Hui Miniti / Minutes

MEETING DETAILS	
Committee / *Komiti*	Board
Date / *Rangi*	Friday, 27 June 2025
Time / *Wā*	8:00am – 12:31pm
Location / *Wāhi*	NHQ 7.12W Takapau / MS Teams

ATTENDEES	
Chairperson ***Tiamana***	Danny Tuato'o, Deputy Chair
Committee Members ***Ngā mema***	• Belinda Clark QSO • Mary-Anne Macleod • Amit Prasad • Daniel Tulloch
Standing Attendees ***Ērā atu***	• Executive Leadership Team • David Pealing, Principal Advisor Governance (Secretariat)
Other Attendees ***Ērā atu***	• Ken Cooper, Acting Deputy Chief Executive Service Delivery Operations • Nick Pyatt, Acting Deputy Chief Executive Service Delivery Design • Lara Ariell, Independent HRIS/Payroll Advisor to the Board *(item 1.4)* • Murray Coppersmith, Audit and Risk Assurance Committee Chair *(item 3.1)* and Financial Sustainability and Investment Committee Chair *(items 4.1 - 4.5)*
Apologies ***Ngā whakapāha***	Rebecca Keoghan MNZM, Chair Megan Stiffler Steph Rotarangi Piki Thomas

1.	**CLOSED SESSIONS**	
1.1	**BOARD ONLY TIME**	**CHAIR**

A member of the Board recited a karakia. The Board acknowledged the passing of Takutai Tarsh Kemp ONZM MP.

Apologies for absence were recorded for Board Chair Rebecca Keoghan MNZM. Board Deputy Chair Danny Tuato'o chaired the meeting.

The Board met in closed session from 8:00am to 8:30am.

1.2	**BOARD AND CHIEF EXECUTIVE ONLY TIME**	**CHAIR**

The Board met in closed session with the Chief Executive (CE) from 8:30am to 9:50am and undertook a review of the CE's performance.

The Board discussed an issue that may expose potential misuse of Fire and Emergency equipment. The Board asked for an update on the tactics used to monitor ICT for misuse.

Management Action: **DCE Organisational Strategy & Capability Development (OSCD) to provide the Board with an update on how ICT is monitored to assess misuse.**

At the point in the meeting, the Chair reordered the agenda to maximise the availability of external attendees.

2	**DECLARATION OF INTERESTS**	
2.1	**INTERESTS REGISTER**	**CHAIR**

The Chair welcomed the Executive Leadership Team (ELT), including Acting Deputy Chief Executives (DCEs) Service Delivery Design (SDD) and Service Delivery Operations, and the Board Secretariat to the meeting at 9:50am.

The Interests Register was considered. Danny Tuato'o declared an interest in relation to Item 8.8 with respect to a recommended appointment to the Canterbury LAC. Danny did not contribute to the discussion at that item.

6.	**ADMINISTRATION**	
6.1	**MINUTES OF PREVIOUS MEETING**	**CHAIR**

The minutes of the Board meeting on 9 May 2025 were approved as a true and correct record.

The minutes of the out-of-cycle meeting conducted by email on 29 May 2025 were agreed as a true and correct record, subject to the following amendment, adding a fifth resolution:

5. ***Delegate*** *financial authority to the Chief Executive of up to $11.948m to execute approved funding for the HRIS/Payroll replacement programme.*

6.2	**REVIEW ACTION LOG**	**CHAIR**

The action log was reviewed. Updates and closures were made as required.

7.	REPORTING	
7.1	CHIEF EXECUTIVE'S REPORT	KERRY GREGORY

The CE introduced the report and appraised the Board of the recent Order in Council obliging Fire and Emergency to not agree to terms and conditions of employment in a collective employment agreement before consulting the Public Service Commissioner, and to have regard to the Commissioner's recommendations in response. The Board asked what material impact this would have on current negotiations with the NZ Professional Firefighters Union. In response, management confirmed that Fire and Emergency had undertaken a great deal of engagement with Te Kawa Mataaho Public Service Commission, and so there would be a low chance of a material impact on current negotiations.

The following points were also raised:

- An amendment to the Fair Way contract was currently being worked through with unions and associations, with conclusion expected within a month.
- Management are encouraged to promote further uptake of the kāpehu service.
- Congratulations were offered on maintaining Fire and Emergency's top ranking as the most trusted public sector agency.
- Parnell station was to re-open shortly and reactive comms lines should be readied.
- The quantum of ongoing employment-related litigation was expected, and was largely explained by the focus on lifting the bar with respect to behaviour and conduct matters.
- Whether AI could be a way to monitor social media. The Board were told an AI strategy was being developed.

The Board was asked if they wished to receive recommendations set out in the Chief Executive's report in future, as piloted this meeting. The Board endorsed the approach and asked management work with the Chair of the Audit and Risk Committee on how best to document those decisions.

The Board resolved to:

1. **Note** whole of life costs for the payroll compliance project to date is $1.57m.
2. **Note** whole of life costs for the payroll compliance project are anticipated to be $3.365m in total, which is above the Chief Executive's delegation.
3. **Delegate** financial authority to the Chief Executive of up to $2.5m to enable the extension of immediate required resourcing through to November 2025.
4. **Note** a paper will come to the Board at its July meeting detailing the overall costs and seeking further approvals for funding to complete the remediation payment process.

In relation to the Department of Conservation Operational Services Agreement

5. **Delegate** to the Chief Executive the power to approve and to sign and execute the Operational Services Agreement, and any associated schedules, with the Department of Conservation as is required under Section 147 of the Fire and Emergency New Zealand Act 2017.
6. **Agree** to update the instrument of delegation to include Board delegation to the Chief Executive for all duties, powers and functions associated with Section 147 of the Fire and Emergency New Zealand Act 2017.

In relation to the Legal Costs for Auckland Floods and Cyclone Gabrielle Coronial Inquiry

7. **Delegate** financial authority of up to [redacted] to the Chief Executive for legal support for the joint coronial inquiry into the deaths that occurred during the Auckland Floods and Cyclone Gabrielle
8. **Note** the steps being taken to monitor and manage costs prudently.

Management Action: Chief Executive to consult the Chair of Audit and Risk on how best to document decisions from recommendations in the Chief Executive's Reports.

7.2	SAFETY, HEALTH, AND WELLBEING REPORT	JANINE HEARN

DCE People introduced the safety, health and wellbeing (SHW) report and gave a brief update. The Board raised the following points:

- If not already done, analysis should be undertaken to see if training-related incidents could be analysed by location.
- Some increases in incident numbers were due to improved reporting culture.
- Work was underway to share lessons in working with monsoon buckets.

ELT and the Board Secretariat left the meeting.

1.3	BOARD, CE, AND WEST COAST LOCAL ADVISORY COMMITTEE CHAIR AND DEPUTY CHAIR ONLY TIME	CHAIR

The Board met in closed session with the Chief Executive (CE) and the Chair and Deputy Chair of the West Coast LAC, from 10.30am to 10.45am.

1.4	BOARD, CE, AND BOARD INDEPENDENT HRIS/PAYROLL ADVISOR ONLY TIME	CHAIR

The Board met in closed session with the CE and the Independent HRIS/Payroll Advisor to the Board from 10.45am to 11.00am.

3.	HRIS UPDATES	
3.1	HRIS AND PAYROLL REPLACEMENT PROGRAMME BUSINESS CASE	JANINE HEARN

ELT and Board Secretariat rejoined the meeting.

The Chair welcomed Murray Coppersmith to the meeting. DCE People introduced the item and made the following points:

- A lot of mahi was needed to get to this point, and thanks to the team and to the Independent HRIS/Payroll Advisorfor getting us here.
- Management had made clear Fire and Emergency's expectations of DayForce, including their physical presence in New Zealand and allocation of senior resource.
- PwC were assisting in the search for the next programme manager, having had a good understanding of the attributes the role should have, based on Fire and Emergency's recent experience.

In the subsequent kōrero, the following points were raised:

- The Minister was briefed on the position of Fire and Emergency's preferred solution in relation to the use of a common process model in the public service, and the journey to arrive at this business case designed for a 24/7 operational workforce.
- Staffing resource was being put in place to support the programme moving to the next phase.

- Engagement has been undertaken with all relevant teams within Treasury and DIA.
- The next gateway had been set for Ākuhata / August to support the Cabinet consideration timeline.

The Board resolved to:

a. **note** the reviews and assurance undertaken on the Implementation Business Case (ImBC).

b. **note** that funding has been approved for the Programme until December 2025, whilst the ImBC undergoes the Cabinet Consideration process.

c. **note** the latest update on the Programme.

d. **approve** the ImBC subject to endorsement by the Minister and the Cabinet Consideration process.

e. **approve** the release of the ImBC to the Minister to begin the Cabinet Consideration process.

1. **note** the upcoming schedule of contractual approvals for the Programme until December 2025.

g. **delegate** authority to the Chief Executive for the contractual approvals and subsequent Statements of Work for Phase One of the Programme.

The Board Independent HRIS/Payroll Advisor left the meeting.

4.	FINANCE	
4.1	FINANCIAL SUSTAINABILITY AND INVESTMENT COMMITTEE REPORT TO THE BOARD	MURRAY COPPERSMITH

Murray Coppersmith, Chair of the Financial Sustainability and Investment Committee, introduced the paper and gave a short update on the last meeting of the Committee.

The Board discussed the report back and the Committee's discussions on the Statement of Performance Expectations (SPE), which was subject to a Board decision later on the agenda. The Board discussed the implications of recent levy take against forecasts and whether this should be reflected in the 2025/26 budget and the longer-term financial projections that are included in the draft SPE. After consideration of the volatility in levy take, the Board concluded that it would not be appropriate to adjust the budget and SPE projections in response to the lower levy revenue experienced to date as a trend was not yet confirmed, and the variation, at circa 4% at a macro level, was not yet considered material. Notwithstanding the increased risk of adverse revenue variances relative to these projections, this was not sufficiently high to warrant a recall and rework of material already provided to officials and the Minister. The Board noted there remained some, limited, options open to Fire and Emergency to address further variances.

The Board resolved to:

1. **note** the Financial Sustainability and Investment Committee report back.

4.2	FINANCIAL REPORT – MAY 2025	DARRYL PURDY

The DCE Finance and Business Operations (FaBO) introduced the item and during the subsequent kōrero the following points were raised:

- Levy variance is at approximately -4% and is at the highest level seen since Fire and Emergency was established. A $4-6 million negative variance to the budget surplus was anticipated at end-of-year.
- A number of trends were driving this performance:
  - a decrease in levy take from commercial policies as a more businesses not insuring the full value of their estate;

  - an increase in consumers taking contents-only insurance for their homes, as a percentage of policies;
  - an increase in third -party or no car insurance, as a percentage of policies.
- This had been discussed with the Insurance Council of NZ, who also held concerns, and continued to share some data with Fire and Emergency.

In the subsequent kōrero, the following points were raised:

- It was highly likely these trends would continue and would get worse for levy take, without intervention, a change to the levy model, or how Fire & Emergency was funded.
- The last major consultation on the funding model for Fire and Emergency was only five years ago.
- Treasury were undertaking a review of Government insurance settings that would likely see a reduction in levy, and Fire and Emergency is making representations on this review.
- Whilst there had been a softening in premiums in the last 12 months, it did not offset the 30% increases seen over the previous 3 years.
- ICNZ advised only 46% of a premium price is controlled by the issuing party. This may be offset by the first lost, on an events basis, of Toka Tū Ake Natural Hazards Commission cover on residential policies.
- There was no appetite observed in current political party policies for fundamental changes, however, examples of current versions of the levy model implemented elsewhere, including that for Toka Tū Ake Natural Hazards Commission, were discussed.
- Discussions with Government should be based on the wider risk to the insurance market in New Zealand, not limited to Fire and Emergency's revenue position.

The Board resolved to:

1. <u>**note**</u> the May month and YTD financial result against budget
2. <u>**note**</u> the full year (FY) operating May forecast against budget
3. <u>**note**</u> the 2024/25 FY capital forecast against SPE budget
4. <u>**note**</u> the indicative capital expenditure carry forwards in Appendix 2 of the report

5.	**AUDIT AND RISK**	
5.1	**AUDIT AND RISK COMMITTEE REPORT TO THE BOARD**	**MURRAY COPPERSMITH**

Murray Coppersmith, Chair of the Audit and Risk Committee, introduced the paper and gave a short update on the last meeting of the Committee.

There had been recent changes directed by the Minister of Internal Affairs and for Workplace Relations and Safety in WorkSafe's regulatory function. Fire and Emergency is considering the implications for its strategy covering its regulatory role.

The Board resolved to:

1. <u>**note**</u> the Audit and Risk Committee report back.

5.2	AUDIT NEW ZEALAND ENGAGEMENT PLAN	DARRYL PURDY

The Board resolved to:

1. <u>**note**</u> the terms of the audit engagement letter
2. <u>**note**</u> the Audit Plan for 2025/26
3. <u>**note**</u> the Audit New Zealand audit fees for the 2025, 2026 and 2027 financial years
4. <u>**approve**</u> the Audit Proposal Letter (Audit Fee) for the next three financial years

5.3	AUDIT NEW ZEALAND FRAUD QUESTIONNAIRES 2024-25	DARRYL PURDY

The Board resolved to:

1. <u>**note**</u> the Audit New Zealand questions, to those charged with governance, are to the Chair of the Board and the Chair of Audit and Risk Committee
2. <u>**note**</u> the Audit New Zealand questions, to management, are to the Chief Executive, Chief Financial Officer and the National Manager Assurance and Risk
3. <u>**note**</u> that the Audit and Risk Committee endorsed the completed questionnaires for submission to the Board
4. <u>**note**</u> the questions and draft responses for Chair of the Board in Appendix One
5. <u>**approve**</u> submitting these responses to Audit New Zealand.

8.	DECISION PAPERS	
8.1	STATEMENT OF PERFORMANCE EXPECTATIONS 2025/26	DARRYL PURDY

The DCE FaBO introduced the item. In response to a question, management confirmed that targets in the final SPE were set in reference to feedback received by the Minister and changes made to targets were considered achievable.

The Board resolved to:

1. <u>**approve**</u> the SPE for 2025/26 (subject to any feedback and final tidy-ups for publications)
2. <u>**note**</u> the stakeholder feedback received and the resulting changes to performance measures
3. <u>**note**</u> the timeline for finalising the SPE.

8.2	APPROVAL OF FENZ FIRST GENERATION ASSET MANAGEMENT PLANS	SARAH SINCLAIR

The DCE OSCD introduced the item. International standards had been followed in setting the Asset Management Plans (AMPs) and feedback from Beca was due. The Government was planning to set rules and standards for management of assets in the public sector and the first generation AMPs would put Fire and Emergency in a good place for that work.

OSCD is pulling together factsheets to help brief the organisation, including local operational crews and media for comms responses, on hot topics. The first of these would be on seismic issues at Tauranga station. These could be provided to relevant local external stakeholders.

The Board resolved to:

1. **note** Asset Management Plans for each of the four asset classes for Fire and Emergency NZ have been completed and are now undergoing independent review by external experts of the methodology used to develop the plans.
2. **note** initial feedback from the external review has been received and based upon the interim advice, management do not anticipate changes to the Asset Management Plans themselves, simply advice on future iterations.
3. **note** the first three years of the Asset Management Plans have been prioritised to fit within available budgets and focussed on non-regretful spend.
4. **note** the Asset Management Plans show there is insufficient budget to manage Fire and Emergency NZ's asset base in the medium-term.
5. **note** the increasing risk associated with declining asset performance.
6. **approve** the Asset Management Plan for fleet, provided in the resource centre.
7. **delegate authority** to the Chief Executive to agree the Asset Management Plans for ICT, property and equipment.

8.3	PROPERTY DISPOSALS	SARAH SINCLAIR

DCE OSCD introduced the report.

The Board resolved to:

1. **approve** the increase in the property disposal threshold from all disposals requiring Board-level approval to $5M which aligns with the Chief Executive's Financial Delegated Authority.
2. **note** the Acquisition and Disposal Policy will be consolidated into a unified policy, with no substantive changes to the Acquisition Policy.

8.4	DELEGATION OF AUTHORITY: TYPE 4 AERIAL PUMPING APPLIANCE PROCUREMENT PLAN	SARAH SINCLAIR

DCE OSCD introduced the report.

The Board resolved to:

1. **note** Fire and Emergency do not have a current Type 4 appliance supply agreement.
2. **note** the Type 4 appliance purchase cost is estimated to be 9(2)(b)(ii), 9(2)(j) [redacted]
3. **note** the actual costs for the Type 4 appliances are dependent on the selected preferred suppliers' price, and the quantity of appliances purchased.
4. **note** this investment is in scope of *Cabinet Circular CO (23) 9* as it is over $35 million and as such Fire and Emergency New Zealand will follow the Treasury investment management and reporting process.
5. **note** any delegation of authority to the Chief Executive to approve Type 4 appliance procurement plan and preferred supplier recommendation report will not commit Fire and Emergency to purchasing any appliances under the resulting contract nor any expenditure under the contract.

6. **approve** delegation of authority to the Chief Executive to approve the Type 4 appliance procurement documentation, including the procurement plan and preferred supplier recommendation report.

8.5	**PUBLIC SAFETY NETWORK PROGRAMME – CELLULAR MEMORANDUM OF UNDERSTANDING**	**KEN COOPER** **SARAH SINCLAIR**

DCE OSCD introduced the report.

