



National Headquarters
Fire and Emergency New Zealand
National Headquarters
Spark Central, Level 7
42-52 Willis Street
Wellington Central
Wellington 6011

Phone +64 4 496 3600

8 May 2026

Ref: 21117

Peter Campbell
fyi-request-34018-542711f9@requests.fyi.org.nz

Tēnā koe Peter

Thank you for your request of 10 March 2026 to Fire and Emergency New Zealand requesting information relating to staff morale and public relations expenses under the Official Information Act 1982 (OIA). We copy and respond to each aspect of your request below.

- 1. When did FENZ last conduct a staff morale survey (or similar) and by what departments? are there plans to do this in the near future?*

Fire and Emergency does not run a survey specifically described as a “staff morale survey”. However, the organisation does undertake surveys that gather information about people’s experiences working or volunteering in the organisation.

The most recent organisation-wide survey was the Whanaungatanga Wellbeing Survey, conducted in March 2026 as part of the Whanaungatanga Programme. The survey was offered to all employees and explores organisational and wellbeing factors affecting personnel. The results help inform initiatives aimed at strengthening mental health and overall wellbeing across the organisation.

Prior to this, the organisation-wide people experience ‘YourSay’ survey was conducted in July 2025. This survey was offered to all Fire and Emergency employees and volunteers and was led by the Organisational Development Programmes Team.

In addition, Fire and Emergency continues to gather feedback through targeted, phased ‘Moments that Matter’ lifecycle surveys, including:

- **Onboarding survey** – currently offered in areas where the formal induction programme has been implemented. As the programme is progressively rolled out across more parts of the organisation, including operational firefighters and volunteers, the onboarding survey will be expanded accordingly; and
- **Exit survey** – offered to all employees and volunteers.

2. *Are there any documented organisational staff morale issues that have been reported any other way within the past 1 year? if so please provide tabled or basic information on the issues.*

Please find attached, as the **Appendix** to this response, copies of the following documents:

- Fire and Emergency's Culture Journey 2025 Qualitative research and insights
- A place where we all feel we belong – June 2025 organisation culture plan; and
- Speak Safe @ Fairway report – January – March 2025.

Additionally, Fire and Emergency established the Eke Taumata programme to improve our working environment, so our people feel that it is a safe, positive and inclusive place to work. Six monthly Eke Taumata progress reports are published on Fire and Emergency's website. You can view the most recent report by following the link below:

www.fireandemergency.nz/assets/Uploads-v2/Eke-Taumata/Eke-Taumata-six-month-report-to-30-June-2025.pdf

For this reason, this aspect of your request is being partially refused under section 18(d) of the OIA, as the information requested is or will soon be publicly available.

3. *Have the National Executive or board discussed their role in staff morale or any initiatives to alleviate any staff morale issues within the past 1 year? if so please provide information on this.*

Yes. Over the past year, the Executive Leadership Team (ELT) has considered several matters relating to staff morale, wellbeing and the working environment. These discussions have primarily occurred through formal ELT papers and meeting updates relating to organisational culture, wellbeing insights and specific workplace issues. This has included consideration of findings from the Culture Journey qualitative research (included in the Appendix), as well as matters raised about workplace conditions affecting particular groups of personnel. The ELT has progressed or supported initiatives intended to address these issues, including short-term improvements to working environments and longer-term planning work.

4. *Do FENZ use the services of a Public Relations person or company to assist with their public reputation? if so how much has been spent on this in the past 1 year? and has this been considered against their budget savings requirements?*

We can confirm we have engaged with a communications and marketing company and as part of this engagement they are assisting us with maintaining public confidence and reputation. The total amount paid to the firm from 1 July 2025 to 28 February 2026 is \$87,284.94.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

We trust that the information being provided is of assistance. If you require further information, please email officialinformationrequests@fireandemergency.nz

Please note that because of the identified public interest in the information that you have requested, we intend to publish this response (with your personal details removed) on our website.

Nāku noa, nā

A handwritten signature in black ink, appearing to read 'A. Saunders', with a stylized flourish at the end.

Aidan Saunders
Manager, Information Requests

