

Documents for release OIA339

Document	Date	Document title	Redactions
1	10 March 2025 – 11 March 2026	Excerpts from Fire and Emergency New Zealand DIA weekly reporting to the Minister	Release in full
2	10 March 2025 – 11 March 2026	Excerpts from Fire and Emergency New Zealand Quarterly Reports	Release in full
3	27 March 2025	Fire and Emergency New Zealand's report for quarter two 2024/25 and Eke Taumata six-month report	Information not in scope of the request has been redacted. Some information is withheld under 9(2)(a) – to protect the privacy of natural persons. Appendix A: provided as part of document two. Appendix B: is refused under section 18(d) as the information requested is or will soon be publicly available - https://portal.fireandemergency.nz/projects-and-programmes/eke-taumata/eke-taumata-projects/eke-taumata-six-monthly-reports/ Appendix C: out of scope information has been redacted.
4	18 June 2025	Fire and Emergency New Zealand's report for quarter three 2024/25	Information not in scope of the request has been redacted. Appendix A: provided as part of document two. Appendix B: provided as document five. Appendix C: not in scope of the request.
5	18 June 2025	Appendix B: Speak Safe @ Fair Way report January – March 2025	Release in full
6	25 September 2025	Fire and Emergency New Zealand – Eke Taumata six-month report for the period ending 30 June 2025	Some information is withheld under 9(2)(a) – to protect the privacy of natural persons. Appendix A: is refused under section 18(d) as the information requested is or will soon be publicly available - https://portal.fireandemergency.nz/projects-and-programmes/eke-taumata/eke-taumata-projects/eke-taumata-six-monthly-reports/

Documents for release OIA339

7	13 March 2026	Email: FENZ Advertising	Some information is withheld under 9(2)(a) – to protect the privacy of natural persons.
8	24 November 2025	Firefighting Appliance Delivery Schedule	Release in full
9	24 November 2025	Fire and Emergency Asset Management Plans	Release in full
WPQ links			
https://questions.parliament.nz/written-questions/question/WQ_56517_2025?lang=en			
https://questions.parliament.nz/written-questions/question/WQ_08046_2026?lang=en			
https://questions.parliament.nz/written-questions/question/WQ_08083_2026?lang=en			

Excerpts from Fire and Emergency New Zealand DIA weekly reporting to the Minister

10 March 2025 and 11 March 2026

IA20259789 Internal Affairs briefing FENZ weekly report 17 October 2025

Appendix A: Fire and Emergency Weekly Report 17 October 2025

Topic	Description/Comment	Status
Eke Taumata and organisational culture	<p>FENZ have completed all but one of the recommendations of the Clark review into conduct and complaints handling. The remaining in progress recommendation relates to criminal conviction vetting.</p> <p>Data on organisational culture shows that there are some improvements in metrics such as willingness of staff to recommend working or volunteering at FENZ. However, it is a mixed picture with inconsistent results and the current difficult industrial relations environment likely affecting some staff perceptions.</p> <p>FENZ appear to be taking a more robust approach to cases where bullying and conduct have been raised.</p>	Amber

IA20259876 Fire and Emergency New Zealand weekly report 23 October 2025

Appendix A: Fire and Emergency Weekly Report 23 October 2025

Topic	Description/Comment	Status
Eke Taumata and organisational culture	<p>FENZ have completed all but one of the recommendations of the Clark review into conduct and complaints handling. The remaining in progress recommendation relates to criminal conviction vetting.</p> <p>Data on organisational culture shows that there are some improvements in metrics such as willingness of staff to recommend working or volunteering at FENZ. However, it is a mixed picture with inconsistent results and the current difficult industrial relations environment likely affecting some staff perceptions.</p> <p>Fire and Emergency appear to be taking a more robust approach to cases where bullying and conduct have been raised.</p>	Amber

IA20259922 Fire and Emergency New Zealand weekly report 30 October 2025

Appendix A: Fire and Emergency Weekly Report 30 October 2025

Topic	Description/Comment	Status
Eke Taumata and organisational culture	<p>FENZ have completed all but one of the recommendations of the Clark review into conduct and complaints handling. The remaining in progress recommendation relates to criminal conviction vetting.</p> <p>Data on organisational culture shows that there are some improvements in metrics such as willingness of staff to recommend working or volunteering at FENZ. However, it is a mixed picture with inconsistent results and the current difficult industrial relations environment likely affecting some staff perceptions.</p> <p>Fire and Emergency appear to be taking a more robust approach to cases where bullying and conduct have been raised.</p>	Amber

IA2025100121 Fire and Emergency New Zealand weekly report 6 November 2025

Appendix A: Fire and Emergency Weekly Report 6 November 2025

Topic	Description/Comment	Status
Eke Taumata and organisational culture	<p>Fire and Emergency have completed all but one of the recommendations of the Clark review into conduct and complaints handling. The remaining in progress recommendation relates to criminal conviction vetting.</p> <p>Data on organisational culture shows that there are some improvements in metrics such as willingness of staff to recommend working or volunteering at Fire and Emergency. However, it is a mixed picture with inconsistent results and the current difficult industrial relations environment likely affecting some staff perceptions.</p> <p>Fire and Emergency appear to be taking a more robust approach to cases where bullying and conduct have been raised.</p> <p>The Department has begun some preliminary work to consider how to review the outsourced complaints service that is contracted to Fairway. An evaluation of this is to be completed after the service has been operating for two years (which will be in mid-2026).</p>	Amber
Media and communications	<p>There has also been a story over the suspension of live fire training at the national training centre in Rotorua over health and safety concerns.</p>	Red

Appendix A: Fire and Emergency Weekly Report 13 November 2025

Topic	Description/Comment	Status
Eke Taumata and organisational culture	<p>Fire and Emergency have completed all but one of the recommendations of the Clark review into conduct and complaints handling. The remaining in progress recommendation relates to criminal conviction vetting.</p> <p>Data on organisational culture shows that there are some improvements in metrics such as willingness of staff to recommend working or volunteering at Fire and Emergency. However, it is a mixed picture with inconsistent results and the current difficult industrial relations environment likely affecting some staff perceptions.</p> <p>Fire and Emergency appear to be taking a more robust approach to cases where bullying and conduct have been raised.</p> <p>The Department has begun some preliminary work to consider how to review the outsourced complaints service that is contracted to Fairway. An evaluation of this is to be completed after the service has been operating for two years (which will be in mid-2026).</p>	Amber

Fire and Emergency responses to issues raised at the Auckland City Fire Station Visit

4. Firefighters claim they are not across or up to date on how to address the growing incidence of EV battery fires, such as the two recent bus related crashes (Tamaki Drive and the bus that hit the bridge and burst into flames).

Response: First and foremost, it's important to note that neither recent bus incident in Auckland involved an EV battery fire. Crews followed standard response procedures while applying EV safety measures. The presence of EV components required extended response times to ensure safety.

In respect of training to respond to lithium battery/EV fires, Fire and Emergency developed learning modules on EV fire response in 2023. This course consists of five online modules covering:

- Introduction to EVs
- Basic Electrical Concepts
- Hybrid and EV Systems
- Response Procedures
- Emergency or Fire Response

In July 2025, Fire and Emergency personnel were provided access to the Australian EV Foundations Course, developed by the Australasian Fire and Emergency Service Authorities Council (AFAC).

The AFAC modules align closely with Fire and Emergency's 2023 EV training but include additional content on:

- Responding to submerged EV incidents
- Managing EV fires in open and enclosed environments
- Post-incident considerations for EVs

Fire and Emergency continue to monitor international developments and work with AFAC partners to align with best practice.

We also publish Feederlines for our operational personnel. Feederlines is a series of case studies published on our intranet to help operational personnel learn from real incidents and continuously improve their operational response. It focuses on specific scenarios. The latest Feederlines reinforces that ongoing information on responding to lithium battery fires has been available to our crews.