The Board resolved to:

1. **approve** an increase in value of the Implementation Business Case for PSN from $100.50m to $109.95m
2. **approve** an increase in the Chief Executive's delegated financial authority from $70.90m to $80.34m (combined capex and opex) to support the execution of all required agreements relating to Cellular and LMR.
3. **note** that this cost increase does not impact Fire and Emergency's financial contribution. The additional $9.44 million will be fully funded by NGCC.

8.6	**DELEGATION OF AUTHORITY: AVIATION SERVICES MASTER AGREEMENT**	**Nick Pyatt**

DCE SDD introduced the report.

The Board resolved to:

1. **Note** that the whole-of-life costs for the approximately 90 aviation services Master Services Agreements including renewals, are estimated at [redacted], exceeding the Chief Executive's Delegated Financial Authority.
2. **Note** that the current Master Services Agreements expire on 31 August 2025.
3. **Note** in October 2024, the Board delegated authority to the Chief Executive to sign the procurement plan and the recommendation report.
4. **Delegate** financial authority to the Chief Executive to sign individual Master Services Agreements up to [redacted] for aviation services, with the ability to approve contract variations including change of price, aircraft, or termination as well as the Right of Renewals process throughout the life of the Master Services Agreement.

8.7	**REMUNERATION MARKET RATE REVIEW 2025**	**JANINE HEARN**

The DCE People introduced the report.

The Board resolved to:

1. **note** that options have been developed for potential market rate reviews for the 2025/6 year
2. **approve** the recommended option (option 2 – zero increase).

8.8	**APPOINTMENT RECOMMENDATIONS FOR LOCAL ADVISORY COMMITTEES: CANTERBURY, CHATHAM ISLANDS AND WELLINGTON**	**BRYAN DUNNE**

The DCE Office of the Chief Executive introduced the report. The Board noted that political neutrality was part of the induction of LAC members, alongside other public sector requirements and conventions.

The Board resolved to:

1. **approve** the members and terms of appointment recommended in Appendix B of the report.
2. **approve** the Chair and Deputy Chair and terms of appointment recommended in Appendix B of the report.

8.9	INSURANCE RENEWAL	DARRYL PURDY

The Board resolved to:

1. **approve** payment of the insurance renewal premiums and statutory charges of up to $6,005,000 (excl GST)
2. **delegate** authority to the Chief Executive to make the payment
3. **note** insurance renewal premiums are expected to be finalised late June/ early July 2025, and the $6,005,000 is an estimate of the cost of the premiums inclusive of 5 percent ($286k) contingency.

9.	DEEP DIVE	
9.1	WELLBEING SUPPORT SYSTEM	ANGELA KIMMINS

The anticipated presenter of this item was unavailable 9(2)a [redacted]. The item was rescheduled for the July Board meeting.

10.	NOTING PAPERS	
10.1	SEISMIC PROPERTY PRIORITISATION PROGRAMME UPDATE	SARAH SINCLAIR

The Board resolved to:

1. **note** the Property Asset Management Plan (AMP) has explicitly considered the remediation of Fire and Emergency's earthquake prone buildings.
2. **note** in 2024 the Government announced an extensive review of the management of seismic risk in existing buildings.

11.	GENERAL BUSINESS	
11.1	KEY MESSAGES	CHAIR

This was a meeting of milestones, with four significant pieces of work – HRIS/Payroll, SPE, AMPs and the final LACs being established – all having important decisions made today. A lot of hard mahi had gone in getting these projects to where they were and it was important to acknowledge that and to thank the teams that made them possible.

9.2	CORRESPONDENCE RECEIVED/SENT BY THE BOARD SINCE 3 MAY 2025	CHAIR

The Board reviewed the received and sent correspondence log.

9.3	EVENTS	CHAIR

The Board reviewed the schedule of upcoming events and proposed attendance which was recorded. The Board Secretariat confirmed a strategic approach to Board Members' attendance at Local Advisory Committees was being formed with the Board Chair.

9.4	CLOSING	CHAIR

A member of the Board closed the meeting with a karakia at 12:31pm

Next Meeting: Friday 25 July 2025 – Remote Meeting

Hui Miniti / Minutes

MEETING DETAILS	
Committee / *Komiti*	Board
Date / *Rangi*	Friday, 25 July 2025
Time / *Wā*	8:00am – 11:00am
Location / *Wāhi*	NHQ 7.12W Takapau / MS Teams

ATTENDEES	
Chairperson ***Tiamana***	Rebecca Keoghan MNZM
Committee Members ***Ngā mema***	• Danny Tuato'o (Deputy Chair) • Mary-Anne Macleod • Amit Prasad • Dr Daniel Tulloch
Standing Attendees ***Ērā atu***	• Executive Leadership Team • David Pealing, Principal Advisor Governance (Secretariat)
Other Attendees ***Ērā atu***	• Nick Pyatt, Acting Deputy Chief Executive Service Delivery Design • Lara Ariell, Independent HRIS/Payroll Advisor to the Board *(item 1.4)* • Murray Coppersmith, Audit and Risk Assurance Committee Chair *(item 3.1)* and Financial Sustainability and Investment Committee Chair *(items 4.1)*
Apologies ***Ngā whakapāha***	• Belinda Clark QSO • Kerry Gregory • Steph Rotarangi

Hui Miniti / Minutes

1.	CLOSED SESSIONS	
1.1	BOARD ONLY TIME	CHAIR

A member of the Board recited a karakia.

Apologies for absence were received from Belinda Clark QSO.

The Board met in closed session from 8:00am to 9:00am.

1.2	BOARD AND CHIEF EXECUTIVE ONLY TIME	CHAIR

The Board met in closed session with the Acting Chief Executive (CE) Bryan Dunne from 8:30am to 8:50am.

1.3	BOARD, CE, AND LOCAL ADVISORY COMMITTEE CHAIR ONLY TIME	CHAIR

The Board met in closed session with the Acting Chief Executive (CE) and the Chair, Northland Local Advisory Committee, from 8.50am to 9.10am.

1.4	BOARD, CE, AND BOARD INDEPENDENT HRIS/PAYROLL ADVISOR ONLY TIME	CHAIR

The Board met in closed session with the CE and the Independent HRIS/Payroll Advisor to the Board from 9.10am to 9.30am.

2	DECLARATION OF INTERESTS	
2.1	INTERESTS REGISTER	CHAIR

The Chair welcomed Murray Coppersmith, the Executive Leadership Team (ELT) and the Board Secretariat to the meeting at 9:30am.

The Interests Register was noted. The Chair declared a personal interest in respect of item 7.3 – Appointment of the Nelson-Tasman Local Advisory Committee Chair. She took no part in the decision at that item.

3.	HRIS UPDATES	
3.1	HRIS AND PAYROLL REPLACEMENT PROGRAMME UPDATE	JANINE HEARN

The DCE People gave an update on progress with the HRIS and payroll replacement programme. In response to questions from the Board, the DCE People confirmed that a preferred candidate had been identified in the process for recruiting a new programme director, and that she was confident that DIA feedback on the implementation business case would be received by 28 August 2025.

The Board resolved to:

1. **note** the progress over the last month.
2. **confirm Daniel Tulloch** as the Board Programme Champion.

4.	FINANCE	
4.1	FINANCIAL REPORT – JUNE 2025	DARRYL PURDY

The DCE FaBO introduced the item and during the subsequent kōrero the following points were raised:

- There had been hard, proactive, mahi to bring the financial position back closer to budget.

- There was no ongoing impact expected from the new 10-day turnaround procurement rule for paying invoices.
- Parnell station works had a carry-forward of $3.7m, rather than a true overspend.
- DCE SDO was undertaking a programme of work to understand root causes for the trend in firefighter absences and would present that to the Board once finalised.
- The August 2025 meeting of the Financial Sustainability and Investment Committee would be undertaking a deep dive into levy and structural trends in the Aotearoa New Zealand insurance market.
- Fluctuations in the payroll compliance programme budget were anticipated as the work to understand Holidays Act implications was developed.

The Board resolved to:

1. **note** the June full year (FY) 2024/25 financial result against budget.
2. **note** the interim June FY 2024/25 financial result against the forecast as of May 2025.
3. **note** the interim 2024/25 financial results are subject to review by Audit New Zealand.

Murray Coppersmith left the meeting at 9.51am.

5.	ADMINISTRATION	
5.1	MINUTES OF PREVIOUS MEETING	CHAIR

The minutes of the Board meeting on 27 June 2025 were approved as a true and correct record.

5.2	REVIEW ACTION LOG	CHAIR

The action log was reviewed. Updates and closures were made as required.

6.	REPORTING	
6.1	CHIEF EXECUTIVE'S REPORT	BRYAN DUNNEY

The Acting CE introduced the report and noted that since the report was issued:

- An invite to attend the Ministerial Employment Relations Forum had been received for the 21 August 2025, a day after Fire and Emergency's session with the Government and Administration Committee.
- The New Zealand Professional Firefighters' Union had also voted for industrial action.
- The media team had won an award for its proximity advertising campaign.

The Board asked for an update on the upward trend in people not cooperating with SpeakSafe @ FairWay investigations. Management confirmed that through the process improvement meetings, they were pushing for earlier engagement when cases involved non-cooperation to see what levers Fire and Emergency held to address the issue.

The Board resolved to:

1. **note** in June 2023, the Board delegated approval of fleet maintenance procurement plans, tender documentation, and recommendation reports with an estimated whole of life operating expenditure over $10 million to the Chief Executive or Deputy Chief Executive Finance and Business Operations.

2. **delegate** financial authority to the Chief Executive of up to $12.26m operating expenditure in total to sign fleet maintenance contracts, and future variations (including rights of renewal for up to nine years), for the Manawatū and Whanganui regions.

6.2	SAFETY, HEALTH, AND WELLBEING REPORT	JANINE HEARN

The DCE People introduced the safety, health and wellbeing (SHW) report. They explained that vacancies in the team were being addressed, which would then help further develop the 'so what' in future reporting.

The Board asked what SHW issue was top of mind for the DCE People, who responded with further embedding of the Safe Person Concept and Dynamic Risk Assessment, and Psychological wellbeing.

7.	DECISION PAPERS	
7.1	2024/25 ANNUAL REPORT – PROPOSED APPROACH AND PROVISIONAL Q4 YEAR-END RESULTS	DARRYL PURDY

The DCE Finance and Business Operations introduced the item highlighting recent guidance issued by Treasury in relation to the presentation of Annual Reports.

The Board asked how Government priorities monitoring and the $60m costs savings target set by the Minister might be presented in the Annual Report. DCE FaBO committed to respond after the meeting.

The Board resolved to:

1. **note** the updated Treasury Annual Report guidance and the proposed high-level structure and key dates for the 2024/25 Annual Report.
2. **note** that the 2024/25 Annual Report will report progress against the 2023-27 Statement of Intent (SOI) and the 2024/25 Statement of Performance Expectations (SPE).
3. **note** the provisional year-end performance measure results.
4. **note** the Quarterly Performance Summary Dashboard for Quarter Four 2024/5 will be provided to the Board in August 2025.
5. **approve** the proposed approach for the 2024/25 Annual report.

Management Action: **DCE FaBO to consider options and rationale for presenting the Government priorities monitoring and $60m cost savings target in the Annual report.**

7.2	REAPPOINTMENT OF FIRESUPER DIRECTOR	BRYAN DUNNE

The Acting CE introduced the item. The Board asked that management provide advice on how the Board can properly convey any expectations it may have to its appointments to the FireSuper Trustee, as well as recommendations for overall term lengths for FireSuper appointments from Fire and Emergency.

The Board resolved to:

1. **reappoint** Murray Coppersmith as a Director of FireSuper Trustee Ltd for a further three-year term with effect from 10 September 2025, subject to Mr Coppersmith's consent to appointment.
2. **note** that, subject to the decision above, the Chair will write to:
   a. Murray Coppersmith asking him to indicate his consent to appointment for a further term, and confirming that the conditions of his appointment, including Director remuneration, are otherwise unchanged.

b. Denis Fitzmaurice, Chair of the FireSuper Trustee's Board, advising of the reappointment of Murray Coppersmith for his further three-year term and asking to arrange the necessary Companies Office formalities to record it.

c. Murray Coppersmith confirming his appointment and relevant terms once the Board has received his consent to the appointment and confirmation of conditions (2a).

3. note it can convey its expectations to Fire and Emergency-appointed Directors of FireSuper.

Management Action: **DCE Office of the Chief Executive to provide advice on how the Board can properly convey any expectations it may have to its appointments to the FireSuper Trustee, as well as recommendations for overall term lengths for FireSuper appointments from Fire and Emergency.**

7.3	**APPOINTMENT OF THE NELSON-TASMAN LOCAL ADVISORY COMMITTEE CHAIR**	**AMIT PRASAD**

The Chair of the Evaluation and Appointments Committee (EAC) introduced the item. The Board discussed retention rates for Local Advisory Committee members. The EAC Chair agreed to discuss these issues with the DCE OCE outside of the meeting.

The Board resolved to:

1. approve the appointment of Richard Kempthorne as Nelson-Tasman LAC Chair from 1 September 2025 to 31 August 2027.

Management Action: **DCE Office of the Chief Executive to consider options to address retention issues for LAC Members and discuss them with the Chair of the Evaluation and Appointments Committee in future CE's report.**

8	**DEEP DIVE**	
8.1	**WELLBEING SUPPORT SYSTEM**	**ANGELA KIMMINS**

The Programme Manager Health Monitoring joined the meeting at 10.15am and presented on Fire and Emergency's Wellbeing Support System. After the presentation, the following points were raised:

- Whether referrals to psychologists or therapists were monitored for effectiveness.
- There are some avenues available to management to intervene where people have not shown a keenness to proactively engage with wellbeing support.
- There's no one definition of a traumatic event, and identical scenarios may elicit different emotional responses depending on context.
- Chief Fire Officers can make reports through Safe@Work and use K-codes to take a crew off rotation for call outs.
- Fire and Emergency was a leader amongst the emergency services in its approach to wellbeing.

Management Action: **DCE People to provide an overview on what follow up was undertaken when referrals to psychologists or therapists had been made**

9.	**GENERAL BUSINESS**	
9.1	**KEY MESSAGES**	

There were no key messages. DCE People informed the Board that two industrial action notices had been received from the New Zealand Professional Firefighters' Union.

9.2	CORRESPONDENCE RECEIVED/SENT BY THE BOARD SINCE 28 FEBRUARY 2025	CHAIR

The Board reviewed the received and sent correspondence log.

9.3	EVENTS	CHAIR

The Board reviewed the schedule of upcoming events and proposed attendance which was recorded.

Secretariat Action: **Secretariat to include LAC meeting dates in future events papers.**

9.4	CLOSING	CHAIR

A member of the Board closed the meeting with a karakia at 11:00am

Next Meeting: Friday 29 August 2025 – Virtual meeting

Hui Miniti / Minutes

MEETING DETAILS	
Committee / *Komiti*	Board
Date / *Rangi*	Friday, 29 August 2025
Time / *Wā*	8:00am – 12:10pm
Location / *Wāhi*	NHQ 7.12W Takapau / MS Teams

ATTENDEES	
Chairperson ***Tiamana***	Rebecca Keoghan MNZM
Committee Members ***Ngā mema***	• Danny Tuato'o (Deputy Chair) • Belinda Clark QSO • Mary-Anne Macleod • Amit Prasad • Dr Daniel Tulloch
Standing Attendees ***Ērā atu***	• Executive Leadership Team • David Pealing, Principal Advisor Governance (Secretariat)
Other Attendees ***Ērā atu***	• Deena Whaitiri, Chair, Chatham Islands Local Advisory Committee (item 1.3) • Lara Ariell, Independent HRIS/Payroll Advisor to the Board (items 1.4 - 3.1) • Murray Coppersmith, Audit and Risk Committee Chair (items 3.1 to 4.1) and Financial Sustainability and Investment Committee Chair (items 4.2 to 5.1)
Apologies ***Ngā whakapāha***	Piki Thomas, Deputy Chief Executive Kaupapa Māori and Cultural Communities

1.	CLOSED SESSIONS	
1.1	BOARD ONLY TIME	CHAIR

A member of the Board recited a karakia.

The Board met in closed session from 8:00am to 8:30am.

1.2	BOARD AND CHIEF EXECUTIVE ONLY TIME	CHAIR

The Board met in closed session with the Chief Executive from 8:30am to 9:00am.

1.3	BOARD, CE, AND CHATHAM ISLANDS LOCAL ADVISORY COMMITTEE CHAIR ONLY TIME	CHAIR

The Board met in closed session with the Chief Executive (CE) and the Chair, Chatham Islands Local Advisory Committee, from 9.00am to 9.15am.

1.4	BOARD, CE, AND BOARD INDEPENDENT HRIS/PAYROLL ADVISOR ONLY TIME	CHAIR

The Board met in closed session with the CE and the Independent HRIS/Payroll Advisor to the Board from 9.15am to 9.30am.

2	DECLARATION OF INTERESTS	
2.1	INTERESTS REGISTER	CHAIR

The Chair welcomed Murray Coppersmith, the Executive Leadership Team (ELT) and the Board Secretariat to the meeting at 9:30am.

The Interests Register was noted.

3.	HRIS UPDATES	
3.1	HRIS AND PAYROLL REPLACEMENT PROGRAMME UPDATE	JANINE HEARN

The DCE People introduced the report and gave the following updates:

- The latest Gateway Review had achieved an Amber rating, which was a very good result for the history, size and complexity of the programme.
- Recruitment to vacancies in the programme were progressing well.
- The next steps in the Implementation Business Case process.

