, and controls required to support lawful, ethical, and effective operation.
- Discharging the Board's collective duties to the responsible Minister, including:

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- considering and making decisions consistent with the entity’s objectives, functions, Statement of Intent, and current Statement of Performance Expectations
- supporting efficient and effective performance of the entity’s functions, including collaboration with other public entities where practicable
- overseeing the entity’s financial management and financial responsibility
- supporting arrangements that preserve, protect, and nurture the spirit of service employees bring to their work.
- Participating fully in Board decision-making, including:
  - preparing for and attending Board and committee meetings
  - considering Board papers and information in advance
  - contributing to discussion, questioning, and decision-making
  - supporting collective accountability for Board decisions once taken.
- Contributing to the development, oversight, and monitoring of the entity’s strategic direction, including long-term objectives, delivery effectiveness, and the allocation of resources.
- Providing oversight and scrutiny of organisational performance, including monitoring progress against strategic priorities, performance expectations, risks, and statutory obligations.
- Applying independent judgement to matters before the Board, including testing assumptions, seeking assurance, and contributing to robust decision-making.
- Overseeing ethical standards and probity, including supporting appropriate conduct frameworks, reporting concerns where identified, and ensuring conflicts of interest are declared and managed in accordance with the CEA.
- Maintaining an understanding of the entity’s operating environment, including sector developments, emerging risks, and matters that may affect the entity’s ability to deliver its functions and objectives.
- Contributing to the Board’s financial oversight, including reviewing and understanding financial reports, budgets, forecasts, and performance information.
- Participating in induction, ongoing training, and Board evaluation activities, to maintain and enhance governance capability and effectiveness.
- Supporting effective risk management and accountability arrangements, including oversight of risk frameworks, assurance processes, and interest registers.
- Operating effectively within the Board’s agreed digital governance arrangements, including the use of Board portals and electronic systems, and complying with confidentiality, information security, and records management requirements.

### Membership, commitment, and fees

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Members should be prepared to commit at least 30 days to their Board duties each year. The Board usually meets for at least one day each month, with preparation required. Members also attend strategic planning and special purpose meetings as required.

The Board maintains an active programme of staff, volunteer and stakeholder visits around the country, and members make four or five regional visits every year. Members share the Board's representational duties, attending functions such as conferences, stakeholder meetings, firefighter competitions or commemorations, and other events related to Fire and Emergency's work.

Fees for attendance at meetings are paid in accordance with the Cabinet Fees Framework. Members receive an annual fee of \$45,600<sup>1</sup>. The Board fee cover all board duties, including meeting preparation. Travel expenses are reimbursed on an actual and reasonable basis.

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