IA202510263 Fire and Emergency New Zealand weekly report 20 November 2025

Appendix A: Fire and Emergency Weekly Report 20 November 2025

Topic	Description/Comment	Status
Eke Taumata and organisational culture	<p>Fire and Emergency has completed all but one of the recommendations of the Clark review into conduct and complaints handling. The remaining in progress recommendation relates to criminal conviction vetting.</p> <p>Data on organisational culture shows that there are some improvements in metrics such as willingness of staff to recommend working or volunteering at Fire and Emergency. However, it is a mixed picture with inconsistent results and the current difficult industrial relations environment likely affecting some staff perceptions.</p> <p>The next six-monthly report will cover the period 1 July 2025 to 31 December 2025.</p> <p>The Department has begun some preliminary work to consider how to review the outsourced complaints service that is contracted to Fairway. An evaluation of this is to be completed after the service has been operating for two years (which will be in mid-2026).</p> <p>The latest monthly report from Fairway (for October 2025) shows 28 new complaints received. Of these, 23 related to bullying. This continues the trend of bullying being the primary reasons for complaints to be made.</p> <p>Since the Fairway service began in May 2024 there have been 325 complaints, and 75 investigations have been entered. Of the 75 investigations, 26 have had a findings report issued, 14 have had the investigation cancelled, and 16 have had decisions made.</p>	Amber

Appendix A: Fire and Emergency Weekly Report 4 December 2025

Topic	Description/Comment	Status
<p>Eke Taumata and organisational culture</p>	<p>Fire and Emergency has completed all but one of the recommendations of the Clark review into conduct and complaints handling. The remaining in progress recommendation relates to criminal conviction vetting.</p> <p>Data on organisational culture shows that there are some improvements in metrics such as willingness of staff to recommend working or volunteering at Fire and Emergency. However, it is a mixed picture with inconsistent results and the current difficult industrial relations environment likely affecting some staff perceptions.</p> <p>The next six-monthly report will cover the period 1 July 2025 to 31 December 2025.</p> <p>The Department has begun some preliminary work to consider how to review the outsourced complaints service that is contracted to Fairway. An evaluation of this is to be completed after the service has been operating for two years (which will be in mid-2026).</p> <p>The latest monthly report from Fairway (for October 2025) shows 28 new complaints received. Of these, 23 related to bullying. This continues the trend of bullying being the primary reasons for complaints to be made.</p> <p>Since the Fairway service began in May 2024 there have been 325 complaints, and 75 investigations have been entered. Of the 75 investigations, 26 have had a findings report issued, 14 have had the investigation cancelled, and 16 have had decisions made.</p>	<p>Amber</p>

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Appendix A: Fire and Emergency Weekly Report 11 December 2025

Topic	Description/Comment	Status
Eke Taumata and organisational culture	<p>Fire and Emergency has completed all but one of the recommendations of the Clark review into conduct and complaints handling. The remaining in progress recommendation relates to criminal conviction vetting.</p> <p>Data on organisational culture shows that there are some improvements in metrics such as willingness of staff to recommend working or volunteering at Fire and Emergency. However, it is a mixed picture with inconsistent results and the current difficult industrial relations environment likely affecting some staff perceptions.</p> <p>The next six-monthly report will cover the period 1 July 2025 to 31 December 2025.</p> <p>The Department has begun some preliminary work to consider how to review the outsourced complaints service that is contracted to Fairway. An evaluation of this is to be completed after the service has been operating for two years (which will be in mid-2026).</p>	Amber

Appendix A: Fire and Emergency Weekly Report 17 December 2025

Topic	Description/Comment	Status
Eke Taumata and organisational culture	<p>Fire and Emergency has completed all but one of the recommendations of the Clark review into conduct and complaints handling. The remaining in progress recommendation relates to criminal conviction vetting.</p> <p>Data on organisational culture shows that there are some improvements in metrics such as willingness of staff to recommend working or volunteering at Fire and Emergency. However, it is a mixed picture with inconsistent results and the current difficult industrial relations environment likely affecting some staff perceptions.</p> <p>The next six-monthly report will cover the period 1 July 2025 to 31 December 2025.</p> <p>The Department has begun some preliminary work to consider how to review the outsourced complaints service that is contracted to Fairway. An evaluation of this is to be completed after the service has been operating for two years (which will be in mid-2026).</p>	Amber

IA202610813 Fire and Emergency New Zealand weekly report 16 January 2026

Appendix A: Fire and Emergency Weekly Report 16 January 2026

Topic	Description/Comment	Status
Eke Taumata and organisational culture	<p>Fire and Emergency has completed all but one of the recommendations of the Clark review into conduct and complaints handling. The remaining in progress recommendation relates to criminal conviction vetting.</p> <p>Data on organisational culture shows that there are some improvements in metrics such as willingness of staff to recommend working or volunteering at Fire and Emergency. However, it is a mixed picture with inconsistent results and the current difficult industrial relations environment likely affecting some staff perceptions.</p> <p>The next six-monthly report will cover the period 1 July 2025 to 31 December 2025.</p> <p>The Department has begun some preliminary work to consider how to review the outsourced complaints service that is contracted to Fairway. An evaluation of this is to be completed after the service has been operating for two years (which will be in mid-2026).</p>	Amber
Fleet and equipment	<p>Fire and Emergency has provided a schedule for the delivery of 78 new firefighting appliances through to April 2027. The schedule outlines indicative dates when appliances are expected to arrive at stations for training, noting that operational commissioning occurs later following testing, equipment installation, and crew training.</p>	Amber

IA202610830 Fire and Emergency New Zealand weekly report 23 January 2026

Appendix A: Fire and Emergency Weekly Report 23 January 2026

Topic	Description/Comment	Status
Eke Taumata and organisational culture	<p>Fire and Emergency has completed all but one of the recommendations of the Clark review into conduct and complaints handling. The remaining in progress recommendation relates to criminal conviction vetting.</p> <p>Data on organisational culture shows that there are some improvements in metrics such as willingness of staff to recommend working or volunteering at Fire and Emergency. However, it is a mixed picture with inconsistent results and the current difficult industrial relations environment likely affecting some staff perceptions.</p> <p>The next six-monthly report will cover the period 1 July 2025 to 31 December 2025.</p> <p>The Department has begun some preliminary work to consider how to review the outsourced complaints service that is contracted to Fairway. An evaluation of this is to be completed after the service has been operating for two years (which will be in mid-2026).</p>	Amber

Fleet and equipment	Fire and Emergency has provided a schedule for the delivery of 78 new firefighting appliances through to April 2027. The schedule outlines indicative dates when appliances are expected to arrive at stations for training, noting that operational commissioning occurs later following testing, equipment installation, and crew training.	Amber
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IA202610831 Fire and Emergency New Zealand weekly report 5 February 2026

Appendix A: Fire and Emergency Weekly Report 5 February 2026

Topic	Description/Comment	Status
Eke Taumata and organisational culture	<p>Fire and Emergency has completed all but one of the recommendations of the Clark review into conduct and complaints handling. The remaining in progress recommendation relates to criminal conviction vetting.</p> <p>Data on organisational culture shows that there are some improvements in metrics such as willingness of staff to recommend working or volunteering at Fire and Emergency. However, it is a mixed picture with inconsistent results and the current difficult industrial relations environment likely affecting some staff perceptions.</p> <p>The next six-monthly report will cover the period 1 July 2025 to 31 December 2025.</p> <p>The Department has begun some preliminary work to consider how to review the outsourced complaints service that is contracted to Fairway. An evaluation of this is to be completed after the service has been operating for two years (which will be in mid-2026).</p>	Amber
Fleet and equipment	Fire and Emergency has provided a schedule for the delivery of 78 new firefighting appliances through to April 2027. The schedule outlines indicative dates when appliances are expected to arrive at stations for training, noting that operational commissioning occurs later following testing, equipment installation, and crew training.	Amber

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IA202610992 Fire and Emergency New Zealand weekly report 12 February 2026

Appendix A: Fire and Emergency Weekly Report 12 February 2026

Topic	Description/Comment	Status
Eke Taumata and organisational culture	<p>Fire and Emergency has completed all but one of the recommendations of the Clark review into conduct and complaints handling. The remaining in progress recommendation relates to criminal conviction vetting.</p> <p>Data on organisational culture shows that there are some improvements in metrics such as willingness of staff to recommend working or volunteering at Fire and Emergency. However, it is a mixed picture with inconsistent results and the current difficult industrial relations environment likely affecting some staff perceptions.</p> <p>The next six-monthly report will cover the period 1 July 2025 to 31 December 2025.</p> <p>The Department has begun some preliminary work to consider how to review the outsourced complaints service that is contracted to Fairway. An evaluation of this is to be completed after the service has been operating for two years (which will be in mid-2026).</p>	Amber
Fleet and equipment	<p>Fire and Emergency has provided a schedule for the delivery of 78 new firefighting appliances through to April 2027. The schedule outlines indicative dates when appliances are expected to arrive at stations for training, noting that operational commissioning occurs later following testing, equipment installation, and crew training.</p>	Amber

IA202611126 Fire and Emergency New Zealand weekly report 19 February 2026

Appendix A: Fire and Emergency Weekly Report 19 February 2026

Topic	Description/Comment	Status
Eke Taumata and organisational culture	<p>Fire and Emergency has completed all but one of the recommendations of the Clark review into conduct and complaints handling. The remaining in progress recommendation relates to criminal conviction vetting.</p> <p>Data on organisational culture shows that there are some improvements in metrics such as willingness of staff to recommend working or volunteering at Fire and Emergency. However, it is a mixed picture with inconsistent results and the current difficult industrial relations environment likely affecting some staff perceptions.</p> <p>The next six-monthly report will cover the period 1 July 2025 to 31 December 2025.</p> <p>The Department has begun some preliminary work to consider how to review the outsourced complaints service that is contracted to Fairway. An evaluation of this is to be completed after the service has been operating for two years (which will be in mid-2026).</p>	Amber

Fleet and equipment	Fire and Emergency has provided a schedule for the delivery of 78 new firefighting appliances through to April 2027. The schedule outlines indicative dates when appliances are expected to arrive at stations for training, noting that operational commissioning occurs later following testing, equipment installation, and crew training.	Amber
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Excerpts from Fire and Emergency New Zealand Quarterly Reports 10 March 2025 and 11 March 2026

Fire and Emergency Q2 report 2024-25

Te whakawhanake i ā mātou tāngata

Developing our people

We committed to building a safe workplace we are all proud to be part of.