The Board congratulated the team for the good result and thanked them for their hard mahi. They expressed much more comfort in the scheme now.

The Board resolved to:

1. <u>note</u> the progress over the last month.
2. <u>note</u> the update on the outcome of the Gateway Assurance of Action Plan Review.

4.	AUDIT, RISK AND FINANCE	
4.1	AUDIT AND RISK COMMITTEE OUT OF CYCLE MEETING REPORT BACK	MURRAY COPPERSMITH

The Audit and Risk Committee Chair introduced the item. The Board noted the improving quality of internal assurance and audit.

The Board resolved to:

1. **note** the report of the meeting held on 19 August 2025.

4.2	FINANCIAL SUSTAINABILITY AND INVESTMENT COMMITTEE REPORT BACK	MURRAY COPPERSMITH

The Financial Sustainability and Investment Committee (FSIC) Chair introduced the item.

The Board resolved to:

1. **note** the report of the meeting held on 6 August 2025.
2. **note** that, based on a small sample of data collected on actual insurance contracts, the risk of an adverse impact from the Part 3 levy changes is very real.
3. **note** that work on the Fiscal Reinvestment and Risk Management Plan is running to timetable and that the Plan continues to work towards on overall gross savings target of $50m per annum by 2026/27.
4. **note** that the independent peer review is underway of the risk modelling work being undertaken by Fire and Emergency and which is a key tool used in the Future Operating Capability project.

4.3	MEDIUM-TERM FINANCIAL OUTLOOK	DARRYL PURDY

The Deputy Chief Executive Finance and Business Operations (DCE FaBO) introduced the item.

The Board thanked the team for the proactive approach to considering fiscal risk. FSIC asked for ELT to present these five options to Board. It was noted that the options were not presented in any particular order and should be considered as a package. The following points were raised:

- The Board asked to see the accepted options in a prioritized timeline at a future meeting.
- There would need to careful management of any engagement around these options, as well as a comms strategy.
- 9(2)(f)(iv) [redacted]
- Other revenue streams should be considered, within any legislative constrictions.
- A request for additional contingency should be made with an offer of safeguards.
- Rather than thinking purely in terms of Fire and Emergency's Crown contribution, thought should be given to assigning value to wider 'public good' and additional functions.

The Board resolved to:

1. **note** the key differences between the Management Projection and the Board Approved Financial Assumptions (BAFA) as at August 2025.
2. **note** that in the Management Projection (August 2025) cash balances are projected to be as low as $63m in 2026/27, assuming the Financial Reinvestment and Risk Management (FRRM) and Levy Revenue Mitigation (LRM) savings are achieved in full.

3. **note** that while the Management Projection indicates we are financially sustainable in the mediumterm, the cash buffer for the Part 3 levy risk is insufficient despite FRRM and LRM savings being fully incorporated into the projection.
4. **agree** the five proposed initiatives to further manage cash levels to 2028/29 under the Management Projection scenario:
   - expand borrowing approval to $100m
   - optimise the network based on risk to reduce callbacks (policy change work planned in FRRM brought forward) and infrastructure, which will reduce capex requirements
   - delay FRRM-planned reinvestment
   - legal test of the sub-limit for fire approach in insurance policies
   - explore the balance between levy and other funding mechanisms.

Mary-Anne MacLeod left the meeting at 10:17am.

4.4	FINANCIAL REPORT – JULY 2025	DARRYL PURDY

DCE FaBO introduced the item. July and August levy takes above budget.

The Board resolved to **note** the July 2025/26 year to date (YTD) financial result against budget.

4.5	APPROVAL TO CARRY FORWARD UNSPENT ASSET CAPITAL BUDGETS FROM FINANCIAL YEAR 2024/25 TO 2025/26	SARAH SINCLAIR

DCE Organisational Strategy and Capability Development (OSCD) introduced the item.

The Board resolved to:

1. **approve** the carry forward of $12M capital funding from FY24/25 to FY25/26.
2. **note** the revised delivery programme and associated milestones.
3. **note** that expenditure reporting and delivery against the reported budget will be included in monthly financial reporting to the Board.

5.	DECISION PAPERS	
5.1	ANNUAL REPORT FOR THE YEAR ENDED 30 JUNE 2025 (2024/25)	DARRYL PURDY

Mary-Anne MacLeod returned to the meeting at 10.30am.

DCE FaBO introduced the item, and it was noted that the opportunity to influence output measures would be under the next statement of performance expectations.

The Board then proposed some edits to the document and suggested providing the Annual Report to the Office of the Auditor General.

The Board resolved to:

1. **approve** the draft 2024/25 Annual Report to be issued to Audit New Zealand and to the Department of Internal Affairs, who will provide it to our Responsible Minister, subject to feedback being incorporated.
2. **note** the structure and content of the draft Annual Report follows the approach set out in the July Board paper *2024/25 Annual Report – proposed approach and provisional Q4 year end results.*

3. **note** that we will provide the Board with the final Annual Report for approval in October.

Murray Coppersmith left the meeting at this point and the Board took a short break, returning at 10.40am.

5.2	PAYROLL COMPLIANCE PROJECT – HISTORICAL REMEDIATION	JANINE HEARN

The DCE People introduced the item. The Independent Quality Audit review this week backed the project to deliver by mid-2026, and also provided some comments around governance that management would address. There remained some uncertainty in final costs as career firefighter terms and conditions would not be finalised until the conclusion of the ongoing bargaining.

The Board resolved to:

1. **note** the progress and key achievements made by the Payroll Compliance Project since it was established in March 2024.
2. **note** the next steps required to progress the delivery of historical remediations covering the look-back period of 19 October 2017 and 30 June 2024.
3. **note** that forecast whole-of-life cost to complete historical remediation is $3.3m.
4. **delegate** authority to the Chief Executive to spend up to $1.1m to cover project costs through until Phase One completion in June 2026.
5. **note** that in February 2026 the project will prepare a paper to ask the Board to delegate to the Chief Executive financial authority to approve release of remediation payments and balance adjustments from April 2026.

5.3	STATION MANAGEMENT SYSTEM – MASTER SERVICES AGREEMENT EXTENSION AND DELEGATION OF AUTHORITY	SARAH SINCLAIR

The DCE OSCD introduced the item.

The Board resolved to:

1. **note** in May 2025, the Deputy Chief Executive Finance and Business Operations approved a valid exemption from open advertising in accordance with Government Procurement Rule 14.9(c)(i) to extend the Master Services Agreement (MSA) with Provoke NZ Ltd,
2. **note** the MSA can be terminated without penalty by providing 90 days' notice,
3. **approve** the extension of the MSA with Provoke NZ Ltd for a further three years, with two optional renewals (two years and one year respectively), to provide continued support and maintenance of SMS, and
4. **delegate** authority to the Chief Executive to sign the MSA extension and associated Statements of Work, up to an estimated value of 9(2)(b)(ii), 9(2)(j) [redacted]

5.4	BOARD GOVERNANCE MANUAL	BRYAN DUNNE

The DCE Office of the Chief Executive (OCE) introduced the item and acknowledge the work of the Principal Governance Advisor in producing the manual. The Board highlighted some editorial issues, and confirmed that they would be happy to approve the manual, subject to those issues being addressed before the document was issued to Board Members. The Board asked that the Board Governance Manual be regularly reviewed in future, and added to its work programme for August 2026.

The Board resolved to:

1. **approve** the Board Governance Manual, subject to comments made in the meeting.
2. **delegate authority** to the Chief Executive the ability to make minor editorial updates until the next review of the Board Governance Manual by the Board, no later than August 2026.

5.5	UNITED FIRE BRIGADES' ASSOCIATION QUARTER FOUR REPORT 2024/25	BRYAN DUNNE

The DCE Office of the Chief Executive (OCE) introduced the item. The Board were updated on a near-miss that occurred in June 2025 at the UFBA Road Crash Rescue Challenge incident. The investigation into the incident was due to report to the UFBA the following week. Management set out improvements to reporting agreed with UFBA, including for Fire and Emergency to review plans for such events 21 days in advance.

The thanked management for the proactive approach and the Chair indicated they would add some wording to the proposed written response to the Q4 report to cover these changes.

The Board resolved to:

1. **notes** that the UFBA's Quarter Four report has been received and analysed by management.
2. **notes** that management have confirmed the UFBA's Quarter Four report meets the UFBA's reporting obligations to the Board under the 2024/25 Conditional Grant Agreement.
3. **approves** the proposed written response from the Chair of the Board to be sent to the UFBA acknowledging the contents of the report.

6.	ADMINISTRATION	
6.1	MINUTES OF PREVIOUS MEETING	CHAIR

The minutes of the Board meeting on 25 July 2025 were approved as a true and correct record.

6.2	REVIEW ACTION LOG	CHAIR

The action log was reviewed. Updates and closures were made as required.

7.	REPORTING	
7.1	CHIEF EXECUTIVE'S REPORT	KERRY GREGORY

The CE introduced the report and gave some updates on issues arising since the report was circulated:

- There was an update on Fire and Emergency's bargaining team.
- The Fire Emergency Commanders Association (FECA) bargaining strategy had been agreed by ELT, with pay outside of the collective agreement for FECA.
- There had been two notifiable incidents.

In the subsequent kōrero, the following points were raised:

- Management was confident in the timeline for modifications to the Āwhina Levy Management System
- The first joint review of SpeakSafe @ FairWay was an opportunity to rationalise offers and reconsider value for money.

- Deployments were an opportunity to represent New Zealand on the world stage. The Board asked for a presentation on recent deployments, with a focus on promoting what Fire and Emergency does for New Zealand's international profile.

The Board resolved to **note** the report.

Management Action: **DCE Service Delivery Operations to present a deep dive on international deployments to a future Board meeting.**

7.2	SAFETY, HEALTH, AND WELLBEING REPORT	JANINE HEARN

The DCE People introduced the safety, health and wellbeing (SHW) report. A Member asked a question about the use of breathing apparatus (BA) to protect firefighters operating in a house containing a cannabis farm. The Board were offered an opportunity to experience BA.

7.3	PEOPLE DASHBOARD	JANINE HEARN

DCE People introduced the report. There had been an increase in turnover of wāhine in the organisation, which had reversed progress from last period. The Board raised the following points:

- The diversity metrics were disappointing, compared to national demographics and the public service.
- Targets could be set against international fire service examples.
- There was a good story to tell on volunteers, being stable on leavers, with an increase in entries.
- Leave liability showed no improvement.
- Future iterations of the report should show trend data on annual review completion. The Board heard that ELT had recently discussed the issue and will now get visibility of where in their branches people managers were not completing annual reviews in a timely way.

The Board resolved to **note** the report.

7.4	PEOPLE AND CAPABILITY COMMITTEE REPORT BACK	MARY-ANNE MACLEOD

The Chair of the People and Capability Committee introduced the report. The draft performance objectives and expectations for the Chief Executive for the 2025/26 performance year were discussed by the Committee, and the Committee Chair is progressing finalisation of those objectives and expectations with Committee members.

The Board resolved to:

1. **note** the report of the meeting held on 11 August 2025.
2. **note** the new People and Capability Committee Work Programme for the remainder of the 2025 calendar year.
3. **note** the Committee's use of its delegated authority to approve the Eke Taumata Six-Monthly Report to the Minister (1 January 2025 – June 2025) for release to the Minister.

8.	GENERAL BUSINESS	
8.1	KEY MESSAGES	

There were no key messages.

8.2	CORRESPONDENCE RECEIVED/SENT BY THE BOARD SINCE 28 FEBRUARY 2025	CHAIR

The Board reviewed the received and sent correspondence log.

8.3	EVENTS	CHAIR

The Board reviewed the schedule of upcoming events and proposed attendance which was recorded.

8.4	CLOSING	CHAIR

A member of the Board closed the meeting with a karakia at 11:37am.

Next Meeting: Friday 26 September 2025 – Tauranga

Hui Miniti / Minutes

MEETING DETAILS	
Committee / *Komiti*	Board
Date / *Rangi*	Friday, 26 September 2025
Time / *Wā*	8:00am – 12:10pm
Location / *Wāhi*	Region Headquarters, Tauranga

ATTENDEES	
Chairperson ***Tiamana***	Rebecca Keoghan MNZM
Committee Members ***Ngā mema***	• Danny Tuato'o (Deputy Chair) • Belinda Clark QSO • Mary-Anne Macleod • Amit Prasad • Dr Daniel Tulloch
Standing Attendees ***Ērā atu***	• Executive Leadership Team • David Pealing, Principal Advisor Governance (Secretariat)
Other Attendees ***Ērā atu***	• Lara Ariell, Independent HRIS/Payroll Advisor to the Board (item 1.3)
Apologies ***Ngā whakapāha***	None

1.	CLOSED SESSIONS	
1.1	BOARD ONLY TIME	CHAIR

A member of the Board recited a karakia.

The Board met in closed session from 8:00am to 8:30am.

1.2	BOARD AND CHIEF EXECUTIVE ONLY TIME	CHAIR

The Board met in closed session with the Chief Executive from 8:30am to 9:00am.

1.3	BOARD, CE, AND BOARD INDEPENDENT HRIS/PAYROLL ADVISOR ONLY TIME	CHAIR

The Board met in closed session with the CE and the Independent HRIS/Payroll Advisor to the Board from 9.00am to 9.15am.

2	DECLARATION OF INTERESTS	
2.1	INTERESTS REGISTER	CHAIR

The Chair welcomed the Executive Leadership Team (ELT) and the Board Secretariat to the meeting at 9:15am.

The Interests Register was noted.

3.	HRIS UPDATES	
3.1	HRIS AND PAYROLL REPLACEMENT PROGRAMME UPDATE	JANINE HEARN

The DCE People introduced the report and gave the following updates:

- The final role had been recruited to in the team, bringing it up to fully resourced.
- There had been savings made against budget with costs offset. It was anticipated the programme should come in under budget.
- Resourcing might be available to shift to slower phrases of the programme as needed.
- The Implementation Business Case Cabinet paper was now with the Minister's office, and feedback from Minister and Department of Internal Affairs was expected in the coming weeks.

During the subsequent korero, the Board raised the following points:

- It was good to see suppliers being pushed to bring staff online.
- Vacancy savings suggested contingency would not be required.
- The Board welcomed the monthly programme status report, in particular the helpful commentary and projections.

The Board then discussed the Programme Champion scope document. The Board requested that regular catch-ups between the DCE People and Programme Champion, Daniel Tulloch, be scheduled as required. Some suggestions to the text were also made and the Board asked DCE People to confirm that wording, and that the final sign off of the scope be delegated to the Chair, in consultation with Daniel Tulloch.

The Board resolved to:

1. <u>note</u> the update provided on programme progress
2. <u>note</u> the Monthly Programme Status report for the month of August 2025

3. note its feedback on the Monthly Programme Status report for the purposes of reporting progress to the Board
4. Delegate authority to the Chair, in consultation with Daniel Tulloch as HRIS and Payroll Replacement Programme Champion, to agree the final Terms of Reference for that role.

Management Action: DCE People to draft final terms of reference for HRIS and Payroll Replacement Programme Champion and provide to the Chair and Daniel Tulloch for final agreement.

4.	AUDIT, RISK AND FINANCE	
4.1	PART 3 LEVY LIQUIDITY PLAN	DARRYL PURDY

The Deputy Chief Executive (DCE) Corporate Services introduced the item:

- KPMG had been appointed to work on expanding the current borrowing limit.
- The Financial Sustainability and Investment Committee had programmed that work out by quarter and KPMG would present to the Committee at its November 2025 meeting.
- Network optimisation was to be trialled from next month, with 17 districts in the pilot by Christmas.
- The comms plan including engagement with unions and associations was underway.
- All these strands were progressing working with the wider Strategic Implementation Programme.

In the subsequent discussion the point raised the following points:

- The Board were clear there should be a risk-based approach being taken to delayed reinvestment, and that impacts on the frontline would be seen.
- There needed to be visibility to the Board, when appropriate, on the decision-making in relation to the delay of the reinvestment elements of previous plans.
- Given the role of the Future Operating Capability programme in the LLP, a deep dive on FOC should be scheduled.
- It welcomed the development of triggers for Section 12 responses, working with NZ Police, Hato Hone St John and the Wellington Free.
- Fire and Emergency should regularly review its rates and charges.
- Engagement with the Minister and DIA would begin shortly, the Chair would be meeting with the DIA Chief Executive next week.

The Board resolved to:

1. note the further analysis of each Part 3 Levy Liquidity Plan options
2. note its feedback on the options and proposed approaches

Management Action: **DCEs Operational Response and Prevention to present a deep dive on Future Capability Programme to a future Board meeting.**

4.2	FINANCIAL REPORT – AUGUST 2025	DARRYL PURDY

DCE Corporate Services introduced the item. DCE Operational Response said that the firefighter leave and overtime charts would be a focus for her.

The Board resolved to note the August 2025/26 year to date (YTD) financial result against budget.

5.	DECISION PAPERS	
5.1	SAFETY, HEALTH, AND WELLBEING POLICY	JANINE HEARN

DCE People introduced the item.

The Board resolved to:

1. **note** the requirement for Fire and Emergency to have an up-to-date Safety, Health, and Wellbeing Policy.
2. **note** the minor wording amendment and changed review cycle, endorsed by the National Safety, Health, and Wellbeing Committee.
3. **approve** the updated Policy; and
4. **note** that, following approval, the Board Chair and Chief Executive will be asked to sign the updated Policy.

5.2	UPDATE TO OPERATIONAL STATUTORY DELEGATIONS	KERRY GREGORY

The CE introduced the item.

The Board resolved to:

1. **agree** to delegate the functions, duties and powers identified in the schedule to the attached instrument of delegation. This new instrument of delegation incorporates the new roles that are to be implemented in the new structure and now correctly includes the Chief Executive. The new delegation continues to delegate to the Director Service Delivery Operations and Region Managers.
2. **authorise** the Chair of the Board to sign on behalf of the Board the instrument of delegation, attached to the report.

5.3	POWER OF ATTORNEY	KERRY GREGORY

The CE introduced the item.

The Board resolved to:

1. **note** the content of this paper.
2. **agree** to revoke the power of attorney deed dated 30 June 2023 which appointed the Chief Executive, and all former Deputy Chief Executives as attorneys, and accordingly authorises the Chair and one other member of the Board to sign (note not e-signature) the revocation of the power of attorney deed attached as Appendix A to the report.
3. **agree** to appoint holders of the roles of Chief Executive, Chief of Staff, and each Deputy Chief Executive of Fire and Emergency to be attorneys for the purposes of section 129(1) of the Crown Entities Act 2004, and accordingly authorises the Chair and one other member of the Board to sign (not by e-signature) the power of attorney deed attached as Appendix B to the report.
4. **direct** the Chief Executive to procure that, once executed, that Appendices A and B are lodged with Land Information New Zealand.

5.4	EVALUATION AND APPOINTMENT COMMITTEE MEMBERSHIP AND TERMS OF REFERENCE	AMIT PRASAD

The Chair of the Evaluation and Appointments Committee, Amid Prasad, introduced the item. The Board heard that, if the recommendations were approved, the Chief Executive would be minded to appoint the Pou Arahi and DCEs Corporate Services and Operational Response to the Committee.

The Board resolved to:

1. note the draft terms of reference attached at Appendix A to the report propose to authorise the Chief Executive to select three members of management as appointees to the EAC without requiring a further Board decision.
2. approve the Committee's updated terms of reference.

5.5	LAC INSIGHTS AND ANNUAL REPORT	BRYAN DUNNE

The Strategic Implementation Programme Director introduced the report, as they were serving as DCE Office of the Chief Executive (OCE) during the drafting of the paper. The Board noted that the ELT lead for Local Advisory Committees would be the DCE Corporate Services in future.

The following points were raised:

- The upcoming LAC Chair's Forum would be a good place to respond to some points raised by LAC Chairs in their insights reports.
- More needed to be done to help LACs understand what Fire and Emergency would value as insights from them, that was being gathered elsewhere already.
- Expectation management should be considered in developing themes for the Chairs Forum agenda, as well as a session to cover Fire and Emergency's financial situation and the various programmes established in response.
- There was a mentoring offer for LAC Chairs being developed.
- The Governance and Administration Committee would likely ask about the cost to establish the LACs and that Fire and Emergency were ready to provide that response.
- The Insights Reports should be shared with all LACs before the LAC Chairs Forum.

The Board resolved to:

1. note the annual insight reporting, comprising the 2024-25 LAC Chairs' Insights Report, LAC Chairs' Video Report and LAC individual Insights Reports.
2. note the annual LAC Performance Report including LACs Self Review and Annual Satisfaction Survey Results._
3. approve the proposed response from the Board to the LAC Chairs' Insights Report.
4. agree to undertake a workshop exercise to develop strategic focus areas for LACs that align with Fire and Emergency's strategic priorities and Board objectives.

6.	ADMINISTRATION	
6.1	MINUTES OF PREVIOUS MEETING	CHAIR

The minutes of the August 2025 Board meeting were approved as a true and correct record, subject to replacement of the word 'scheme' with 'programme' at minute item 3.1.

6.2	REVIEW ACTION LOG	CHAIR

The action log was reviewed. Updates and closures were made as required.

7.	REPORTING	
7.1	CHIEF EXECUTIVE'S REPORT	KERRY GREGORY

The CE introduced the report. There had been one WorkSafe notification made since the publication of the agenda, which had been reviewed and closed by WorkSafe.

In the subsequent kōrero, the following points were raised:

- If the high number of legal cases being dealt with spoke to a push to improve the culture at Fire and Emergency, that was supported. However, continued high caseloads would be a risk for legal staff and relationships with unions and associations.
- Overlapping PCBU duties was a challenge for Fire and Emergency in its relationship with the Forest Owners Association.
- The review of 111 services was noted.

The Board resolved to:

1. <u>note</u> the report.
2. <u>note</u> that Fire and Emergency's contracts with occupation health providers delivering the Hauora wellness check programme are set to expire on 30 November 2025.
2. **<u>delegate</u>** financial authority to the Chief Executive of up to 9(2)(j) [redacted] of operational expenditure in total, over a period of five years, to sign and approve occupational health contracts, and future variations, noting that not all renewal periods are expected to be required.

7.2	SAFETY, HEALTH, AND WELLBEING REPORT	JANINE HEARN

The DCE People introduced the safety, health and wellbeing (SHW) report and gave an update on staffing in the team producing the report.

3. *The Board took a break from 10.46am to 10.55am.*

8.	DEEP DIVE	
8.1	CARCINAGEN CONTROL	KEN COOPER

The National Manager, Response Capability was welcomed to the meeting. He gave a presentation on carcinogen control, available to Board members in the resource centre.

During and following the presentation, the following points were made:

- The methods and projects presented were designed for use at incident grounds, rather than on station.
- Whilst on international deployment, a liaison officer work with the host country on their carcinogen controls plans, and Fire and Emergency would adhere to its own SHW policies, unless the host countries were higher.
- A known risk in Fire and Emergency, and all New Zealand's, planning would be terror-caused mass casualty events on a scale seen previously internationally but not at home.

- Fire and Emergency would work with AFAC partners to leverage its investments and find improvements.

9.	NOTING PAPERS	
9.1	ICRA FIRE AND EMERGENCY RESOLUTION SCHEME ANNUAL REPORT 2025	DARRYL PURDY

DCE Corporate Services introduced the report. The Board discussed how this scheme worked alongside SpeakSafe@FairWay, noting ICRA dealt with disputes and SpeakSafe with complaints.

9.	GENERAL BUSINESS	
9.1	KEY MESSAGES	

There were no key messages.

9.2	CORRESPONDENCE RECEIVED/SENT BY THE BOARD SINCE AUGUST 2025	CHAIR

The Board reviewed the received and sent correspondence log.

9.3	EVENTS	CHAIR

The Board reviewed the schedule of upcoming events and proposed attendance which was recorded.

9.4	CLOSING	CHAIR

A member of the Board closed the meeting with a karakia at 11:39am.

Next Meeting: Thursday 30 October 2025 – Virtual meeting

Hui Miniti / Minutes

MEETING DETAILS	
Committee / *Komiti*	Board
Date / *Rangi*	Thursday, 30 October 2025
Time / *Wā*	8:00am – 12:05pm
Location / *Wāhi*	Virtual Meeting

ATTENDEES	
Chairperson ***Tiamana***	Rebecca Keoghan MNZM
Committee Members ***Ngā mema***	• Danny Tuato'o (Deputy Chair) • Belinda Clark QSO • Mary-Anne Macleod • Amit Prasad • Dr Daniel Tulloch
Standing Attendees ***Ērā atu***	• Kerry Gregory, Chief Executive • Becks Kearns, Chief of Staff • Darryl Purdy, Deputy Chief Executive Corporate Services • David Pealing, Principal Advisor Governance (Secretariat)
Other Attendees ***Ērā atu***	• Lara Ariell, Independent HRIS/Payroll Advisor to the Board *(item 1.4)* • Nicola O'Neill, Acting Deputy Chief Executive – People *(items 3.1, 8.1 & 8.2)* • Sarah Sinclair, Deputy Chief Executive – Asset and Programme Delivery *(items 5.1 & 8.1)* • Lucy Chamberlain, National Manager Local Advisory Committees *(item 6.2)* • Agnes Sefo, Acting National Manager Strategy and Performance *(items 6.4 - 6.5)* • Megan Stiffler, Deputy Chief Executive – Operational Response *(items 8.1, 8.2 & 9.1)* • Steph Rotarangi, Acting Deputy Chief Executive – Prevention *(item 8.1)*
Apologies ***Ngā whakapāha***	Murray Coppersmith, Chair of Audit and Risk Committee

1.	CLOSED SESSIONS	
1.1	BOARD ONLY TIME	CHAIR

A member of the Board recited a karakia.

The Board met in closed session from 8:00am to 9:00am.

1.2	BOARD AND CHIEF EXECUTIVE ONLY TIME	CHAIR

The Board met in closed session with the Chief Executive from 9:00am to 9:45am.

1.3	BOARD, CHIEF EXECUTIVE AND SOUTHLAND LOCAL ADVISORY COMMITTEE CHAIR TIME	CHAIR

The Chair of the Southland Local Advisory Committee had to give apologies for absence and so this item fell.

1.4	BOARD, CE, AND BOARD INDEPENDENT HRIS/PAYROLL ADVISOR ONLY TIME	CHAIR

The Board met in closed session with the CE and the Independent HRIS/Payroll Advisor to the Board from 9.45am to 10.00am.

2	DECLARATION OF INTERESTS	
2.1	INTERESTS REGISTER	CHAIR

The Chair welcomed the standing attendees to the meeting.

The Interests Register was noted, there were no conflicts arising.

3.	HRIS UPDATES	
3.1	HRIS AND PAYROLL REPLACEMENT PROGRAMME UPDATE	KERRY GREGORY

The Acting Deputy Chief Executive (DCE) People joined the meeting. The Chief Executive introduced the item, before handing over to the Acting DCE People. During the introduction, the following points were raised:

- Cabinet had confirmed the decision of the Cabinet Expenditure and Regulatory Review Committee for Fire and Emergency's HRIS Payroll Implementation Business Case.
- DayForce changes requests were always anticipated to come through after the design phase. The approvals set out in the paper were caps, rather than guaranteed spend.

During the subsequent kōrero, the Board raised the following points:

- The DCE People, the Acting DCE People and the HRIS team were to be acknowledged for their mahi in particular the DCE People's representations at Cabinet committee.
- There was a question around decommissioning of the outgoing product. There would need to be legacy database for transfer of data, auditing and Holiday Act remediation. A detailed update on decommissioning would be provided in a future paper.

The Board resolved to:

1. <u>note</u> the update provided on programme progress.
2. <u>note</u> the Monthly Programme Status report for the month of September 2025.

3. **delegate** authority to the Chief Executive to execute 9(2)(b)(ii), 9(2)(j) [redacted]
4. **note** the Implementation Business Case was considered by the Cabinet Expenditure and Regulatory Review Committee on 21 October 2025 and will be subject to Cabinet confirmation, scheduled for 28 October 2025
5. **note** the update from management confirming the result of Cabinet's consideration
6. **approve** the Implementation Business case
7. **delegate** authority to the Chief Executive to execute funding decisions to enable programme delivery, in accordance with the Implementation Business case plan, budget and stage gates.

4.	AUDIT AND RISK	
4.1	AUDIT AND RISK COMMITTEE REPORT BACK	MURRAY COPPERSMITH

The Board resolved to **note** the report of the meeting held on 8 October 2025.

5.	FINANCE	
5.1	FINANCIAL REPORT – SEPTEMBER 2025	DARRYL PURDY SARAH SINCLAIR

DCE Corporate Services introduced the item. The Board discussed the following points:

- In response to a question around firefighter callbacks and overtime, the Board heard that the DCE Operational Response (OR) had dedicated resource to targeting these areas, and was working collaboratively with the New Zealand Professional Firefighters' Union on it.
- Contractor spend had gone up largely as a result of resource required to address a capability need in the Strategic Implementation Programme.
- Regular service delivery communications now had updates on the capital programme, and increased communications with operational leaders are underway to further embed the messages around Fire and Emergency's financial position across the organisation.

The Board resolved to:

1. **note** the September 2025/26 year to date (YTD) financial result against budget.
2. **note** the 2025/26 full year forecast against budget.

6.	DECISION PAPERS	
6.1	BOARD DIRECTION TO LACS ON KEY FOCUS AREAS	DARRYL PURDY LUCY CHAMBERLAIN

The CE introduced the item, before handing over to the National Manager Local Advisory Committees (NM LACs).

In the subsequent korero, the following points were discussed:

- The Deputy Chair attended a recent meeting of the Auckland LAC, and the LAC and district team had welcomed hearing directly from the Board.
- Daniel Tulloch had attended the first meeting of the Wellington LAC, and observed a disconnect between expectations of the LAC and the Board's direction.

- The Board asked that language around 'maturing' in the report be revised, as current wording did not take into account the variety of individual experience within any LAC.
- LAC members likely received a relatively high amount of communication from different sources within Fire and Emergency, and thought should be given to streamlining that and making sure it was relevant and consistent.
- There were specific areas of the agenda for the LAC Chairs Forum designed to address issues that arose during the meeting the Board held with the Bay of Plenty LAC regarding an LAC's remit.

The Board resolved to:

1. **approve**, subject to comments, the roles and responsibilities outlined in Table One
2. **approve**, subject to comments, the 2025/26 priorities for LACs outlined in Table Two
3. **note** the opportunity to share the priorities and focus areas with LAC Chairs at the upcoming Chairs' Forum on 5 November
4. **note** a revised Terms of Reference and further detail on the implementation approach will be provided at the November Board meeting.

6.2	**ACTING CHAIR, OTAGO LOCAL ADVISORY COMMITTEE**	**AMIT PRASAD** **LUCY CHAMBERLAIN**

The Evaluation and Appointment Committee Chair introduced the item.

Following a discussion around the pros and cons of transferring LAC members who relocate, Amit Prasad indicated that would be considered at the next meeting of the Evaluation and Appointments Committee.

The Board resolved to:

1. **note** the Evaluation and Appointment Committee endorsed the appointment of Helen Algar as Acting Chair, Otago Local Advisory Committee at its meeting on 1 October 2025
2. **approve** the appointment of Helen Algar as Acting Chair, Otago LAC from 1 November 2025 to 31 January 2026.

6.3	**ANNUAL REPORT FOR THE YEAR ENDED 30 JUNE 2025**	**DARRYL PURDY** **AGNES SEFO**

The CE introduced the item before handing over to the Acting National Manager Strategy and Performance (NM S&P). The Board provided minor feedback on content and presentation for consideration by management, with changes to be made only if management considered it reasonable and if it was feasible within the timeframes.

The Board resolved to:

1. **note** the statutory requirement to provide the final Annual Report to the Minister 15 working days after the Audit report is received.
2. **approve** the 2024/25 Annual Report, subject to Board feedback and final design and proofing updates.

6.4	**Q1 PERFORMANCE REPORTING**	**DARRYL PURDY** **AGNES SEFO**

The Acting NM S&P introduced the item. It was confirmed that all measures were on track, which would be reflected in the final version of the performance report provided to the Minister.

The Board noted the number of events that had occurred in the Te Hiku region in Q1. An analysis of this would be undertaken by Operational Response.

It was noted that the formatting in the appendix appeared to be incorrect. Management would amend and correct before providing the final version to the Minister.

The Board resolved to:

1. **note** the statutory requirement to provide the final Annual Report to the Minister 15 working days after the Audit report is received.
2. **approve** the 2024/25 Annual Report, subject to Board feedback and final design and proofing updates.

Management Actions:

1. **DCE Corporate Services to ensure the formatting in the Q1 Performance Reporting appendix was corrected.**
2. **DCE Corporate Services to amend the reflect Māori as an at-risk community under the *Develop our Māori engagement framework with Māori* enabling activity.**

7.	ADMINISTRATION	
7.1	MINUTES OF PREVIOUS MEETING	CHAIR

The minutes of the September 2025 Board meeting were approved as a true and correct record.

7.2	REVIEW ACTION LOG	CHAIR

The action log was reviewed. The Board requested that its action B059 be left open and the comments against it be updated. Remaining updates and closures were made as required.

8.	REPORTING	
8.1	CHIEF EXECUTIVE'S REPORT	KERRY GREGORY AND EXECUTIVE LEADERSHIP TEAM

The CE introduced the report and gave the following updates on matters since the publication of the report:

- Asbestos testing results at Auckland City Station, Pitt Street, had come back, and the analysis of the result the previous week had been shared with the NZPFU.
- There had been an additional oral parliamentary question regarding Fire and Emergency's fleet in the House.
- The Governance and Administration Committee annual hearing had been rescheduled to 28 January 2026.
- The the Gender and Ethnic Pay gap report would be published next week and gave an overview of the key findings.
- A further strike notice by the NZPFU had been issued for 14 November 2025, on the same terms as previous notices.

In the subsequent kōrero, the following points were raised:

- The HRIS tool would provide trigger-points for roles requiring vetting under the new vetting policy, on an exceptions basis.
- Recent Employment Relations Authority decisions were reviewed and informed Fire and Emergency's approach to subsequent cases and lessons are being learned.
- Fire and Emergency would be part of the Emergency Services Board which would report into the National Resilience Board, which is replacing the National Hazards Board.

The Board resolved to:

1. **note** the report.

8.2	**SAFETY, HEALTH, AND WELLBEING REPORT**	**NICOLA O'NEILL** **MEGAN STIFFLER**

The Acting DCE People introduced the safety, health and wellbeing (SHW) report and noted that the corrective actions appendix would be reformatted by the next meeting to build on the Board's feedback, as per the Board's request.

The Board asked what consequences there were of the live fire cells at the National Training Centre being down. The CE responded that alternative facilities in country were being investigated for the current recruits' course.