Deliverable	Status
Organisation culture	
Develop our 10-year diversity plan The draft plan has been reviewed by our ELT and is tracking for signoff in quarter 3.	●
Launch and embed the new code of conduct and bullying, harassment and victimisation policy To complete the work, a planned approach has been developed which intends to uplift the education of the Code, including the requirement for e-module with multiple channels.	●
Launch and embed the new independent enquiries and complaints management system A Complaints Management Dashboard reporting tool has now been implemented and will be updated on a quarterly basis. Independent phase one evaluation of the complaints management system and processes is complete. The findings report will be released in April. The findings will inform further continuous improvement opportunities. Phase two evaluation commences in quarter 3.	●
Implement new selection criteria and selection tools for people leadership positions New tools and education components for selection criteria including tools for people leadership positions were launched in August 2024. All people leaders on selection panels are required to complete the e-modules. The criteria and selection tools have now been handed over the Recruitment team.	●
Training development and succession planning	
Continue the roll-out of our Lead Self, Lead Teams and Lead Leaders development programmes The rollout has continued as planned with programmes operating in all regions. A pilot cohort of 20 for the first Lead Leaders programme has been selected through a robust expression of interest (EOI) process. The Lead Leaders programme will commence in quarter 3.	●
Health, safety and wellbeing	
Protect the health, safety and wellbeing of our people by: Commencing the development of revised health standards and comprehensive health monitoring for our operational personnel This activity was off-track at the end of quarter 1 following a delay in project resources being onboarded. Project resources have now been onboarded and a detailed delivery plan has been agreed. Work is now underway to establish specific delivery workstreams and we are on-track to meet the milestones set-out in the agreed delivery plan.	●

Culture change

CE's message

Our Chief Executive, Kerry Gregory, delivered an important message on the need for all of us to help us build a truly inclusive and safe environment for everyone. We took a significant step forward with the launch of the Managing Inappropriate Behaviour and Conduct Policy, which sets out our approach towards managing behaviour that is not in line with our Code of Conduct and other policies. Kerry affirmed that although the release of this policy is a significant step forward, policies alone will not bring about real change; it requires all of us.

Kia whai hua a Aotearoa

Delivering for Aotearoa

We committed to working with others to prevent fires and be ready and respond across Aotearoa.

Deliverable

Status

Operational effectiveness

Review our fire safety regulatory practices and processes

A review of our regulatory compliance policies and procedures is currently underway. A draft dashboard has been created to display the status of building evacuation schemes and identify buildings that are non-compliant for further compliance engagement. A training framework for Risk Reduction advisors has been developed and is now under review, pending approval and implementation. Additional enhancements were made to the system, which is used to process, approve, and maintain evacuation schemes. The system is now operating effectively, although ongoing improvements are still planned.



Update our incident command manual to incorporate our approach to known hazards

The incident command reference guide is in final draft proceeding through internal approval processes.



Refresh our guidelines, framework and training for Urban Search and Rescue (USAR)

A draft of the USAR doctrine has been completed, pending the finalisation of the Future Operating Concept for USAR. This concept will provide the strategic direction needed to finalise these guidelines.

Once confirmed we will consult with key stakeholders to validate the doctrine and ensure it meets operational and governance requirements.



Refresh our guidelines and training for hazardous substances

The project is progressing well with the final workshop scheduled for February. Training material is being developed, including an online learning package. We have commenced a review of all our hazardous substances doctrine and anticipate this will be completed by the end of quarter 4.



Support cross-agency planning for catastrophic national events, such as a rupture of the alpine fault line

We worked with NEMA to release the National Catastrophic (CAT) Plan which will improve the emergency management system's readiness for catastrophic level events.



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Fire and Emergency Q3 report 2024-25

Te whakawhanake i ā mātou tāngata

Developing our people

We committed to building a safe workplace we are all proud to be part of.

Deliverable	Status
Organisation culture	
Develop our 10-year diversity plan The final version of the plan was approved by the Board in March and will be released in mid-May.	●
Launch and embed the new code of conduct and bullying, harassment and victimisation policy We have launched and implemented the new Code of Conduct and bullying, harassment and victimisation policy. Embedding will be an ongoing process and refresher resources are being developed to support the continued integration of the Code of Conduct.	●
Launch and embed the new independent enquiries and complaints management system The complaints system was launched in April 2024, embedding and continuous improvement remains an ongoing effort beyond 2024/25. The first phase of an evaluation of this system has been completed and the second phase is planned for November 2025.	●
Implement new selection criteria and selection tools for people leadership positions The criteria and selection tools have been handed over to the Recruitment team, and we are actively monitoring progress.	●
Training development and succession planning	
Continue the roll-out of our Lead Self, Lead Teams and Lead Leaders development programmes Progressing as planned toward achieving workshop goals, delivering our core leadership programs: Lead Self, Lead Teams, and Lead Leaders by 30 June 2025.	●
Health, safety and wellbeing	
Protect the health, safety and wellbeing of our people by commencing the development of revised health standards and comprehensive health monitoring for our operational personnel The project has been temporarily paused to ensure the proper setup for successful delivery. We will create a new delivery plan and allocate resources to resume the work. There have been notable challenges in securing the necessary leadership expertise to effectively manage this complex program. Additionally, the need to coordinate with ongoing collective bargaining discussions has led to a temporary slowdown in activities to mitigate the risk of claims that our actions are undermining the bargaining process.	●
Learning and development Paearu Mahi Project This quarter the Paearu Mahi project has successfully transitioned to business as usual, ensuring ongoing delivery, continual refinement, and sustained support for the leadership development of senior officers. The program includes distinct stages of learning, development, and assessment, strategically designed to ensure the incident leadership competency of senior officers. These stages are tailored to enhance their skills in managing complex incidents, fostering decision-making, and reinforcing leadership effectiveness in high-pressure environments. The comprehensive training framework was followed by a robust evaluation process, ensuring that all competencies were met. The first of the cohort is due to start in June.	

Kia whai hua a Aotearoa

Delivering for Aotearoa

We committed to working with others to prevent fires and be ready and respond across Aotearoa.







Deliverable	Status
Operational effectiveness	
Review our fire safety regulatory practices and processes A review of the Regulatory Compliance Strategy and Policy is underway, with a Working Group being formed. Additionally, a training framework for Risk Reduction Advisors is being developed, and the public website has been updated with detailed compliance information for building stakeholders.	●
Update our incident command manual to incorporate our approach to known hazards The incident command reference guide is in its final draft and proceeding through internal approval processes.	●
Refresh our guidelines, framework and training for Urban Search and Rescue (USAR) A draft of the USAR doctrine has been completed. In quarter four, we are consulting with key stakeholders to validate the doctrine and ensure it meets operational and governance requirements.	●
Refresh our guidelines and training for hazardous substances The review of our Hazmat Technical Manual and associated doctrine is currently underway and will be an ongoing effort beyond 2024/25.	●
Support cross-agency planning for catastrophic national events, such as a rupture of the alpine fault line Work is underway to clarify expectations and outline necessary actions related to the Emergency Management System and the Catastrophic Plan Handbook. This effort is helping develop new national plans for catastrophic events, and participating in multi-agency exercises to test, implement, and refine the plans.	●

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Te whakawhanake I ā mātou tāngata

Developing our people


We committed to building a safe workplace we are all proud to be part of.