The Board noted and commended the team on the WorkSafe file closure and acknowledged it reflected a good working relationship with WorkSafe.

The quality of the reports, and improvements to lessons learned, were welcomed.

9.	**DEEP DIVE**	
9.1	**INTERNATIONAL DEPLOYMENTS**	**MEGAN STIFFLER**

The DCE Operational Response (DCE OR) began by acknowledging the Dharawal people as the traditional custodians of the land on which she sat. She paid respect to their leaders, past, present and future. The DCE OR then introduced a video deep dive on international deployments.

After the video, the following points were made:

- The Board asked about psychological support for those deployed. Management advised that debriefs take place with crews wherever possible before they returned to NZ and again on arrival. There is a mandatory stand-down period and support for whānau provided on what firefighters had experienced whilst away.
- Monitoring who had been deployed, when, and what current standards they met was being modernised.
- Selection of crews involved many factors, including the needs of the requesting country, a mix of development opportunity and experienced leaders and others.
- In-country briefings delivered often with Ministry of Foreign Affairs and Trade aimed to bring responders up to speed on the local picture, including cultural, safety, health and wellbeing issues and more.

- Fire and Emergency worked with its partners agencies in making sure there was whole-of-sector experience gained.
- There was a discussion around funding and the value that Fire and Emergency got from deployments.
- Thanks were given to the communications teams for the quality of the video presentation.

10.	**GENERAL BUSINESS**	
10.1	**KEY MESSAGES**	

The Board extended an acknowledgement to the NM Board and Ministerial Services for the improvements made to reporting to the Minister's Office.

There were no key messages.

The Board discussed its preferred approach to Committee self-assessment and advised that the self-assessment should consider:

- Performance against terms of reference
- Committee performance
- Membership make-up
- Relevance of ToR.

Management confirmed that it would work with the Chairs of the Committees to develop questionnaires and the approach. This would feed into the Terms of Reference for Committees being reviewed together by the Board next year.

10.2	**CORRESPONDENCE RECEIVED/SENT BY THE BOARD SINCE AUGUST 2025**	**CHAIR**

The Board reviewed the received and sent correspondence log.

10.3	**EVENTS**	**CHAIR**

The Board reviewed the schedule of upcoming events and proposed attendance which was recorded.

10.4	**CLOSING**	**CHAIR**

A member of the Board closed the meeting with a karakia at 12:05pm.

Next Meeting: Thursday 28 November 2025 – National Headquarters, Wellington.

Hui Miniti / Minutes

MEETING DETAILS	
Committee / *Komiti*	Board
Date / *Rangi*	Friday, 28 November 2025
Time / *Wā*	8:00am – 1:47pm
Location / *Wāhi*	Virtual Meeting

ATTENDEES	
Chairperson ***Tiamana***	Rebecca Keoghan MNZM
Committee Members ***Ngā mema***	• Danny Tuato'o (Deputy Chair) • Belinda Clark QSO • Mary-Anne Macleod • Amit Prasad • Dr Daniel Tulloch
Standing Attendees ***Ērā atu***	• Kerry Gregory, Chief Executive • Darryl Purdy, Deputy Chief Executive Corporate Services • Becks Kearns, Chief of Staff *(apology from 11:45am – 1:45pm)* • Sophie Pugsley, Senior Governance Advisor / Acting Secretariat
Other Attendees ***Ērā atu***	• Jeremy Cauchi, DIA *(1.2)* • Mel Carpinter, DIA *(1.2)* • Paul James, DIA *(1.2)* • Tracey Wright-Tawha, Southland Local Advisory Committee Chair *(1.4)* • Lara Ariell, Independent HRIS/Payroll Advisor to the Board *(1.5)* • Murray Coppersmith, Financial Sustainability and Investment Committee Chair *(sections 2 and 3)* • Janine Hearn, Deputy Chief Executive People *(section 2, 7.2, 7.3 and 7.4)* • Sarah Sinclair, Deputy Chief Executive Asset and Programme Delivery *(3.2, 4.1, 4.2, 7.2, 7.3, 7.4)* • Ken Cooper, National Manager Response Capability *(4.1)* • Agnes Sefo, National Manager Strategy and Performance *(4.2)* • Lucy Chamberlain, National Manager Local Advisory Committees *(4.3 and 4.4)* • Nick Pyatt, Acting Deputy Chief Executive Prevention *(section 5, 7.2 and 7.3)* • Megan Stiffler, Deputy Chief Executive Operational Response *(7.2 and 7.3)* • April Barrington, National Manager Safety, Health and Wellbeing *(7.3)* • Katie Graham, Chief Legal Advisor *(7.4)*
Apologies ***Ngā whakapāha***	-

1.	CLOSED SESSIONS	
1.1	BOARD-ONLY TIME	CHAIR

The Board met in closed session from 8:00am - 9:00am.

During this time, the Board appointed HRIS delegate updated the Board on the positive HRIS progress.

1.2	BOARD AND DEPARTMENT OF INTERNAL AFFAIRS-ONLY TIME	CHAIR

The Board met in closed session with the Department of Internal Affairs from 9:00am - 9:30am.

1.3	BOARD AND CHIEF EXECUTIVE-ONLY TIME	CHAIR

The Board met in closed session with the Chief Executive (CE) from 9:30am - 10:00am.

1.4	BOARD, CHIEF EXECUTIVE AND SOUTHLAND LOCAL ADVISORY COMMITTEE CHAIR TIME	CHAIR

The Board met in closed session with the CE and the Southland Local Advisory Committee (LAC) Chair from 10:00am - 10:15am).

1.5	BOARD, CE, AND BOARD INDEPENDENT HRIS/PAYROLL ADVISOR-ONLY TIME	CHAIR

The Board met in closed session with the CE and the Independent HRIS/Payroll Advisor to the Board from 10:15am - 10:30am.

The Chair modified the order of business set out on the agenda and moved to Item 6 next, before returning to the published order.

6.	ADMINISTRATION	
6.1	INTERESTS REGISTER AND CONFLICTS OF INTEREST	CHAIR

The Deputy Chief Executive Corporate Services (DCE CS), DCE People, Chief of Staff (CoS), Financial Sustainability and Investment Committee (FSIC) Chair and Secretariat joined the meeting at 10:45am.

The Board Chair formally opened the meeting with a karakia at 11:48am and asked the meeting attendees to declare any Conflicts of Interest (COI):

- Mary-Anne MacLeod declared a COI in relation to the New Zealand Institute of Earth Science Research (ESI) and advised she would abstain from any discussion involving ESI.
- Amit Prasad declared a COI in relation to Hato Hone and advised he would abstain from any discussion involving Hato Hone.

1. Daniel Tulloch declared a COI in relation to Whakaari (White Island) tours and advised he would abstain from any discussion involving Whakaari. He also advised that his role as Interim Chair of the Financial Advisers Disciplinary Committee has ended.

Secretariat action: Secretariat to add the Interest Register and COI item to the beginning of the agenda going forward.

2.	HRIS UPDATES	
2.1	HRIS AND PAYROLL REPLACEMENT PROGRAMME UPDATE	JANINE HEARN

The Deputy Chief Executive Corporate Services (DCE CS), DCE People, Chief of Staff (CoS), Financial Sustainability and Investment Committee (FSIC) Chair and Secretariat joined the meeting at 10:45am.

The Board Chair invited the DCE People to speak to the HRIS and Payroll Replacement Programme (the programme) update.

The DCE People advised that the programme update paper would be taken as read and highlighted the following key points:

- The programme is making good progress.
- An additional test cycle has been introduced at the start of the testing phase to identify issues earlier and support the planned go-live timeframe.

The Board resolved to:

1. **note** the update provided on programme progress.
2. **note** the monthly programme status report for the month of October 2025, attached to the paper as **Appendix 1**.

The DCE People advised the Board of two verbal requests in relation to the Board's delegation of authority to the CE to make funding decisions necessary for programme delivery, in line with the Implementation Business Case plan, budget, and stage gates, at the October 2025 Board meeting.

The Board resolved to:

1. **Delegate authority** to the Chief Executive to execute the Accenture change request at a total value of $618,822.
2. **Delegate authority** to the Chief Executive to execute future change requests, and Statements of Work, that vary from the line-item vendor -specific budget allocations within the approved Implementation Business Case, but that do not increase the overall cost of the programme beyond the approved budget (excluding contingency) and do not extend go-live date.

The DCE People left the meeting at 10:59am.

3.	FINANCE	
3.1	FINANCIAL SUSTAINABILITY AND INVESTMENT COMMITTEE REPORT BACK	MURRAY COPPERSMITH

The Board Chair invited the FSIC Chair to speak to the FSIC report back of the November 2025 FSIC meeting. The FSIC Chair updated the Board on:

- the Medium-Term Fiscal Outlook (MTFO).
- the levy.
- the 2026/27 financial year budget envelope.
- insurance contracts.

The FSIC Chair reiterated to the Board that while progress to achieve the 2025/26 budget is good, the longer-term projections under best estimate assumptions do not yet show financial sustainability.

The Board resolved to:

1. **note** the report of the meeting held on 4 November 2025.
2. **note** that the MTFO analysis with updated management assumptions shows an improved financial outlook compared to the previous update in August 2025 and that Fire and Emergency will maintain cash balances above the $50m minimum but will not build up sufficient cash reserves as a risk buffer for further levy deterioration or adverse impacts from the introduction of Part 3 changes.

3. **note** that, while progress to achieve the 2025/26 budget is good, the longer-term projections under best estimate assumptions do not yet show financial sustainability.
4. **agree** that the fiscal envelope for planning for the 2026/27 Annual Budget be set at the 2026/27 year of the current 2025/26 SPE for Baseline expenses, plus additional costs for the HRIS/Payroll replacement project, NGCC and deployments. These amounts are $819.2m for Baseline expenses and $34.5m for the HRIS/ Payroll project, NGCC and deployments - a total of $853.7m.
5. **agree** that work should commence to propose changes to the non-residential levy rate and to legislation to limit insurance arrangements that reduce levy payable so that, if there is a significant adverse impact on levy from the 1 July 2026 changes, an application to change the rate can be made as soon as possible.
6. **note** that work on the Fiscal Reinvestment and Risk Management Plan is running to timetable and that the Plan continues to work towards on overall gross savings target of $50m per annum by 2026/27.
7. **note** that work is underway to prepare an application for a borrowing facility if this is considered necessary to mitigate liquidity risk.

3.2	FINANCIAL REPORT – OCTOBER 2025	DARRYL PURDY / SARAH SINCLAIR

The DCE Asset and Programme Delivery (APD) joined the meeting at 11:11am.

The Board Chair invited the DCE CS to speak to the October 2025 Financial Report. The DCE CS updated the Board on:

- commercial levy take.
- business-as-usual expenditure.
- levy receipts.
- the HRIS and Payroll Replacement Programme.
- Next Generation Critical Communication (NGCC) timing issues.
- the year-to-date surplus.
- the 2025/26 full-year forecast against budget.
- cash levels.

The DCE APD provided an update on CAPEX.

The Board asked about:

- firefighter salary and wage costs being unfavourable to budget.
- Union and Association remuneration risk.
- long duration and significant incidents.
- the overall CAPEX position.
- the bearing of NGCC on the organisation's cash position.

The Board resolved to:

1. **note** the October 2025/26 year to date financial result against budget.
2. **note** the 2025/26 full year forecast against budget.

Management action: DCE CS to work with the DCE People to determine whether the firefighter salary and wage costs being unfavourable to budget are attributable solely to firefighter absences or whether other non-firefighter personnel factors are contributing.

The FSIC Chair left the meeting at 11:23am.

4.	DECISION PAPERS	
4.1	VOICE CONSOLE SUPPORT AGREEMENT	SARAH SINCLAIR / KEN COOPER

The National Manager Response Capability joined the meeting at 11:24am.

The CE advised that the paper would be taken as read, noting a requested amendment to recommendation one: changing the figure [redacted] 9(2)(b)(ii), 9(2)(j), in line with the original request approved by the Board in March 2024.

The Board noted that the request only pertains to the Zetron Voice Console System Support Services Statement of Work (SoW) and does not cover whole-of-life costs for the remaining SoW, some of which are still being scoped.

The Board resolved to:

1. **note** the financial implications in the paper only relate to the first SoW.
2. **approve** Fire and Emergency entering into the Zetron Voice Console System Support Services SoW valued at [redacted] 9(2)(b)(ii), 9(2)(j)
3. **approve** the Chief Executive to endorse the SoW and sub-delegated as required, including for variations if required, up to [redacted] 9(2)(b)(ii), 9(2)(j)

The National Manager Response Capability left the meeting at 11:30am.

4.2	DRAFT STATEMENT OF INTENT	SARAH SINCLAIR / AGNES SEFO

The National Manager Strategy and Performance joined the meeting at 11:30am.

The CE provided opening remarks.

The DCE APD noted that the performance measures and the photos in the draft Statement of Intent (SOI) will be refined in the final version, which is intended to be presented to the Board in February 2026.

The Board:

- noted that the draft was clear and easy to follow.
- expressed interest in the framing of the performance measures and the importance and the impact of the baselines over the three-year period.

The Board resolved to:

1. **note** the progress on the SOI to date.
2. **note** the approval timeline for the completion of the draft SOI document, and Ministerial approval.
3. **endorse** the outline for our new SOI.

The DCE APD and National Manager Strategy and Performance left the meeting at 11:40am.

4.3	LOCAL ADVISORY COMMITTEE APPOINTMENTS 2025/26	AMIT PRASAD /

		LUCY CHAMBERLAIN

The National Manager LAC joined the meeting at 11:40am.

The Evaluation and Appointments Committee (EAC) Chair advised that the paper would be taken as read and noted that, in future, the capacity of applicants will be more thoroughly assessed.

With respect to the Chatham Islands LAC, the Board asked about LAC Chairs' willingness to remain in the role if no other interest is expressed. The National Manager LAC noted while it is assumed that they are willing, the Deputy Chair is considered the succession plan for the Chair role.

The EAC Chair noted the potential for merging LACs in the future, given existing evidence of collaboration between neighbouring LACs.

The Board noted the benefit of involving former LAC members on LAC member recruitment panels in future.

Mary-Anne MacLeod declared a relationship with Paula Southgate (Waikato) and Liz Lambert (Hawke's Bay) and asked that this be noted in the minutes.

The Board resolved to:

1. **approve** the members and terms of appointment recommended in **Appendix B** of the paper.
2. **approve** the Chair and Deputy Chair and terms of appointment recommended in **Appendix B** of the paper.

The CoS left the meeting at 11:45am.

4.4	IMPLEMENTING BOARD DIRECTION ON LOCAL ADVISORY COMMITTEE ROLES AND RESPONSIBILITIES	DARRYL PURDY / LUCY CHAMBERLAIN

The CE provided opening remarks.

The Board and Management discussed the issues raised at the November 2025 LAC Chairs' Forum.

The DCE CS explained the rationale for recommending that the scope be limited to legislative functions, emphasising a deliberate approach to defining the advisory role of an LAC. In relation to local planning, the DCE CS confirmed that LAC advice relates to the progress of local planning, and that it is not the role of an LAC to recommend or endorse plans.

The Board resolved to:

1. **approve** the Terms of Reference (ToR) attached as **Appendix 1** subject to the changes being made that were discussed during the meeting.
2. **note** the ToR reflect input from the October Board meeting, and the LAC Chairs' Forum held on 5 November.

Management actions: DCE CS to:

1. Under **3. Role**, amend wording from *"undertake efficient and effective local engagement for the Board"* to *"undertake effective and efficient local engagement when required by the Board"*.
2. Remove any references in the ToR suggesting that LACs act as agents of the Board.
3. Remove abbreviations and spell out all titles in full.
4. Incorporate engagement with Unions and Associations partners.

5. Under **5. Operating Framework and Principles**, amend *"LAC members conduct themselves act lawfully, ethically…"* to *"LAC members conduct themselves act ethically, lawfully…"*
6. Ensure consistent language between sections 10.2 and 10.3 regarding conflicts of interest.
7. Amend section 10.4 from *"Committee members are required to keep all information acquired by whatever means in the course of their work with Fire and Emergency confidential…"* to *"Committee members are required to keep all information acquired by whatever means in the course of their LAC role with Fire and Emergency confidential…"*
8. Append the diagram used in LAC member induction packs, which outlines the distinction between LACs and District teams, to the ToR.
9. Incorporate governance guidance regarding the purpose of an advisory committee into the ToR.

The National Manager LAC left the meeting at 12:07pm.

4.5	REAPPOINTMENT OF FIRESUPER DIRECTOR	DARRYL PURDY

The Board noted the opportunity to clarify the roles and responsibilities of a FireSuper Trustee at the time of appointment or reappointment and requested a proposal at the next Board meeting outlining an appropriate maximum term length, including a skills matrix.

Management noted the Board's request to provide a letter of expectations outlining the terms of the role of a Director of FireSuper Trustee Ltd to any future appointees.

The Board resolved to:

1. **reappoint** Martin Dalgleish as a Director of FireSuper Trustee Ltd for a further eighteen-month term with effect from 1 February 2026, subject to Mr Dalgleish's consent to appointment.
2. **note** that, subject to the decision above, the Chair will write to Martin Dalgliesh:
    a. asking him to indicate his consent to appointment for a further term, and confirming that the conditions of his appointment, including Director remuneration, are otherwise unchanged.
    b. confirming his appointment and relevant terms following his consent to the appointment and confirmation of conditions (recommendation 2a refers).
    c. setting out the expectations of a Director of FireSuper Trustee Ltd.
3. **note** that, subject to the decision above, the Chair will write to Denis Fitzmaurice, Chair of the FireSuper Trustee's Board, advising of the reappointment of Martin Dalgleish for his further eighteen-month term and asking to arrange the necessary Companies Office formalities to record it.
4. **note** that the Chair will write to Murray Coppersmith to set out the expectations of a Director of FireSuper Trustee Ltd.