Deliverable	Status
<p>Develop future volunteer engagement model in partnership with UFBA In quarter one we engaged widely to seek insights on the understanding of volunteer engagement models. As a result, we now have roles, responsibilities and obligations of volunteers, volunteer brigades, and Fire and Emergency clearly outlined. We also completed logic modelling.</p>	
<p>Design and implement our talent management and succession planning framework In quarter one, we developed a comprehensive scope for how Fire with Emergency will complete the design and implement our pilot for our talent management and succession framework. We engaged with our Eke Taumata Advisory Group to ensure a collaborative approach and a wide range of perspectives were involved early. This will guide the design and piloting approach for identifying talent across the organisation. It is a critical enabler of our culture programme to develop capable and trusted leadership.</p>	
<p>Embed core management and leadership skills into new leader induction In quarter one we completed a comprehensive stocktake and survey to assess the themes around consistent leader capabilities and potential support gaps. This has been completed in conjunction with new managers and their leaders. In quarter two we will confirm programme outcomes and individual learning outcomes for the future of our improved managers induction. This will ensure we are committed to building a capable and trusted leadership.</p>	
<p>Develop new training and progression system A National Advisor and two Senior Advisor positions were appointed during Q1. In Q2, training content development aligned with the Operational Capability Framework commences.</p>	
<p>Frontline wellbeing and workforce optimisation In Te Hiku region – we continue to support the Whanaungatanga program through Operational Response to improve wellbeing on the frontline. This has been broadened to include communication centres.</p>	
<p>Refresh and enhance our safe person training for front line personnel This project is in the product design and development phase and is well advanced. The first major consultation will begin at the end of October 2025.</p>	

Kia whai hua a Aotearoa

Delivering for Aotearoa

We committed to working with others to prevent fires and be ready and respond across Aotearoa.

Deliverable	Status
<p>Strengthen specialist wildfire response capability Recruitment for National Advisor Wildfire Training is. The focus of this role initially will be tactical level training for brigades with a high wildfire risk, including firefighter and officer training. The individualised pathway for the transitional cohort of Commanders from Tranche two is being finalised with the Fire and Emergency Commanders association. This will increase the availability of Commanders across both the Built and Wildfire environments.</p>	

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Internal affairs briefing

Hon Brooke van Velden
Minister of Internal Affairs

Title: **Fire and Emergency New Zealand's report for quarter two 2024/25 and Eke Taumata six-month report**

Date: 27 March 2025

Key issues	
<p>This briefing provides the Department of Internal Affairs' assessment of Fire and Emergency New Zealand's recent report for quarter two 2024/25 and a summary of the Eke Taumata Progress Report 1 July to 31 December 2024.</p> <p>Out of scope</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>Good progress completing the Public Service Commission's recommendations for improving culture has been made through the Eke Taumata programme.</p> <p>A letter of acknowledgment to sign and send to the Board Chair is provided for your consideration.</p>	
Action sought	Timeframe
Sign and send the attached letter to the Fire and Emergency New Zealand Board Chair, Ms Rebecca Keoghan.	At your convenience

Contact details (if required)

Name	Position	Contact detail	Suggested 1 st contact
Jeremy Cauchi	Director, Ministerial and Monitoring	021 289 4875	✓
Katherine Beckett	Senior Policy Analyst, Monitoring and Appointments	9(2)(a)	

Return electronic document to:	katherine.beckett@dia.govt.nz
Cohesion document reference	64AZR7SAWA7N-2-1573
Ministerial database reference	IA20255958

Purpose

1. This briefing provides the Department of Internal Affairs' (the Department) assessment of Fire and Emergency New Zealand's (Fire and Emergency) Performance Report for Quarter Two 2024-25 (attached as **Appendix A**) and the Department's summary of the Eke Taumata Progress Report 1 July – 31 December 2024 (attached as **Appendix B**).

Out of scope

[Redacted]

- [Redacted]

- [Redacted]

- [Redacted]

- [Redacted]

[Redacted]

- [Redacted]

- [Redacted]

- [Redacted]

Out of scope

- [REDACTED]
- [REDACTED]
- [REDACTED]

Eke Taumata Progress Report 1 July – 31 December 2024

Background

12. The Eke Taumata Progress Report details progress that has been made to deliver on the recommendations of the review commissioned by the Public Service Commission into Fire and Emergency’s culture and complaints handling practices.
13. The Eke Taumata programme is working to deliver four culture outcomes with progress measured through three Pulse surveys each year. All Fire and Emergency people are invited to complete the surveys. The outcomes are:
 - Building trust and increasing opportunities for engagement and influence
 - Strengthening our people leadership capability
 - Providing a safe, positive and inclusive environment
 - Raising the bar on acceptable standards of conduct and behaviour.

Summary of work completed in the reporting period

14. Thirteen of the twenty review recommendations are now complete. The remaining seven are expected to be completed by July 2025.
15. The new Code of Conduct was launched, the first code of conduct to cover all of Fire and Emergency’s people.
16. All relevant Pulse Survey metrics are trending positively. It should be noted that the growth in most metrics is incremental, recognising that culture change is not a quick process.

Complaints Management, Speak Safe @ Fair Way

17. The reporting period for complaints covers between 29 April and 31 December 2024. Over this period there have been 205 contacts with 117 of these contacts being complaints.
18. The number of contacts is on a downward trajectory and according to Fair Way it is typical for the volume of contacts to decrease over the holiday period and as the novelty of the channel wears off. It is expected that contacts will rise in the coming months.

Next Steps

19. A letter to the Board Chair, Rebecca Keoghan, acknowledging receipt of the quarterly performance summary and Eke Taumata Progress Report is attached as **Appendix C** for your consideration and signature.
20. The next report on Fire and Emergency's performance and progress against outcomes in their SPE will be the quarter three for 2024/25 and will be produced in May 2025.

Recommendations

21. The Department of Internal Affairs recommends that you:
 - a) **sign and send the attached letter (Appendix C) to the Fire and Emergency Board Chair, Ms Rebecca Keoghan.** **Yes/No**



Jeremy Cauchi
Director Ministerial and Monitoring

Hon Brooke van Velden
Minister of Internal Affairs

/ /

Appendix A: Fire and Emergency New Zealand performance report for quarter one 2024/25

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Appendix B: Eke Taumata six-monthly report 1 July – 31 December 2024

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Appendix C: Letter to the Chair of the Fire and Emergency New Zealand Board

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Hon Brooke van Velden

MP for Tāmaki
Minister of Internal Affairs
Minister for Workplace Relations and Safety



Rebecca Keoghlan MNZM
Chair
Fire and Emergency New Zealand Board
PO BOX 2133
WELLINGTON 6140

Rebecca.Keoghlan@fireandemergency.nz

Dear Rebecca

Thank you for providing me with Fire and Emergency New Zealand's performance report for quarter two 2024/25, and for the Eke Taumata Progress Report for the period 1 July to 31 December 2024.

Out of scope

[Redacted text block]

[Redacted text block]

I am also pleased with the progress being made to address review recommendations to improve culture and complaints management. I look forward to seeing the completion of all twenty recommendations in the next six-monthly report.

Thank you again for these performance updates and I look forward to our next conversation.

Yours sincerely

Hon Brooke van Velden
Minister of Internal Affairs

Copy to: Mr Kerry Gregory, Chief Executive, Fire and Emergency New Zealand,
Kerry.Gregory@fireandemergency.nz



Internal Affairs briefing

Hon Brooke van Velden
Minister of Internal Affairs

Title: Fire and Emergency New Zealand's report for quarter three 2024/25

Date: 18 June 2025

Key issues

This briefing provides the Department of Internal Affairs' assessment of Fire and Emergency New Zealand's recent performance summary and Speak Safe @ Fair Way report for quarter three 2024/25.

Action sought

Sign and send the attached letter to the Fire and Emergency New Zealand Board Chair, Ms Rebecca Keoghan.

Timeframe

At your convenience

Contact for telephone discussions (if required)

Name	Position	Contact Number	Suggested 1 st contact
Jeremy Cauchi	Director, Ministerial and Monitoring	021 289 4875	✓
James Taaffe	Manager, Monitoring and Appointments	027 629 6731	

Return electronic document to:	Katherine.beckett@dia.govt.nz
Hukatai reference	64AZR7SAWA7N-709725471-1685
Ministerial database reference	IA20258017

Purpose

1. This briefing provides the Department of Internal Affairs' (the Department) assessment of Fire and Emergency New Zealand's (Fire and Emergency) performance report (attached as Appendix A) and the Speak Safe @ Fair Way report (attached as Appendix B) for quarter three 2024/25.

Fire and Emergency performance for quarter three 2024/25

Out of scope

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted] of our people by: Commencing the development of revised health standards and comprehensive health monitoring for our operational personnel' moved from 'on-track' in quarter two to 'off-track' in quarter three. The programme has been paused with issues securing the necessary leadership expertise and a risk that the work may undermine the collective bargaining process.

[Redacted]

[Redacted]

[Redacted]

26. **Out of scope** [Redacted]

27. The next update on the complaints and culture programme will be the Eke Taumata six monthly report to 30 June 2025 and will be produced around October 2025.

Recommendation

28. The Department of Internal Affairs recommends that you sign and send the attached letter (Appendix C) to the Fire and Emergency Board Chair, Ms Rebecca Keogh. **Yes/No**



Jeremy Cauchi
Director, Ministerial and Monitoring

Hon Brooke van Velden
Minister of Internal Affairs
_____/_____/_____
(Note: The signature line contains two slashes and a blank space, but no name is written.)