Management actions: DCE CS to:

1. Prepare a proposal for the next Board meeting outlining an appropriate maximum term length for a Director of FireSuper Trustee Ltd, including a skills matrix.
2. Prepare a Director of FireSuper Trustee Ltd letter of expectations for Martin Dalgleish and Murray Coppersmith.
3. Set up a time between the Board Chair and Martin Dalgleish to discuss the letter of expectations.

The Board adjourned for lunch at 12:15pm.

5.	PREVENTION	
5.1	DEEP DIVE – OPERATIONAL CAPABILITY MODEL	NICK PYATT

The Board resumed the meeting at 12:30pm and the Acting DCE Prevention joined.

The Acting DCE Prevention presented to the Board on the Operational Capability Model.

The Board inquired about:

- implementation planning.
- political landscape and risk considerations.
- decisions regarding station openings and closures.
- strategic planning.

5.2	EMERGENCY STAKEHOLDER PARTNERSHIP ENGAGEMENT PLAN	NICK PYATT

The Action DCE Prevention and the CE provided opening remarks.

The Board inquired about:

- decision-making.
- stakeholder support for Fire and Emergency staff.

The Board resolved to:

1. **note** the Emergency Management Stakeholder and Partnership Engagement Plan made up of national agreements/contracts with agencies categorised as strategic by the Executive Leadership Team (ELT) (**Appendix one** to the paper).
2. **agree** the national agreements/contracts identified in the Plan require Board engagement.

Management action: Acting DCE Prevention to present a framework at a future Board meeting outlining how decision-making will operate across any strategic Memorandums of Understanding submitted to the Board, including whole of life costs, benefits, and realisations.

The Acting DCE Prevention left the meeting at 1:09pm.

6.	ADMINISTRATION	
6.1	INTERESTS REGISTER AND CONFLICTS OF INTEREST	CHAIR

Daniel Tulloch advised that his role as Interim Chair of the Financial Advisers Disciplinary Committee has ended.

Secretariat action: Secretariat to add the Interest Register and COI item to the beginning of the agenda going forward.

6.2	CONFIRMATION OF THE MINUTES OF THE PREVIOUS MEETING HELD ON 30 OCTOBER 2025	CHAIR

The Board approved the minutes of the previous meeting held on 30 October 2025, subject to the amendments discussed during this item.

6.3	REVIEW ACTION LOG	CHAIR

The action log was reviewed.

Secretariat action: Amend the status of B059 *Management to report back to the Board on the plan to progress the fatigue management, drug and alcohol and working alone suite of policies* to **seeking approval to close** on the Board action log and note that an update on the policies will be provided to the Board via the CE and Safety, Health and Wellbeing (SHW) reports in July 2026.

7.	REPORTING	
7.1	PEOPLE AND CAPABILITY COMMITTEE REPORT BACK	MARY-ANNE MACLEOD

The People and Capability Committee (PCC) Chair advised that the PCC report back of the November 2025 PCC meeting would be taken as read.

The Board resolved to:

1. __note__ the report of the meeting held on 10 November 2025.
2. __note__ the 2026 PCC Work Programme.

Secretariat action: Secretariat to work with the Enterprise Change Lead to schedule a presentation to the Board on the final Structural Change decisions after the 15 December 2025 meeting.

7.2	CHIEF EXECUTIVE'S REPORT INCLUDING APPROVAL SOUGHT FOR CONTRACT EXTENSION NIWA/EARTH SCIENCES	KERRY GREGORY AND EXECUTIVE LEADERSHIP TEAM

ELT joined the meeting at 1:15pm.

The CE:

- provided an overview of the CE report and acknowledged the error on page 18 under the *Ministerial employment relations* heading.
- acknowledged the support of the Board throughout the 2025 calendar year.
- advised that another notice of intention to strike has been received from the New Zealand Professional Firefighters' Union (NZPFU) and noted that management is seeking to understand why the NZPFU continues to issue notices while meaningful discussions are occurring, and progress is being made.

The Board:

- acknowledged the effort to close out all Eke Taumata recommendations.
- sought clarification on the sweating of assets.

Mary-Anne MacLeod left the meeting at 1:20pm to allow the Board to discuss the recommendations in the CE report in relation to the NIWA/Earth Sciences contract, returning at 1:26pm after the item had concluded.

The Board resolved to:

1. **note** the Board previously approved a seven-year contract with NIWA to provide national fire weather services, this contract expires shortly.
2. **note** an exemption to rule 12 of the current procurement rules has been approved due to there being only one viable provider in the market.
3. 9(2)(b)(ii), 9(2)(j) [redacted]
4. 9(2)(b)(ii), 9(2)(j) [redacted]

7.3	SAFETY, HEALTH, AND WELLBEING REPORT	JANINE HEARN / APRIL BARRINGTON

The National Manager SHW joined the meeting at 1:25pm.

The DCE People:

- advised that the SHW report would be taken as read.
- provided an overview of the report.
- sought feedback on whether the new Corrective Actions addendum to the SHW report meets the needs of the Board.

The Board asked about the:

- follow up process for psychological referrals.
- organisation's relationship with WorkSafe. Management noted their confidence in the organisation's relationship with WorkSafe and advised that WorkSafe is considered a strategic relationship of the CE.
- Woolston Training Centre. Management advised that an update on the Woolston Training Centre will be provided at the next Board meeting.

The DCE People, DCE APD and the National Manager SHW left the meeting at 1:32pm.

7.4	LITIGATION UPDATE	KATIE GRAHAM

The Chief Legal Advisor joined the meeting at 1:33pm.

The CoS returned to the meeting at 1:36pm.

The CE provided opening remarks and invited the Chief Legal Advisor to provide an overview of the update.

The Board:

- acknowledged that having the litigation update as a stand-alone item is preferred.
- asked about the prioritisation of litigations.

The Board resolved to:

1. **note** updates to litigation matters as outlined in **Appendix one** to the paper.

Management action: CoS to work with the Chief Legal Advisor to consider alternative ways to group litigation under the *Other Litigation* heading and to provide further information so the Board can understand key risks associated with litigation.

The DCE Operational Response, Acting DCE Prevention and Chief Legal Advisor left the meeting at 1:40pm.

8.	**GENERAL BUSINESS**	
8.1	**KEY MESSAGES**	

The CoS provided an update on the strike that took place at midday.

The CE provided an overview of the purpose of the Key Messages agenda item.

Secretariat actions:

1. Secretariat to include the DCE CS with the Chair against the Key Messages item on future Board meeting agendas.
2. Secretariat to add a heading in the Key Messages paper template for HRIS and Payroll Replacement Programme key messages.

8.2	**CORRESPONDENCE RECEIVED/SENT BY THE BOARD SINCE 23 OCTOBER 2025**	**CHAIR**

The Board reviewed the received and sent correspondence log.

The Board resolved to:

1. **note** the contents of this paper.

8.3	**EVENTS**	**CHAIR**

The Board reviewed the schedule of upcoming events and proposed attendance which was recorded.

The Board resolved to:

1. **note** the table of events.

8.4	**GENERAL BUSINESS**	**CHAIR**

The CE reenforced acknowledgement of the Board's support throughout the 2025 calendar year. The Board noted that this acknowledgement is reciprocated.

The Board Chair noted her intention to discuss the Governance and Administration Committee hearing at the end of January 2026 with the National Manager Board and Ministerial Services.

CLOSING	**CHAIR**

A member of the Board closed the meeting with a karakia at 1:47pm.

Next Meeting: Tuesday 29 January, 8:00am – 4:00pm **(Board-only Strategy Day)**

Hui Miniti / Minutes

MEETING DETAILS	
Committee / *Komiti*	Board
Date / *Rangi*	Friday, 27 February 2026
Time / *Wā*	8:00am – 2:17pm
Location / *Wāhi*	NHQ 7.4W/7.5W Matawai/Avalon and MS Teams

ATTENDEES	
Chairperson ***Tiamana***	Rebecca Keoghan MNZM
Committee Members ***Ngā mema***	• Danny Tuato'o (Deputy Chair) • Belinda Clark QSO • Mary-Anne Macleod • Amit Prasad • Dr Daniel Tulloch
Standing Attendees ***Ērā atu***	• Kerry Gregory, Chief Executive • Darryl Purdy, Deputy Chief Executive Corporate Services • Becks Kearns, Chief of Staff • Sophie Pugsley, Senior Governance Advisor *(Secretariat)*

Other Attendees
Ērā atu
	• Murray Coppersmith, Chair, Audit and Risk Committee *(items 4.1 and 4.2)*
	• Nicola O'Neill, Acting Deputy Chief Executive People (*items 3.1, 5.1 and section 7*)
	• United Fire Brigades' Association Board (*item 5.1b and lunch*):
	    ○ Hon. Peter Dunne (Chair)
	    ○ Kevin Ihaka
	    ○ Kaye Ahsam
	    ○ Tom Thomson
	    ○ Karl Scragg *(online)*
	    ○ Jason Prendergast
	    ○ Bill Butzbach (UFBA Chief Executive)
	• April Barrington, National Manager Safety, Health and Wellbeing
	• Executive Leadership Team (*section 7*)

Apologies ***Ngā whakapāha***	Janine Hearn, Deputy Chief Executive People *Becks Kearns, Chief of Staff from 11:35am – 1:20pm*

1.	CLOSED SESSIONS	
1.1	BOARD-ONLY TIME	CHAIR

The Board met in closed session from 8:00am – 9:15am.

1.2	BOARD AND CHIEF EXECUTIVE-ONLY TIME	CHAIR

The Board met in closed session with the Chief Executive (CE) from 9:15am – 9:45am.

1.3	BOARD, CHIEF EXECUTIVE AND NELSON-TASMAN LOCAL ADVISORY COMMITTEE CHAIR TIME	CHAIR

The Board, Chief Executive and Nelson-Tasman Local Advisory Committee (LAC) Chair time did not take place. The Board requested that their engagement with the Nelson-Tasman LAC Chair be rescheduled to the next available opportunity.

1.4	BOARD, CE, AND BOARD INDEPENDENT HRIS/PAYROLL ADVISOR-ONLY TIME	CHAIR

The Board met in closed session with the CE and the Independent HRIS/Payroll Advisor to the Board from 10:00am - 10:15am.

The Board meeting adjourned for a break at 10:15am.

2.	INTERESTS	
2.1	INTERESTS REGISTER AND CONFLICTS OF INTEREST	CHAIR

The Deputy Chief Executive Corporate Services (DCE CS), Chief of Staff (CoS), Audit and Risk Committee (ARC) Chair and Secretariat joined the meeting at 10:15am.

The Chair asked the meeting attendees to declare any Conflicts of Interest (COI).

Mary-Anne Macleod declared a potential COI in any discussions related to the Mount Maunganui landslide.

3.	HRIS UPDATE	
3.1	HRIS AND PAYROLL REPLACEMENT PROGRAMME UPDATE	NICOLA O'NEILL

The Acting DCE People joined the meeting at 10:18am.

The Chair invited the Acting DCE People to speak to the HRIS and Payroll Replacement Programme (the programme) update. The Acting DCE People advised that the programme update paper would be taken as read and highlighted the following key points:

- The programme build is complete.
- The first data load for a subset of employees has been completed. The first data load for all personnel (employees, volunteers, externals, contractors) will be completed at the end of March.
- The programme is tracking within budget.
- The programme team is working with the preferred vendor.
- EY have been onboarded to complete an assurance review of the data migration workstream.

The CE acknowledged the team's work and noted the assurance the programme update provides to the Board and management.

The Board resolved to:

1. <u>note</u> the update provided on programme progress.

2. **note** the January 2026 monthly Programme Status Report (including the Plan on a Page (PoaP)).
3. **note** the progress in addressing assurance recommendations including closing out the final two Gateway recommendations as of December 2025.

The Acting DCE People left the meeting at 10:22am.

4.	FINANCE	
4.1	AUDIT AND RISK COMMITTEE REPORT BACK	MURRAY COPPERSMITH

The Chair invited the ARC Chair to speak to the ARC report back of the December 2025 ARC meeting. The ARC Chair advised that the report back would be taken as read and highlighted the following key points:

- The audit of Fire and Emergency for the year ended 30 June 2025 ran smoothly, with no significant matters arising.
- The organisation's relationship with Audit NZ remains positive.
- Audit NZ expects progress on finalising the cost of holiday pay remediation before the end of the current financial year.
- Progress on Corporate policy updates has been impacted by the change programme.
- Two internal audits were completed in the last quarter, resulting in four Priority Two recommendations from the Operational Financial Controls Audit.
- Work continues to clear open internal audit recommendations, though progress was slowed due to a change in ownership of recommendations.
- The Committee considered the 2025/26 Assurance activity for the second half of the year and approved three internal audit reviews to be completed during this period.
- The Internal Audit Plan will be reassessed in Quarter Four of 2025/26.

The Board resolved to **note** the report of the meeting held on 4 December 2025.

4.2	FINANCIAL REPORT – JANUARY 2026	DARRYL PURDY / SARAH SINCLAIR

The DCE Asset and Programme Delivery (APD) joined the meeting at 10:30am.

The Chair invited the DCE CS to speak to the January 2026 Financial Report. The DCE CS highlighted the following key points:

- Levy concerns due to three negative to budget results in a row (December to February).
- Insurer behaviour to defer 12 months renewal until after 1 July 2026. Data and Analytics are assessing whether it is possible to analyse short-term sum-insured contracts to better understand potential impacts on the levy base.
- The need to send expenditure signals across the organisation, as a lower levy requires constraints to and prudent spending.
- Expenditure forecasts appear optimistic, with reasonable confidence that levy shortfalls may be offset by expenditure savings.
- CAPEX year-to-date (YTD) is 33% behind budget.

- As of 31 January 2026, liquid assets (current assets and land) are more than double the value of total liabilities.

The Board sought clarification on Fleet and Property timing. The DCE APD advised:

- Fleet: All contracts are committed; current delays are timing-related only.
- Property: Procurement and contracting have been slowed due to case-by-case value engineering.
- ICT: Some programmes have been paused to prioritise other organisational initiatives.

Management provided an update on the development of the Property Guidelines.

The Board:

- noted a reduction in travel expenditure.
- expressed concerns regarding firefighter leave liability and requested a discussion at the next People and Capability Committee meeting to explore this further. A report back was also requested from the working group focused on addressing firefighter absences and leave reduction initiatives.

The Board resolved to:

1. **note** the January 2026 year to date (YTD) financial result against budget.
2. **note** the 2025/26 full year forecast against budget.

Management actions:

1. DCE Operational Response (OR) to discuss firefighter leave liability at the March 2026 People and Capability Committee meeting.
2. DCE OR to prepare a report back for Board from the team addressing firefighter absences and leave reduction initiatives.

The Chair modified the order of business set out on the agenda and moved to items 5.4 and 5.5 next, before returning to the published order.

5.4	DRAFT STATEMENT OF INTENT	SARAH SINCLAIR

The Chair noted that the CE advised the Board of the feedback received from Audit NZ and the Office of the Auditor-General (OAG) since the paper was provided to the Board. The Board acknowledged that the version of the draft Statement of Intent (SOI) included in the meeting pack will need to change as a result. The Board discussed the feedback received from Audit NZ and the OAG on the draft SOI.

The work completed to date will form the foundation for implementing the Strategic Direction over the next four years.

The amended draft SOI will be reviewed with Audit NZ and the OAG prior to resubmission to the Board out-of-cycle. The Department of Internal Affairs is also being consulted.

Management and the Board further discussed the organisation's proposed performance measures.

The Board resolved to **note** the progress made on the consultation draft SOI 2026/2027 – 2029/2030.

Management actions: Management to reframe the draft SOI and resubmit it to Board out-of-cycle in a more concise form, aligned with feedback from Audit NZ and the OAG.

Secretariat action: Secretariat to share a copy of the amended, draft SOI with the ARC Chair.

The ARC Chair left the meeting at 11:07am.

5.5	MERIDIAN ELECTRICITY CONTRACT	SARAH SINCLAIR

The Chair invited the DCE APD to speak to the Meridian Electricity Contract paper. The DCE APD advised that the paper would be taken as read.

The Board resolved to:

1. **note** that Fire and Emergency New Zealand (Fire and Emergency) entered an AoG Contract for the supply of electricity with Meridian commencing 1 July 2025.
2. **note** this contract excluded two sites which were under contract with a different supplier at the time, which have now expired.
3. **note** in May 2024, the Board approved delegated financial authority to the Chief Executive (CE) of up to 9(2)(b)(ii), 9(2)(j) [redacted] for the purposes of signing the contract with Meridian, which included a 9(2)(b)(ii), 9(2)(j) [redacted]
4. **note** Electricity prices in NZ have increased by approximately 5.7% per annum since the approval was sought.
5. **note** with the proposed inclusion of the two sites previously excluded the costs and factoring in increased electricity prices, costs are now forecast to be 9(2)(b)(ii), 9(2)(j) [redacted]
6. **agree** to extend the delegated financial authority to the CE from 9(2)(b)(ii), 9(2)(j) [redacted] to enable a variation to the contract with Meridian for the addition of two sites.
7. **note** increased operating costs, including contingency provisions, will be met from within baseline.