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**Appendix A: Fire and Emergency Zealand performance summary for quarter three
2024/25**

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Appendix B: Speak Safe @ Fair Way report January – March 2025

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Appendix C: Letter to the Chair of the Fire and Emergency New Zealand Board

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Speak Safe @ Fair Way

TO

Fire and Emergency New Zealand

FROM

Name: Gordon Hart

Position: Client Manager

Company: Fair Way Resolution Limited

JANUARY - MARCH 2025

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kia tau
YOUR EXPERTS
IN DISPUTE
RESOLUTION



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Executive Summary

This quarter continued a healthy level of engagement from multiple stakeholders. This included constructive meetings with PSA, FECA and UFBA, presentations with a wide array of teams to help raise awareness of the service, and attendance at the Fire and Emergency Regional Volunteer Leaders Conference in Dunedin where we were able to connect with over 200 volunteers.

The number of service requests has settled at around 15 per month (49 in the October – December 2024 quarter, 45 in this quarter). Bullying continues to be the leading cause of complaints. Fourteen new investigations have commenced during the quarter. Four Final Findings Reports have been issued in the quarter (bringing the total to nine to date), resulting in 31 live investigations as of 31 March 2025.

The focus on the timeliness of investigations has continued with further refinements to the fortnightly Investigation Progress Update Report to provide more detailed information on the progress of investigations, ensuring greater timeliness awareness and transparency.

Engagement of members with the Kāpehu service has continued to increase, both in terms of individuals using the service (17 this quarter compared to 11 last quarter) as well as the number of coaching sessions undertaken (28 this quarter compared to 22 last quarter). A pleasing development is a trend for callers to be using the service outside of the complaint process, suggesting that the service is being used before a matter escalates into a complaint.

Despite good feedback received about the Speak Safe scheme, there remains skepticism among members as to whether cultural change within the organisation will be achieved. There is also concern about the decision-making process once investigations are completed, and there may be benefit in increased education of members regarding the decision-making process.

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1. Service Usage

Month	General Enquiries	Complaints	Total Service Requests
May 2024	4	44	48
Jun 2024	4	28	32
Jul 2024	4	19	23
Aug 2024	6	18	24
Sep 2024	3	26	29
Oct 2024	2	21	23
Nov 2024	2	8	10
Dec 2024	3	13	16
Jan 2025	1	10	11
Feb 2025	1	17	18
Mar 2025	4	11	15
Running Total	34 (14%)	215 (86%)	249

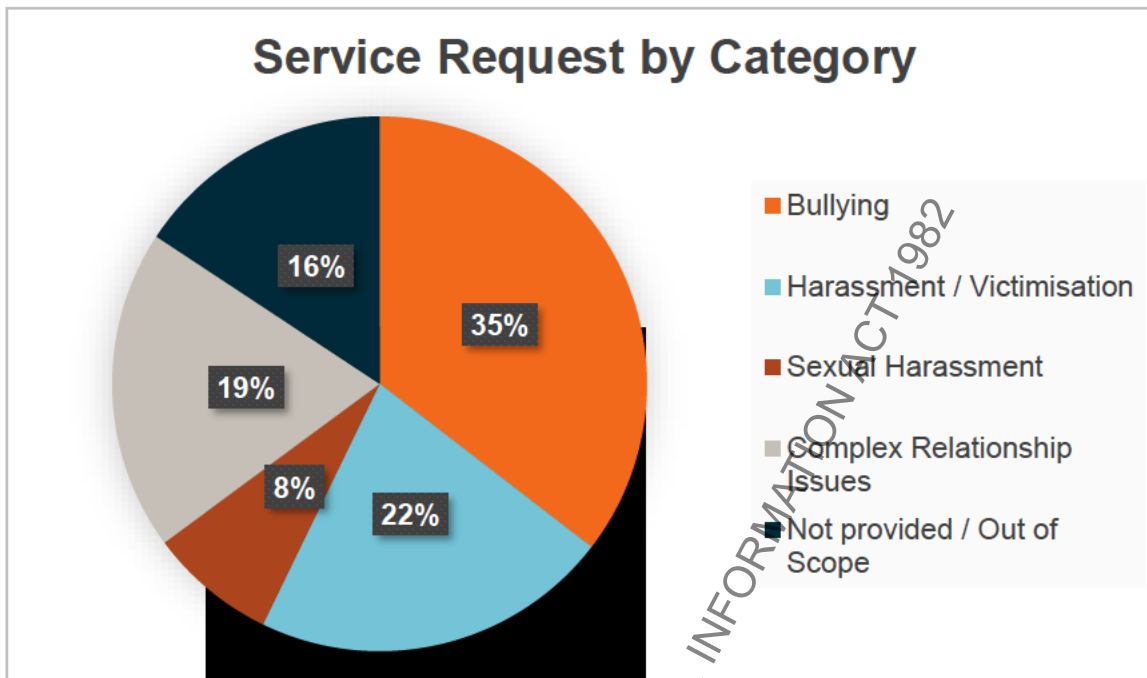
Table 1.1 Total Service Requests

Service Requests by Category

Month	Bullying	Harassment / Victimisation	Sexual Harassment	Complex Relationship Issues	Not provided / Out of scope
May 2024	19	9	2	12	8
Jun 2024	16	5	4	5	9
Jul 2024	13	10	0	3	8
Aug 2024	6	5	3	9	2
Sep 2024	6	20	7	10	2
Oct 2024	10	2	0	5	7
Nov 2024	5	1	1	1	4
Dec 2024	12	0	2	3	1
Jan 2025	5	2	0	4	2
Feb 2025	7	6	1	5	3
Mar 2025	7	5	3	1	1
Running Total	106 (35%)	65 (22%)	23 (8%)	58 (19%)	47 (16%)

Table 1.2 Service Requests by Category

Note: A single Service Request may relate to multiple incidents/matters. The total for each row in the table above may be higher than the actual number of Service Requests received in any given month, as some Service Requests will likely fall under more than one category. The information is provided to give an overall view of the nature of the Service Requests we are receiving.

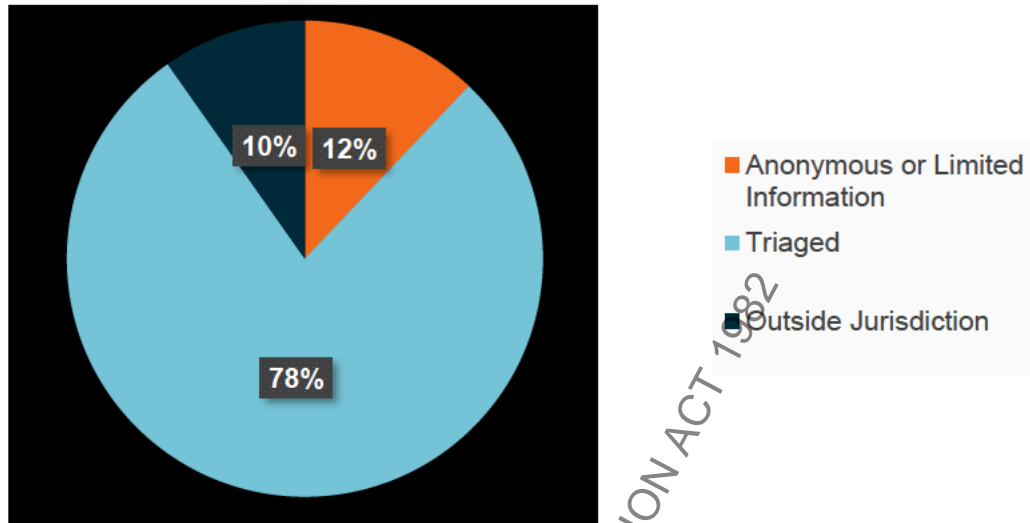


2. Complaints

Month	Outside Jurisdiction	Anonymous or Limited Information	Triaged	Total Complaints
May 2024	4	8	32	44
Jun 2024	0	6	22	28
Jul 2024	3	2	14	19
Aug 2024	2	0	16	18
Sep 2024	2	3	21	26
Oct 2024	4	1	16	21
Nov 2024	2	1	5	8
Dec 2024	1	1	11	13
Jan 2025	1	1	8	10
Feb 2025	2	1	14	17
Mar 2025	0	2	9	11
Running Total	21 (10%)	26 (12%)	168 (78%)	215

Table 2.1 Complaints and Scope

Complaints



3. Triage

Month	Complainant did not wish to proceed to formal stage	Complaint progressing to formal stage	Total Triaged
May 2024	15	17	32
Jun 2024	9	13	22
Jul 2024	1	13	14
Aug 2024	3	13	16
Sep 2024	2	19	21
Oct 2024	1	15	16
Nov 2024	0	5	5
Dec 2024	2	9	11
Jan 2025	1	7	8
Feb 2025	3	11	14
Mar 2025	0	9	9
Running Total	37 (22%)	131 (78%)	168

Table 3.1 Complaints proceeding to formal process

Note: The total for complainants not wishing to pursue a formal complaint includes people who are engaged in early (informal) resolution processes, such as mediation.

4. Referrals to Wellbeing Services

Month	Peer Support	Vitae - EAP	Wellbeing Team	Kāpehu
May 2024	0	0	1	14
Jun 2024	0	0	0	7
Jul 2024	0	0	0	5
Aug 2024	0	0	0	7
Sep 2024	0	0	0	4
Oct 2024	0	0	0	4
Nov 2024	0	0	0	2
Dec 2024	0	0	0	5
Jan 2025	0	0	0	4
Feb 2025	0	0	0	7
Mar 2025	0	0	1	6
Running Total	0	0	3	65

Table 4.1 Referrals to Wellbeing Services

5. Early Resolution

Month	Facilitation	Mediation
May 2024	0	1
Jun 2024	0	1
Jul 2024	0	0
Aug 2024	0	2
Sep 2024	0	1
Oct 2024	0	1
Nov 2024	0	0
Dec 2024	0	1
Jan 2025	0	0
Feb 2025	0	0
Mar 2025	0	1
Running Total	0	8

Table 5.1 Early Resolution Processes initiated this Month

6. Referrals to Fire and Emergency

Month	Referred to Fire and Emergency
May 2024	1
Jun 2024	1
Jul 2024	1
Aug 2024	0
Sep 2024	0
Oct 2024	1
Nov 2024	0
Dec 2024	0
Jan 2025	1
Feb 2025	2
Mar 2025	1
Running Total	8

Table 6.1 Complaints referred to Fire and Emergency

7. Investigation Insights

Month	Investigations Opened	Investigations Closed
May 2024	1	0
Jun 2024	10	0
Jul 2024	4	0
Aug 2024	3	0
Sep 2024	2	0
Oct 2024	11	0
Nov 2024	1	0
Dec 2024	5	5
Jan 2025	6	1
Feb 2025	5	2
Mar 2025	3	1
Running Total	51	9

Table 7.1 Number of Investigations Opened and Closed

Note: A single investigation may involve more than one complaint.

Average length of time for Open Investigations: 110 working days

Average length of time for Decision Making Process: 10.5 days

Process Trends

Nine investigations have now run their full course, with the final reports issued to the relevant decision makers within Fire and Emergency.

Retaliatory complaints on occasions continue to be a factor. In several cases, the original complaint has drawn a response of a counter-complaint, adding complexity to a case.

The average length of time for open investigations has reduced from 144 days in the October – December 2024 quarter to 110 days in the January – March 2025. The reduction is partially due to efficiencies created as we gain a greater understanding of the complexity of a ‘typical’ Fire and Emergency investigation and of the working environment. Additionally, it reflects the completion of quite complex and time-intensive investigations. It is expected that going forward the timeframes will fluctuate depending on the complexity of future investigations as well as the level of engagement by the parties.

Several reasons for the delays have been identified and are being reported on a fortnightly basis. Some of these are quite particular to Fire and Emergency, such as parties being unavailable and away on medical leave, reflecting the physical and dangerous nature of the job. In some cases, we continue to experience delays from the parties and / or their representatives, including refusal of parties to take part in face-to-face interviews on advice of their representatives. In one case, where both parties complained against each other, neither party would agree to be interviewed or provide written responses, and the investigation has been limited to interviewing third-party witnesses.

A few of the complaints received (and investigations undertaken) might ordinarily have been expected to have been resolved within brigades by earlier intervention of managers and leaders. We acknowledge the provision of increased training being provided to leaders such as “Mastering Difficult Conversations” and envisage a reduction of such complaints over time as those learnings are applied.

8. Kāpehu Service Insights

The Kāpehu Service

Kāpehu is a telephone-based workplace coaching service, providing an off-the-record conversation. It is non-judgemental safe space for people to discuss what is happening to them and figure out what they want to do about it. It’s about coming with a problem and leaving with a plan.

Kāpehu is entirely confidential and impartial, as the service is delivered by Fair Way Resolution, who sit outside of Fire and Emergency. Any employee, volunteer, manager, or contractor may contact us for support.

People can access the service by either phoning our team or completing a webform. When someone contacts us, we will arrange for a Kāpehu coach to call them back at a mutually convenient time.

A conversation can then take place to help them clarify any issues they are having at work, understand their options, reflect on how they’re feeling and decide what they want to do about it.

The service can be accessed by an individual multiple times if necessary.

Service Summary

Month	Number of People Accessing the Service	Number of Coaching Calls Delivered
May 2024	14	18
Jun 2024	7	12
Jul 2024	5	4
Aug 2024	7	10
Sep 2024	4	6
Oct 2024	4	11
Nov 2024	2	7
Dec 2024	5	4
Jan 2025	4	6
Feb 2025	7	11
Mar 2025	6	11
Running Total	65	100

Table 8.1 Summary of Kāpehu Service Usage

Visitor Contacts in the Reporting Period

During the period, the Kāpehu service connected with multiple visitors who wanted to explore a range of themes. Below is a breakdown of the visits received, the Kāpehu visits can be further explained with definitions provided in the [International Ombudsman Association Uniform Reporting Categories](#) document. It is important to note that it is usual for a visitor's issue to fall into more than one reporting category and for these categories to be represented in multiple months if the visitor engaged in repeated use of the service.

Visitor contacts for the quarter January - March 2025

Month	New contacts	Locations of contacts using the service	Calls Completed	Categories
January	Kāpehu (4)	Te Hiku (0) Ngā Tai ki Te Puku (0) Te Upoko (1) Te Ihu (0) Te Kei (0)	Kāpehu (6)	Evaluative Relationship <ul style="list-style-type: none"> • Communication • Diversity-Related • Assignments / Schedules • Feedback • Respect Treatment • Performance Appraisal / Grading

		<p>National Headquarters (3)</p> <p>Undisclosed (0)</p>		<ul style="list-style-type: none"> • Departmental Climate • Retaliation • Discipline <p>Career Progression & Development</p> <ul style="list-style-type: none"> • Job classification and Description • Other <p>Peer & Colleague Relationship</p> <ul style="list-style-type: none"> • Priorities, Values, Beliefs • Diversity-Related <p>Values, Ethics and Standards</p> <ul style="list-style-type: none"> • Values and Culture • Standards of Conduct <p>Organisational, Strategic and mission Related</p> <ul style="list-style-type: none"> • Use of Positional Power/Authority • Communication • Organisational Climate <p>Legal, Regulatory, Financial and Compliance</p> <p>Discrimination</p>
February	Kāpehu (7)	<p>Te Hiku (0)</p> <p>Ngā Tai ki Te Puku (0)</p> <p>Te Upoko (3)</p> <p>Te Ihu (1)</p> <p>Te Kei (1)</p> <p>National Headquarters (1)</p> <p>Undisclosed (1)</p>	Kāpehu (11)	<p>Evaluative Relationship</p> <ul style="list-style-type: none"> • Communication • Bullying, Mobbing • Diversity-Related • Respect Treatment • Performance Appraisal / Grading • Departmental Climate • Retaliation • Discipline <p>Career Progression & Development</p> <ul style="list-style-type: none"> • Job classification and Description • Job Application/Selection and Recruitment Process <p>Peer & Colleague Relationship</p> <ul style="list-style-type: none"> • Respect / Treatment

				<ul style="list-style-type: none"> • Communication • Bullying, Mobbing • Retaliation <p>Values, Ethics and Standards</p> <ul style="list-style-type: none"> • Standards of Conduct <p>Organisational, Strategic and mission Related</p> <ul style="list-style-type: none"> • Strategic and Mission-Related/Strategic and Technical Management • Use of Positional Power/Authority • Communication • Priority Setting and/or Funding <p>Legal, Regulatory, Financial and Compliance</p> <ul style="list-style-type: none"> • Criminal Activity • Discrimination • Harassment
March	Kāpehu (6)	<p>Te Hiku (0)</p> <p>Ngā Tai ki Te Puku (0)</p> <p>Te Upoko (3)</p> <p>Te Ihu (0)</p> <p>Te Kei (2)</p> <p>National Headquarters (1)</p> <p>Undisclosed (0)</p>	Kāpehu (11)	<p>Compensation & Benefits</p> <ul style="list-style-type: none"> • Compensation <p>Evaluative Relationship</p> <ul style="list-style-type: none"> • Communication • Equity of Treatment • Respect Treatment • Trust Integrity • Discipline • Departmental Climate • Retaliation • Physical Violence • Supervisory Effectiveness • Discipline • Other <p>Peer & Colleague Relationship</p> <ul style="list-style-type: none"> • Respect Treatment • Communication • Bullying, Mobbing • Diversity Related <p>Career Progression & Development</p>