The DCE APD left the meeting at 11:09am.

5.	DECISION PAPERS	
5.1a	VOLUNTEER ENGAGEMENT MODEL: DRAFT DOCUMENTATION FOR CONSULTATION	NICOLA O'NEILL

The Acting DCE People returned to the meeting at 11:10am.

The Chair invited the Board to comment on the Volunteer Engagement Model: Draft Documentation for Consultation. The Board discussed the following points:

- Brigades that may choose not to sign the agreement.
- Branding of the consultation documents reflecting the co-design and co-sponsorship between the UFBA and Fire and Emergency.
- Impact on any potential brigade closures or mergers.
- The proposed 12-month probation period. Management confirmed that when a member transfers from one brigade to another, the 12-month probation period starts again. The intention was up to 12 months probationary, however there is an action to clarify that as the document says 12 months not "up to".
- Calling out the organisation's non-liability in relation to brigade reviews and financial reporting.

Management actions:

1. Acting DCE People to clarify whether the brigade member probation period is 12-months or *up to* 12 months.
2. Acting DCE People to amend the error with the **Shared Commitments** heading on page 7 of the Volunteer Engagement Model draft documentation.
3. DCE CS to consider how to strengthen Fire and Emergency's communication around the organisation's non-liability in relation to brigade reviews and financial reporting.

The Acting DCE People, DCE CS and CoS left the meeting at 11:35am.

5.1b	UNITED FIRE BRIGADES' ASSOCIATION BOARD DISCUSSION INCLUDING VOLUNTEER ENGAGEMENT MODEL	CHAIR / UFBA BOARD

The United Fire Brigades' Association (UFBA) Board and CE joined the meeting at 11:35am.

The Chair welcomed the UFBA Board and CE to the meeting and invited introductory comments on the Volunteer Engagement Model: Draft Documentation for Consultation. The UFBA highlighted that:

- The process to date has been collaborative, reflecting a rare example of joint governance working effectively.
- There has been strong engagement with volunteers throughout the development process.
- The UFBA are proud of the progress achieved jointly and is supportive of progressing the documentation to consultation.
- The UFBA looks forward to future joint workstreams between Fire and Emergency and the UFBA.
- The UFBA is comfortable with co-branding the consultation documents that are released, underscoring the joint approach to this work.

Themes identified for continued consideration included:

- How are volunteers recognised and valued for their contribution.
- Strengthening the connection between the organisation and brigades.
- Ensuring brigade concerns are effectively raised within Fire and Emergency and UFBA systems, and that those concerns are appropriately addressed.
- The importance of proactive media messaging and clear communication of key themes arising from consultation.
- It was noted that post-consultation timeframes will depend on feedback received. The Fire and Emergency and UFBA CEs will seek to ensure the process maintains momentum.
- The milestone of 10 years since integration (2027) was discussed. Early planning to recognise this milestone was suggested, including reflection on the organisation's journey, achievements, and the progress made toward unification and strengthened relationships.

Secretariat action: Secretariat to schedule an update on the progress and passing of the Emergency Management Bills for the next joint meeting of the Fire and Emergency and UFBA Boards.

The Board meeting adjourned for a joint photo and lunch with the UFBA Board and CE at midday.

The UFBA Board and CE departed Fire and Emergency's National Headquarters at 1:10pm.

5.1c	VOLUNTEER ENGAGEMENT MODEL: APPROVALS SOUGHT	NICOLA O'NEILL

The Board meeting reconvened at 1:10pm with the DCE CS and Acting DCE People present.

The Acting DCE People provided the Board with legal advice on any potential impacts of the model on merging or closing a station and confirmed that the Volunteer Engagement Model agreement does not restrict the organisation's ability to make future decisions.

The Board resolved to:

1. note the suite of documents representing the draft Volunteer Engagement Model for consultation from 30 March – 30 June 2026.
2. note engagement with key stakeholders has informed the development of the draft documentation.
3. note separate approval will be sought from the UFBA Board.
4. approve the draft documentation for consultation.

5.2	ACC ACCREDITED EMPLOYER PROGRAMME REVIEW	NICOLA O'NEILL / APRIL BARRINGTON

The National Manager Safety, Health and Wellbeing (NM SHW) joined the meeting at 1:12pm.

The Chair invited the Acting DCE People to provide an overview of the ACC Accredited Employer Programme Review paper.

The Board expressed concern with the ACC Accredited Employer Programme arrangement and its perceived lack of value for money.

The Board resolved to:

1. note that analysis of five options was considered by the Executive Leadership Team (ELT) in December 2025.
2. note that ELT have endorsed **option 2** (current model) to remain as an ACC AEP, noting that with this decision comes with a requirement for process improvement implementation to help renew confidence in the programme's operational effectiveness and affordability.
3. approve **option 2** (current model) for Fire and Emergency to remain in the AEP Full Self-Cover (FSC) (48 months) for a further three years.
4. note that approval to resign the AEP contract in March 2026 for the coming 12 months would need to occur to allow for a transition period if a different option is approved by the Board.
5. delegate signing of the annual contract with ACC to the CE for the three-year term.

The NM SHW left the meeting at 1:15pm.

5.3	PAYROLL COMPLIANCE PROJECT –HISTORICAL REMEDIATION	NICOLA O'NEILL

The Chair invited the Acting DCE People to provide an overview of the Payroll Compliance Project – Historical Remediation paper.

The Acting DCE People advised the Board that the Payroll Compliance Project has undergone external quality and technical reviews, which returned favourable feedback. Audit NZ's review of the project was also positive.

The Board resolved to:

1. **note** the preparation work underway to administer the first phase of remediation.
2. **delegate** financial authority to the CE to approve remediation payments to current and former employees to a maximum value of $44.6M in line with revised estimates developed in October 2025.
3. **note** $48.0m is held in term deposits to cover the first phase of remediation.
4. **note** the next steps required to progress remediation payments and support stakeholders through this process.

Management action: DCE People to provide the confirmed remediation payment numbers to the Board once they have been recognised.

The Acting DCE People left the meeting at 1:18pm.

5.6	FIRESUPER TRUSTEE LIMITED – CLASS A DIRECTOR TENURE	DARRYL PURDY

The Chair invited the DCE CS to provide an overview of the FireSuper Trustee Limited paper.

A discussion took place around the matrix and the option and value of asking non-Fire and Emergency appointed trustees to self-evaluate their skills to allow for a more complete skills matrix when considering new appointments.

The Board resolved to:

1. **approve** the FireSuper Class A Director Policy as presented.
2. **endorse** the use of the Trustee Board Skills Matrix for all Class A appointment and re-appointment decisions as attached to the FireSuper Class A Director Policy.
3. **note** that under the FireSuper Class A Director Policy the Board may review Class A succession planning at least every five years, or sooner if required.
4. **note** that the policy does not impose a fixed term limit but uses a nine-year reference point to guide succession planning discussions.
5. **direct management** to communicate the policy to current Class A directors and incorporate it into future appointment processes.
6. **note** that Class A director appointments (and re-appointments) will receive formal letters of appointment detailing terms and conditions including Fire and Emergency's expectations.

The CoS rejoined the meeting at 1:20pm.

6.	ADMINISTRATION	
6.1	CONFIRMATION OF THE MINUTES OF THE PREVIOUS MEETING	CHAIR

The Board approved the minutes of the previous meeting held on 28 November 2026, subject to the amendments discussed during this item.

6.2	REVIEW ACTION LOG	CHAIR

The action log was reviewed.

7.	REPORTING	
7.1	CHIEF EXECUTIVE'S REPORT	CHIEF EXECUTIVE / EXECUTIVE LEADERSHIP TEAM

ELT joined the meeting at 1:30pm.

The CoS provided updates to the Board on:

- The 27 February 2026 New Zealand Professional Firefighters' Union strike.
- The Minister of Internal Affairs' visit to Ngāruawāhia.

The CE provided the Board with an overview of the Strategic Implementation Programme (SIP).

The DCE APD provided the Board with an update on the new MAN appliances, including:

- Electrical and Public Safety Network (PSN) fitouts.
- One software modification being applied to all the new appliances.
- Trucks being released for training.
- Planned media announcements.

The CoS and the DCE OR spoke to the *Referral to Police and employment investigation regarding incidents at Silverdale Fire Station* update in the CE's report.

The Board requested that a discussion on the Fair Way contract review be scheduled at a future People and Capability Committee meeting.

The Chair noted her intention to circulate an email she had received from the Public Service Commission to the Board and ELT regarding improving transparency of the Public Service Commission Code of Conduct, particularly in relation to Conflicts of interest and procurement practices.

Motor Vehicle Crash Rescue Equipment Servicing

The Board resolved to:

1. **note** spend to date is within the approved contracted whole of life costs but is forecasted to exceed the April 2023 approval by 14% over the remainder of the contract.
2. **note** the motor vehicle crash rescue equipment servicing contract is subject to review in FY26/27 as part of the renewal project for the next generation of roadside rescue equipment.
3. **delegate approval** to the CE to approve the contract variation with a new WOLC of $4,570,173.

Secretariat actions:

1. Secretariat to add a discussion on the Fair Way contract review to a future People and Capability Committee meeting agenda.
2. Secretariat to add a separate item for PSN reports to future Board agendas.

7.2	Q2 PERFORMANCE REPORT	DARRYL PURDY / EXECUTIVE LEADERSHIP TEAM

The Chair invited the DCE CS to speak to the Quarter Two (Q2) Performance Report. The DCE CS advised that the report would be taken as read.

The Board resolved to:

1. **approve** the Q2 summary incorporating our response statistics, off-track performance measures, enabling activities, and financial summary for the quarter.
2. **agree** the Q2 report is provided to the Minister and the Department of Internal Affairs, following incorporation of any Board feedback.

7.3	SAFETY, HEALTH, AND WELLBEING REPORT	NICOLA O'NEILL / EXECUTIVE LEADERSHIP TEAM

The Chair invited the Acting DCE People to speak to the SHW Report. The Acting DCE People provided an overview of the report and noted that the PCBU duties audit findings are in draft and will be presented to the Audit and Risk Committee at its meeting in March.

The Board:

- congratulated management on the launch of the new Vetting Policy.
- sought clarification on some of the incidents reported.
- requested an update on the live fire training facilities. The Acting DCE Prevention advised that both facilities are expected to be back online by April 2026, in time for the next recruit course.
- expressed some frustration at the slow progress on the analysis of the data being provided to the Board to articulate the "so what" and "what are we doing".
- requested an update on the alleged behaviour of Trainers towards volunteers at Training Centres that was raised by a member of the UFBA Board during Board/UFBA Board-only time.

The Board Chair advised management that she had been approached by a member of the public regarding allegations that firefighters with hearing impairments are no longer able to respond. Management agreed to investigate this allegation and report back to the Board.

Management actions:

1. Acting DCE Prevention to follow up on the alleged behaviour of Trainers towards volunteers at Training Centres.
2. Acting DCE People to follow up on allegations that firefighters with hearing impairments are no longer able to respond.
3. Acting DCE People to provide the Board's feedback on SHW data collection and reporting to the SHW Team, and to ensure that future SHW reporting incorporates analysis of data.

7.4	PEOPLE AND CULTURE DASHBOARD	NICOLA O'NEILL

The Chair invited the Acting DCE People to speak to the People and Culture Report. The Acting DCE People advised that the report would be taken as read.

The Board:

- noted interest in how management are using the people and culture data being collected and reported and requested that future reporting include the "so what" implications.
- noted that the report reflects stability and minimal change across the organisation, except for frontline sick leave. The DCE Operational Response advised that she is leading work on frontline attendance.
- challenged the accuracy of the performance data and asked how much system automation influences the figures being reported. The Acting DCE People advised that the People Branch are working to address this. The Board and management discussed incentive options and approaches to ensure confidence that performance assessments are being carried out effectively.

The Board resolved to:

1. <u>**discuss**</u> the people metrics dashboard.

Management actions:

1. Acting DCE People to ensure the People Branch provides greater insight into the data it reports on, including clearly linking identified trends to the actions being taken in response in future dashboard reporting.
2. Management to report back to the Board on the performance management process, including advice on how and when the system can be modified to ensure that employees who do not complete the performance management process do not receive an automatic "meets expectations" (or equivalent) rating.

The DCE OR left the meeting at 2:03pm.

The Acting DCE People and the Acting DCE Prevention left the meeting at 2:10pm.

8.	GENERAL BUSINESS	
8.1	KEY MESSAGES	CHAIR

There was no discussion on the Key Messages paper.

8.2	CORRESPONDENCE RECEIVED/SENT BY THE BOARD SINCE 21 NOVEMBER 2025	CHAIR

There was no discussion on the Correspondence paper.

8.3	UPCOMING EVENTS	CHAIR

The Board reviewed the schedule of upcoming events and recorded attendance for upcoming events and sought clarity in future papers as to priority events for Board attendance.

Secretariat actions:

1. Secretariat to ask the LAC team to advise Amit Prasad of the time of the Auckland Local Advisory Committee meeting on 13 March 2026.
2. Secretariat to create an LAC matrix for inclusion in future iterations of the Upcoming Events paper to the Board, outlining LACs, when they were last visited by a Board or management member, and when they should next be visited.
3. Secretariat to break the table of upcoming events into separate sections in future iterations of the Upcoming Events paper to the Board, distinguishing between events where Board presence should be prioritised.

8.4	GENERAL BUSINESS	CHAIR

There was no general business.

CLOSING	CHAIR

The meeting was closed with a karakia at 2:17pm.

Next Meeting: Friday, 27 March 2026 (Northland)

Hui Miniti / Minutes

OUT-OF-CYCLE MINUTE - CONSULTATION ON THE REVISED DRAFT STATEMENT OF INTENT	CHAIR

On 12 March 2026, a paper requesting that the Board approve the consultation draft Statement of Intent to be sent to the Department of Internal Affairs (DIA), the Minister for Internal Affairs and Audit New Zealand (Audit NZ) for formal feedback, was sent to the Board out-of-cycle, via email.

The Board resolved to:

1. **note** the changes made to the Statement of Intent following feedback from Audit NZ, Office of the Auditor General and the DIA.
2. **approve** the consultation draft Statement of Intent to be sent to the DIA, the Minister for Internal Affairs and Audit NZ for formal feedback.

Rebecca Keoghan MNZM
Board Chair

Hui Miniti / Minutes

MEETING DETAILS	
Committee / *Komiti*	Board
Date / *Rangi*	Friday, 27 March 2026
Time / *Wā*	8:00am – 1:37pm
Location / *Wāhi*	NHQ 7.5W Avalon / MS Teams

ATTENDEES	
Chairperson **_Tiamana_**	Rebecca Keoghan MNZM
Committee Members **_Ngā mema_**	• Danny Tuato'o (Deputy Chair) • Belinda Clark QSO • Mary-Anne Macleod • Amit Prasad • Dr Daniel Tulloch
Standing Attendees **_Ērā atu_**	• Kerry Gregory, Chief Executive • Darryl Purdy, Deputy Chief Executive Corporate Services • Becks Kearns, Chief of Staff • Sophie Pugsley, Senior Governance Advisor *(Secretariat)*
Other Attendees **_Ērā atu_**	• Angela Hauk-Willis, FENZ-appointed FireSuper Trustee Director *(item 1.3)* • Martin Dalgleish, FENZ-appointed FireSuper Trustee Director *(item 1.3)* • Murray Coppersmith, FENZ-appointed FireSuper Trustee Director and Chair, Audit and Risk Committee *(items 1.3, 3.1, 4.1 and 4.2)* • Janine Hearn, Deputy Chief Executive People *(items 3.1, 5.3 and 7.1)* • Sarah Sinclair, Deputy Chief Executive Asset and Programme Delivery *(item 4.2)* • April Barrington, National Manager Safety, Health and Wellbeing *(items 7.1 and 8.5)* • Ken Cooper, National Manager Response Capability *(item 8.3)* • Katie Graham, Chief Legal Advisor *(item 8.4)* • Executive Leadership Team *(section 8)*
Apologies **_Ngā whakapāha_**	-

Hui Miniti / Minutes

1.	CLOSED SESSIONS	
1.1	BOARD-ONLY TIME	CHAIR

The Board met in closed session from 8:00am – 9:30am.

1.2	BOARD, DCE CORPORATE SERVICES AND FIRESUPER DIRECTOR ENGAGEMENT	CHAIR

The Board met in closed session with the Deputy Chief Executive Corporate Services (DCE CS) and the FireSuper Directors from 9:30am – 9:45am.

1.3	BOARD AND CHIEF EXECUTIVE-ONLY TIME	CHAIR

The Board met in closed session with the Chief Executive (CE) from 9:45am – 10:15am.

1.4	BOARD, CHIEF EXECUTIVE AND NORTHLAND LOCAL ADVISORY COMMITTEE CHAIR ENGAGEMENT	CHAIR

The scheduled closed session with the CE and the Northland Local Advisory Committee (LAC) Chair from 10:15am – 10:30am did not proceed due to the Northland LAC Chair being unable to attend.

1.5	BOARD, CHIEF EXECUTIVE AND BOARD INDEPENDENT HRIS/PAYROLL ADVISOR ONLY TIME	CHAIR

The Board met in closed session with the CE and the Independent HRIS/Payroll Advisor to the Board from 10:30am - 10:45am.

The Board meeting adjourned for a break at 10:45am.

2.	INTERESTS	
2.1	INTERESTS REGISTER AND CONFLICTS OF INTEREST	CHAIR

The Board meeting reconvened at 10:50am.