				<ul style="list-style-type: none"> • Job classification and Description • Career Progression <p>Legal, Regulatory, Financial and Compliance</p> <ul style="list-style-type: none"> • Criminal Activity • Harassment • Discrimination <p>Safety, Health and Physical Environment</p> <ul style="list-style-type: none"> • Telework / Flexplace • Work Related Stress and Work-life Balance <p>Organisational, Strategic and mission Related</p> <ul style="list-style-type: none"> • Leadership and Management • Use of Positional Power/Authority <p>Values, Ethics and Standards</p> <ul style="list-style-type: none"> • Standards of Conduct • Values and Culture • Policies and Procedures not covered in Broad Categories
Quarterly Total	Kāpehu (17)	<p>Te Hiku (0)</p> <p>Ngā Tai ki Te Puku (0)</p> <p>Te Upoko (7)</p> <p>Te Ihu (1)</p> <p>Te Kei (3)</p> <p>National Headquarters (5)</p> <p>Undisclosed (1)</p>	Kāpehu (28)	<p>Evaluative Relationship (22)</p> <p>Peer & Colleague Relationship (8)</p> <p>Career Progression & Development (11)</p> <p>Compensation & Benefits (2)</p> <p>Legal, Regulatory, Finance & Compliance (9)</p> <p>Safety, Health, and Physical Environment (5)</p> <p>Services / Administrative Issues (0)</p>

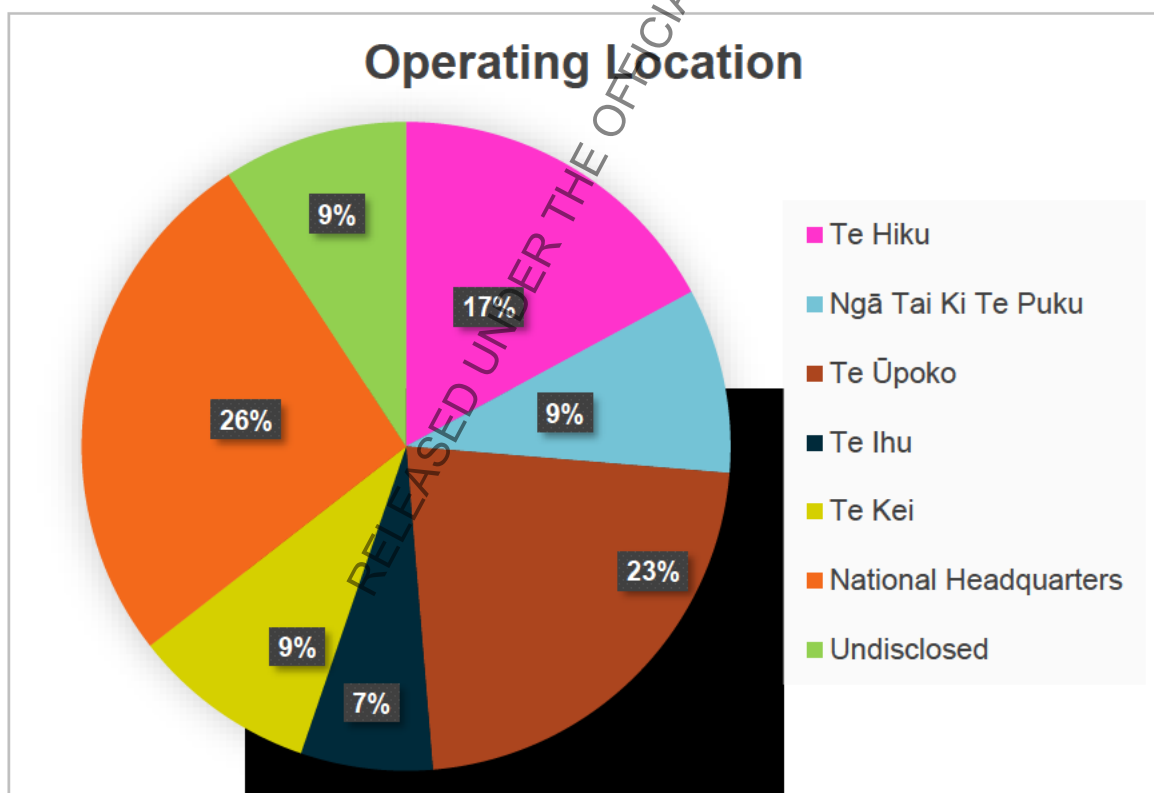
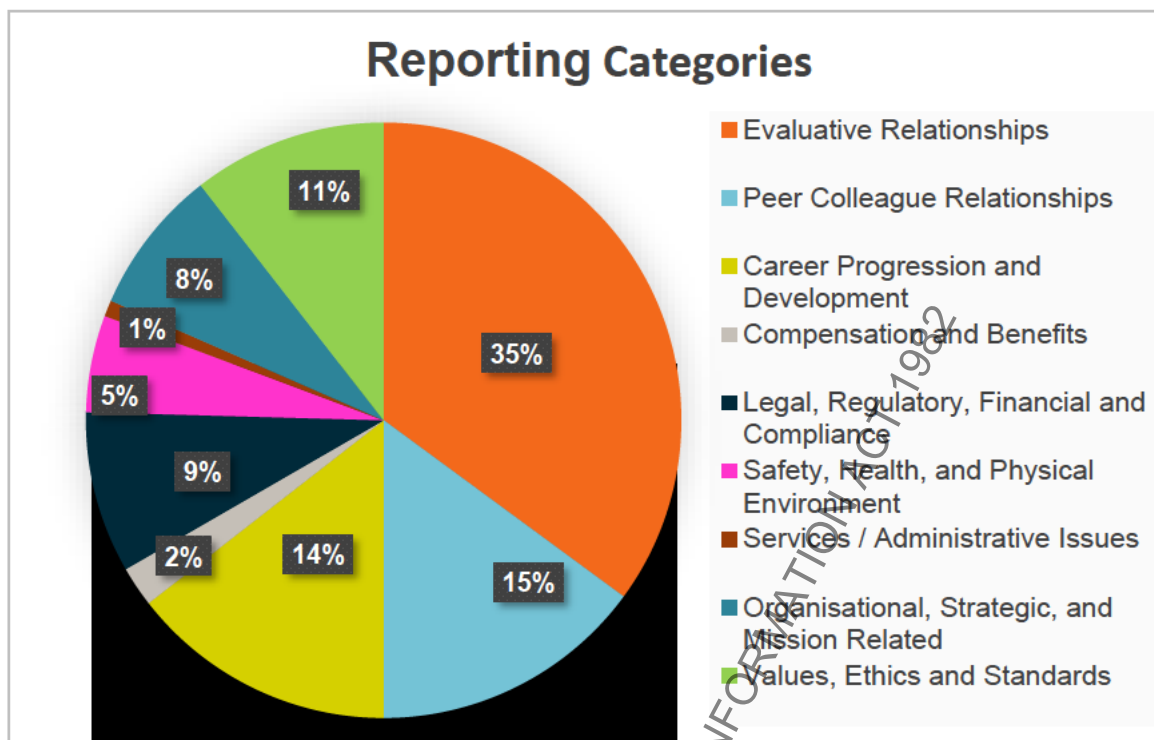
				Organisational, Strategic & Mission Related (14) Values, Ethics & Standards (8)
Running Total (since start of contract)	Kāpehu (65)	Te Hiku (13) Ngā Tai ki Te Puku (7) Te Upoko (17) Te Ihu (5) Te Kei (7) National Headquarters (20) Undisclosed (7)	Kāpehu visits (100)	Evaluative Relationship (80) Peer & Colleague Relationship (34) Career Progression & Development (33) Compensation & Benefits (5) Legal, Regulatory, Finance & Compliance (20) Safety, Health, and Physical Environment (12) Services / Administrative Issues (2) Organisational, Strategic & Mission Related (18) Values, Ethics & Standards (24)

Table 8.2 Kāpehu Visitors by Region

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When was Kāpehu Used and by Whom?

(Since the service began)



Feedback about the service

One of the fundamental principles of Kāpehu is the focus on confidentiality and in maintaining this, only a general comment is provided to reflect unsolicited feedback from visitors.

- *"I really wanted to use the system and see if I'm on the right track. Thank you"*
- *"I am very grateful for having the conversation. I have other things to try"*
- *" Thank you I really appreciate this"*
- *"Thank you I really like the reframing conflict; it has been really helpful – it's good to hear it."*
- *"Thank you so much for all your time, you were always a calming light at the end of the tunnel that I couldn't see."*
- *"Great thank you, I feel better prepared now"*
- *"I'm sure the work that you do is valuable, but the service is toothless, it will not create the shift in culture that is required"*

The visitors using the service during the quarter volunteered positive feedback regarding the service and illustrated that they were leaving with a different perspective.

The feedback also illustrated that there is a growing concern that the service will nevertheless not be able to create the cultural change that the visitors considered is needed.