The DCE CS, Chief of Staff (CoS) and Secretariat joined the meeting at 10:50am.

Dr Daniel Tulloch declared that he serves on a Board with Edwina Pio, the proposed new Auckland LAC Chair, and will abstain from decisions relating to appointment to this role.

3.	HRIS UPDATE	
3.1	HRIS AND PAYROLL REPLACEMENT PROGRAMME UPDATE	JANINE HEARN

The DCE People and the Audit and Risk Committee (ARC) Chair joined the meeting at 10:55am.

The Chair invited the DCE People to speak to the HRIS and Payroll Replacement Programme (the programme) update. The DCE People advised that the programme update paper would be taken as read and highlighted the following key points:

- Trial Conversion 0 (TC0) is an additional cycle that was built into the programme to identify data risks early, providing the programme team an opportunity to resolve data integrity challenges before a full conversion.
- The programme will carry out Parallel Payroll testing (PPT) to compare a non-compliant payroll system and a fully compliant system. Bespoke tools are required to support PPT. The programme team is working to complete PPT within the allocated budget but may need to seek Board approval to access contingency funds.
- The data handling incidents outlined in the paper.

The Board asked about:

- The 5 July 2026 Decision point and change impacts. Management advised that any changes to base data must be completed by 5 July 2026 to meet testing timeframes. The Executive Leadership Team (ELT) has resolved not to make system changes in Payroll or any interfacing systems, which will require some manual workarounds and reporting. ELT considers this approach manageable.
- The remediation of the data handling breaches outlined in the programme update paper.
- The Programme Management Office appointments.

The Board resolved to:

1. **note** the update provided on Programme progress.
2. **note** the February 2026 monthly Programme Status Report (including the Plan on a Page).
3. **note** the progress in addressing assurance recommendations.

The DCE People left the meeting at 11:07am.

4.	FINANCE	
4.1	AUDIT AND RISK COMMITTEE REPORT BACK	MURRAY COPPERSMITH

The Chair invited the ARC Chair to speak to the ARC report back of the March 2026 ARC meeting. The ARC Chair advised that the report back would be taken as read and highlighted the following key points:

- Levy Revenue Forecasting and the work with Sapere focussed on:
  1. Reasons for variations from forecast levy revenue in 2024/25 and the first part of 2025/26.
  2. Potential impact of Part 3 changes based on insurance contract information collected.
- Policies with a first or fire loss limit will benefit from reduced levy rates from 1 July, as the levy base remains unchanged. This creates an incentive for policy holders to take out short-term policies from April to early July, followed by 12-month policies from early July. ARC are monitoring this behaviour.

Management sought the Board's approval to provide approved and finalised Board sub-committee minutes to the Department of Internal Affairs (DIA) and to implement this as a routine process. The Board agreed that:

- Approved minutes of the ARC and Financial Sustainability and Investment Committee (FSIC) will be provided to the DIA.
- Should the DIA request minutes from the People and Capability Committee (PCC), these will be reviewed and any sensitive information redacted prior to release.

The Board resolved to **note** the report of the meeting held on 16 March 2026.

Secretariat action: Secretariat to provide the approved and finalised ARC and FSIC minutes to the Department of Internal Affairs, and to implement this as a routine process. Should the DIA request PCC minutes, the Secretariat will review and redact any sensitive information prior to release.

4.2	FINANCIAL REPORT – FEBRUARY 2026	DARRYL PURDY / SARAH SINCLAIR

The DCE Asset and Programme Delivery (APD) joined the meeting at 11:25am.

The Chair invited the DCE CS to speak to the February 2026 Financial Report. The DCE CS highlighted the following key points:

- Levy revenue has been below budget for four consecutive months on a cash basis. The levy forecast model has been updated but does not fully capture some changes to policy dates.
- Monitoring is underway to identify potential evidence of insurer behaviour changes up to 30 June 2026.
- 9(2)(j) [redacted]
- Cash is projected to be $20 million better than expected at year-end.
- A full reforecast of year-end results will be available in the March report and included in the April Board meeting pack.
- Work continues in the background regarding the fiscal impact of the fuel crisis.
- The lowest cash point over the next three years is approximately 30 June 2027.

The Board asked about:

- Additional savings, reinvestment, and options for delayed or paused savings. Management advised that the contingency planning briefing sent to the DIA on 27 March 2026 would be shared with the Board.
- Significant incident response by year.
- Fuel storage facilities.
- Firefighter salaries and wages.
- Fleet and property timing. Management advised that the impacts of global instability on shipping routes remain unclear, and the APD branch is ensuring that Property planning is robust.
- Strike advertising. Management noted that a review of the approach has been completed and alternative methods are being considered to manage costs.
- The Collective Employment Agreement Settlement.

The ARC Chair left the meeting at 11:40am due to technical issues.

The Board sought clarification from the DCE APD regarding technology systems and associated risks with data handling previously discussed in the HRIS and Payroll Replacement Programme agenda item. The DCE APD advised that immediate and scheduled controls have been implemented, including restrictions on contractor system access, an updated ICT Acceptable Use Policy reflecting the new controls, and limitations on downloading from SharePoint to personal devices. The DCE APD confirmed that these measures have significantly reduced the risk of a similar data handling incident occurring elsewhere.

The Board resolved to:

1. <u>note</u> the February 2026 year to date (YTD) financial result against budget.
2. <u>note</u> the 2025/26 full year forecast against budget.

Management action: DCE CS to provide the Board with the contingency planning information sent to the DIA on 27 March 2026.

5.	**DECISION PAPERS**	
5.1	**LAC APPOINTMENTS TO CHAIR AND DEPUTY CHAIR ROLES FOR THE AUCKLAND AND CHATHAM ISLANDS LACS**	**AMIT PRASAD**

The Chair invited the Evaluation and Appointments Committee Chair (EAC Chair) to speak to the LAC Appointments paper. The EAC Chair acknowledged Dr Daniel Tulloch's declared conflict of interest and his abstention from decision making on the proposed Auckland LAC Chair appointment and advised that the programme update paper would be taken as read.

The Board resolved to:

1. **approve** the appointment of Edwina Pio as Chair, Auckland LAC from 1 April 2026.
2. **approve** the appointment of Tayyaba Khan as Deputy Chair, Auckland LAC from 1 April 2026.
3. **approve** the appointment of Jenna Hoverd as Chair, Chatham Islands LAC from 1 June 2026.

5.2	**APPROVAL OF FIRE AND EMERGENCY BOARD COMMENDATIONS**	**JANINE HEARN**

The DCE People rejoined the meeting at 11:48am.

The Chair invited the DCE People to speak to the Fire and Emergency Board commendations paper. The DCE People advised that the Board commendations paper would be taken as read.

The Board queried the nominee from the last round of commendations who requested their award be placed on hold, and the likelihood of similar requests in the future. Management advised that the presentation of awards will occur later in the year, and any associated risk can be assessed at that time.

The Board resolved to:

1. **approve** the awarding of Board Commendations to:
   - 9(2)a [redacted]
2. **note** the outcomes of the remaining nominations from the November 2025 round.
3. **note** that the nominations were assessed in accordance with the Medals, Honours and Awards Policy and the Fire and Emergency Awards Review Committee Terms of Reference and were endorsed by the ELT prior to referral to the Board.

The DCE People left the meeting at 11:50am.

5.3	**PREPARING THE 2026/27 STATEMENT OF PERFORMANCE EXPECTATIONS: BUILDING ON THE NEW STATEMENT OF INTENT**	**DARRYL PURDY**

The Chair invited the DCE CS to speak to the 2026/27 Statement of Performance Expectations (SPE) paper. The DCE CS advised that the FSIC will receive an update on the SPE and draft budget for 2026/27 on 14 April 2026 before the draft SPE is provided to the Board at the April 2026 Board meeting.

The Board resolved to:

1. **note** the approach being taken to develop the SPE for 2026/27.

2. **note** that work on the SPE will be completed based on the revised SOI submitted to the Minister.
3. **agree** to receive the full draft 2026/27 SPE at the next Board meeting following Statement of Intent (SOI) finalisation for submission to the Minister.
4. **note** the timeline for next steps.

6.	ADMINISTRATION	
6.1	CONFIRMATION OF THE MINUTES OF THE PREVIOUS MEETING	CHAIR

The Board approved the minutes of the previous meeting held on 27 February 2026.

6.2	REVIEW ACTION LOG	CHAIR

The action log was reviewed.

The Board meeting adjourned for lunch at 11:55am.

7.	DEEP DIVE	
7.1	SHW CRITICAL RISK: NATURAL DISASTER AND ADVERSE WEATHER CONDITIONS	JANINE HEARN / APRIL BARRINGTON

The Board meeting reconvened at 12:20pm.

The DCE People and the National Manager Safety, Health and Wellbeing (NM SHW) joined the meeting at 12:20pm.

The DCE People and the NM SHW facilitated a Deep Dive session with the Board on the natural disaster and adverse weather conditions SHW critical risk. Key points discussed included:

- Limited organisational controls around certain critical risks, with reliance on behaviour, training, and policies.
- The need for continuous focus on this risk due to its unpredictability.
- Key levers for managing this risk include Dynamic Risk Assessments, the Safe Person Concept, appropriate training, and continual reinforcement.
- Consideration of the psychosocial loop, particularly in relation to the recent incident in Tauranga.

The Board:

- Enquired about the maturity of leadership on the ground. Management advised that the SHW Team now have a tool to support leaders in unpacking Deep Dives further and to clarify their role in managing critical risks.
- Requested an update on the progress of this critical risk through the SHW report to the Board in six months' time.

Management action: DCE People and NM SHW to include an update on progress against the Natural Disaster and adverse weather conditions SHW Critical Risk through the SHW report in six months' time.

Secretariat action: Secretariat to share the Natural Disaster and adverse weather conditions SHW Critical Risk presentation with the Board.

The NM SHW left the meeting at 1:42pm.

8.	REPORTING	
8.1	PEOPLE AND CAPABILITY REPORT BACK	MARY-ANNE MACLEOD

ELT joined the meeting at 12:42pm.

The Chair introduced the PCC report back, following which the PCC Chair provided an overview.

The Board:

- Agreed that, following the release of the Eke Taumata Six-Monthly Report to the Minister (1 July 2025 – 31 December 2025), future Eke Taumata reports will no longer be provided to the Minister.
- Noted that management will report to the PCC on how the organisation is demonstrating culture change going forward.
- Requested an update on support to staff as Industrial Action escalates at the April 2026 Board meeting.

The Board resolved to:

1. **note** the report of the meeting held on 12 March 2026.
2. **note** the Committee's use of its delegated authority to approve the Eke Taumata Six-Monthly Report to the Minister (1 July 2025 – 31 December 2025) for release to the Minister.

Management action: DCE Operational Response (OR) to provide an update at the April Board meeting on how management is supporting staff as Industrial Action escalates.

8.2	CHIEF EXECUTIVE'S REPORT	CHIEF EXECUTIVE / EXECUTIVE LEADERSHIP TEAM

The Chair invited the CE to speak to the CE's report. The CE advised that the report would be taken as read. Key points discussed included:

- The DCE People provided an update to the Board on bargaining.
- The Board noted out-of-cycle decision regarding market rate review (refer out-of-cycle minutes) relating to a proposed settlement with the Public Service Association.
- The CE advised that the Minister had sent a letter regarding confusion Fire and Emergency had caused around appliances at Select Committee. Management are considering approaches to provide the Select Committee with a clearer understanding of Fleet.
- The DCE OR provided an update on the fuel crisis and challenges associated with connectivity to the wider public sector on the fuel issues.
- The Chief of Staff also discussed challenges with ensuring Fire and Emergency are well informed and connected with what is occurring more generally at a public sector system level.

Eke Taumata Six Monthly Reports *(included in the CE's Report)*

The Board resolved to:

1. **note** the recommendation in the Public Service Commission (PSC) review to provide six monthly progress reports on implementation of review findings to the Minister of Internal Affairs for three years has now been completed.
2. **note** management intend to continue to report six monthly to the PCC on culture change progress and initiatives.

3. **confirm** Ministerial reporting on culture change progress and initiatives is no longer required now that the PSC review recommendation has been completed.

The NM Response Capability joined the meeting at 1:05pm.

8.3	PSN PROGRAMME UPDATE	SARAH SINCLAIR / KEN COOPER

The Chair invited the DCE APD and the NM Response Capability, as joint sponsors, to speak to the Public Safety Network Programme (PSN Programme) update. Key points discussed included:

- The PSN Programme has transitioned into the delivery phase. The NM Response Capability is responsible for delivery into the business.
- The go-live date is scheduled for early 2027.
- The paper outlines the key challenges and emerging issues for the reporting period.

The Board:

- Acknowledged the infographics in the monthly PSN programme status report.
- 9(2)(b)(ii) [redacted]
- Requested assurance, through future PSN Programme updates, that vendor-related controls implemented by the Next Generation Critical Communications (NGCC) Programme team are effective.

The Board resolved to:

1. **note** the update provided on PSN Programme progress.
2. **note** the February 2026 monthly Programme Status Report.

The NM Response Capability left the meeting at 1:22pm.

Management action: DCE APD to provide assurance through future PSN Programme updates to the Board, that vendor-related controls implemented by the NGCC Programme team are effective.

8.4	LITIGATION UPDATE	BECKS KEARNS / JANINE HEARN / KATIE GRAHAM

The Chief Legal Advisor (CLA) joined the meeting at 1:22pm.

The Chair invited the CoS and CLA to speak to the litigation update. The CLA sought feedback from the Board on the litigation update. The Board suggested the following enhancements:

- Introduction of a colour-coded system to indicate the risk level of each matter.
- Addition of a cover page to future dashboard reporting, providing an overview of:
  - Changes since the previous report (and inclusion of a link to the previous report)
  - Material issues
  - Effectiveness of existing controls
  - Matters requiring Board attention or decision
  - Exposure risks (reputational or strategic)

- Pathways to resolution

The Board also requested an annual overview of key litigation trends.

The Board resolved to:

1. **note** the quarterly litigation update.
2. **provide feedback** on the proposed new dashboard reporting format following Board feedback in November 2025.

Secretariat action: Secretariat to add annual trend reporting on litigation on the Board forward agenda.

The CLA left the meeting at 1:31pm.

8.5	SAFETY, HEALTH AND WELLBEING REPORTING	JANINE HEARN / APRIL BARRINGTON

The NM SHW rejoined the meeting at 1:31pm.

The Chair invited the DCE People and the NM SHW to speak to the SHW report. The DCE People provided an overview of the report and advised that the report would be taken as read.

The NM SHW highlighted the constructive engagements that have taken place between the SHW team and WorkSafe.

The Board asked about the timeline for the investigation into the positive asbestos test in the breathing apparatus cylinder filling room at Auckland City Station. Management advised that the investigation is expected to be complete next month.

The NM SHW left the meeting at 1:33pm.

8.6	BOARD SAFETY OBSERVATIONS	CHAIR

A Board safety observations discussion did not proceed due to the region visit being cancelled due to severe weather.

9.	GENERAL BUSINESS	
9.1	KEY MESSAGES	CHAIR

There was no discussion on the Key Messages paper.

The Board resolved to:

1. **note** current topics of interest and associated key messages.

9.2	CORRESPONDENCE RECEIVED/SENT BY THE BOARD SINCE 19 FEBRUARY 2026	CHAIR

The Board Chair added an additional piece of correspondence she had received that day from the Minister of Public Service outlining expectations of prudent spend for rebranding.

The Board resolved to:

1. **note** the contents of this paper.

9.3	UPCOMING EVENTS	CHAIR

The Board reviewed the schedule of upcoming events paper.

The Board resolved to:

1. **note** the table of events.
2. **note** the events identified as priority opportunities for Board attendance.
3. **advise** Governance if members are available to attend any event.

9.4	GENERAL BUSINESS	CHAIR

There was no general business.

CLOSING	CHAIR

The meeting was closed with a karakia at 1:37pm.

Next Meeting: Friday, 24 April 2026, 8:00am – 4:00pm (in person)

OUT-OF-CYCLE MINUTE – SETTLEMENT COSTS FOR FIRE AND EMERGENCY – PSA BARGAINING	CHAIR

On 26 March 2026, a paper regarding settlement costs for the Fire and Emergency and Public Service Association (PSA) bargaining was sent to the Board out-of-cycle, via email.

The Board resolved to:

1. **note** bargaining with the PSA commenced on 23 January 2025 and to date nine bargaining sessions have taken place.
2. **note** in June 2025 the Board approved a zero increase to the market remuneration rate for the 2025/2026 year which has had an impact on negotiations.
3. **note** the PSA presented a proposed settlement package at mediation on 20 March which they advised they will recommend to their membership. The proposed settlement package includes a guaranteed 1.5% minimum market rate movement for all remuneration bands for the July 2026 market rate review process.
4. **note** Board approval is required due to the whole of life costs associated with guaranteeing a market rate movement exceeding the Chief Executive's delegation.
5. **approve** the guaranteed 1.5% minimum market rate movement to all remuneration bands for the July 2026 market rate review process, which will apply to all non-NZPFU members, at a cost of $2,220,948.

Rebecca Keoghan MNZM
Board Chair

Rebecca Keoghan MNZM
Board Chair

Out of Scope

Out of Scope

Out of Scope

Out of Scope

Out of Scope

Out of Scope

Out of Scope

Out of Scope

Out of Scope

Out of Scope

Out of Scope

Out of Scope

Out of Scope

Out of Scope

Out of Scope

Out of Scope

Out of Scope