Trends and issues raised during the Quarter

As a conflict resolution provider, we draw insights from the visits we receive. The intention of this section is to share insights Kāpehu gained during the quarter and focuses first on internal trends and issues raised by visitors and then shares some insights around best practice for resolving workplace conflict.

Internal trends and issues

Visits in this quarter

- The shift away from the service being accessed purely for de-escalation of current conflict has been sustained this quarter with 68% of visits focusing on coaching for an issue which required the visitor to prepare for an imminent conversation. This is more than a 20% increase over last quarter and an indication that the Kāpehu Service is being used as it was intended, as a preventative resource.
- Fair Way hopes that as the service becomes more widely known that Kāpehu will increasingly be used to de-escalate issues before they become conflict. This was true for one visitor who accessed the service four times, and who shifted from wishing to raise a complaint against their manager for bullying, to increasing their skills to be able to have a difficult conversation and feeling as though they could competently manage the relationship dynamics.
- The cumulative regional figures for new visitors to the service indicate that Te Hiku, Te Ūpoko and National Headquarters are high users of the service. The increase seen in the Te Ūpoko region has been driven by this quarter's figures, with the visitor numbers representing 41% of total new visitors; this is nearly three times higher than it was last quarter. The number of visitors calling from National Headquarters remains high, and these

visitors tend to access the service for a greater number of times, e.g., six-seven contacts with a coach.

- The primary location of conflict raised by visitors this quarter was within the evaluative relationship. Difficulties in the manager | direct report dynamic accounted for 79% of calls, and this is comparable to last quarter where the percentage was 73%.
- It is important to note that the evaluative category is used to describe three possible scenarios:
 1. Firefighters | employees raising issues with management
 - In this quarter it accounted for 68% of evaluative calls, a comparable number from last quarter at 62%.
 2. Management raising issues with firefighters or direct reports
 - In this quarter it accounted for 14% of evaluative calls. This is an increase on last quarter's figure of 6%, and indicative of managers proactively using the service to support their leadership role.
 3. Firefighters | employees raising issues with colleagues where supervisory effectiveness has been questioned due to a perceived or actual lack of support or intervention.
 - In this quarter this category accounted for 18% of calls, which is a decrease from last quarter at 31%.

Significant subcategories raised in calls this quarter

	Subcategory	% visits this quarter
1	Communication – Evaluative Relationship	57%
2	Use of positional power	21%
3	Standards of conduct	21%
4	Departmental Climate – Evaluative Relationship	39%
5	Supervisory Effectiveness	18%
6	Retaliation – Evaluative Relationship	29%
7	Performance Appraisal – Evaluative Relationship	18%
8	Discrimination	25%
9	Trust Integrity – Evaluative Relationship	18%
10	Respect Treatment – Evaluative Relationship	32%

Common themes raised during coaching:

Discrimination and Harassment

- Whilst numerically it did not reach the top subcategories this quarter the following is of significance:
 - 32% of call concerns qualified as Legal, Regulatory and Financial Compliance concerns. Numerically this is nine of twenty-eight visits, which a significant increase from last quarter's two visits.
 - Two calls raised concerns regarding criminal activity
 - Four calls raised concerns regarding harassment
 - Seven calls raised concerns regarding discrimination
- *This quarter a Kāpehu visitor approached the service to raise concerns of discrimination that they had both experienced and witnessed within the Brigade. This visitor decided not to proceed through to the investigation arm of Speak Safe due to their hesitation about the decision makers for the investigation sitting inside of the organisation. They carefully weighted the personal cost to them in entering a formal complaint process vs the 'slap on the hand' that they perceived the leadership would receive from the decision maker. This prevented them proceeding with a significant complaint.*

Synergistic use of the service

- This quarter a coach worked with a visitor multiple times who was a party to a formal process. This highlights that both Kāpehu and the Investigation arm of Speak Safe can and do work synergistically to support people during conflict. The coach supported the visitor to be clear on how they wished to respond and to engage fully at every step of the process.

Communication

- Communication, as a contributing factor to conflict is known, but it has increased significantly this quarter, from 36% to 57%.
- Positive workplace culture is driven from the top down and communication remains central to achieving this. Issues with communication was raised in 72% of evaluative and 50% of peer conversations this quarter.
- It is worth noting that people in helping professions are often highly conflict avoidant, when this is paired with the need to serve it can lead to conflict at an identity level and these are often the most complex conflicts to resolve.

Retaliation

- Retaliative behaviour in an evaluative relationship continues to be a significant category this quarter, but as a proportion this has dropped slightly to 29% (from 32%).
- Retaliatory behaviour has also been raised within collegial relationships and accounts for 7% of calls (down from 14% of visits last quarter).
- If we consider both the evaluative and collegial retaliation data, the feedback raised about punitive behaviour remains steady at 36% (slightly down on last quarter at 45%). This figure remains a concern and indicates a loss of trust and confidence in both power and peer-based relationships.
- *This quarter the Kāpehu team worked with a visitor who called proactively to raise concerns about their leader who had not followed FENZ internal processes. During the time that the coach supported the visitor to prepare for a difficult conversation with their manager, the visitor indirectly received a threat by a more senior leader suggesting that they discontinue with their concern.*

- Kerry Gregory's speech is being actively raised by visitors as aspirational, however concerns have been expressed regarding the layer of leadership beneath the c-suite level. This layer of leadership was described by a visitor as a close-knit boy's club.

Departmental Climate

- Departmental Climate concerns have remained steady this quarter at 39%, vs 32% last quarter. This continues to reflect on the dynamic or culture that is ignored, poorly managed or perpetuated by leadership.
- This was echoed in the values and culture data that presented this quarter and is a reminder that the leadership dynamic is often a reflection of the system. This quarter 29% calls that fell into the Values, Ethics and Standards category, noticeably six calls were identified as relevant for Standards of Conduct and five calls for Values and Culture.
- Concerns regarding Respect/Treatment inside the evaluative dynamic was raised by 32% of visitors this quarter, this is an increase from 18% last quarter and in line with the above concerns raised.

Management

- Loss of trust and confidence in management was raised again this quarter with the number of concerns about supervisory effectiveness being comparable at 18%. This occurred equally in calls from both National Headquarters and Te Ūpoko regions.
- Calls raising concerns about career progression continued this quarter with issues being raised in 39% of visits.
- Qualitative data suggests that there is an inconsistent application of policies that allow for managerial discretion, (e.g. the hybrid working policy) and this appears on occasions to be potentially used as a lever to apply pressure to employees where there is a perceived or actual performance related concern.
- The ability, or rather inability to have a difficult conversation at management level is not unique to FENZ, and the Kāpehu service has noted this trend across organisations that it works with. However, the inconsistent application of policies across an organisation leads to a sense of injustice within teams. Managing fairness and the perception of fairness is a post COVID-19 struggle for many workplaces, and transparency and consistency in approach and process is key to avoiding the divide that can result when employees compare notes.
- The service is being used by management to upskill for difficult conversations, and we would encourage this ongoing application of Kāpehu: *The Kāpehu team took calls from a visitor this quarter who was reasonably new to leadership. The leader was proactively seeking support on how to shift a culture of poor behaviour that had previously been unaddressed, specifically the leader wanted support on how to have a difficult conversation at both the group and one on one level. They demonstrated a willingness to reflect on their approach to conversations, the behaviours they needed to shift and were open to learning new ways of phrasing challenging topics.*

Neurodiversity

- Visitors this quarter are naming neurodiversity as a component to the relationship breakdown in calls. This awareness is not just with the person that they are in conflict with; visitors are also recognising and owning nuances in their own behavior and reactions.

9. User Satisfaction

Whilst only a low volume of user satisfaction surveys have been completed and returned, the feedback received so far indicates that of those entering the service:

- 83% of clients felt that the service and processes were clearly explained
- 75% of clients believed that they were carefully listened to
- 75% of clients believed that their query had been handled efficiently
- 75% of clients felt that Speak Safe staff were friendly and courteous

It is expected that over time data will be available from those clients who have been through the entire complaints / investigation process.

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Glossary and Notes

Glossary

Service Request – Any contact with the Speak Safe service, captured on our proprietary case management system.

Complaint – An issue or concern raised about a particular matter.

General Enquiry – An information request or query.

Triage – The act of assessing the nature and severity of a complaint.

Early resolution process – A dispute resolution process that is informal and often occurs before more formal proceedings e.g. mediation.

Investigation – A formal and independent examination of the statements and facts pertaining to a particular complaint (or complaints), with findings summarised in a report.

Kāpehu – a telephone-based workplace coaching service operated independently by Fair Way.

Table Notes

Table 1.1

The total number of contacts that the Speak Safe service received during the reporting period, broken down into general enquiries and complaints.

Table 1.2

The total number of contacts that the Speak Safe service received during the reporting period, broken down into the categories identified in the Service Level Agreement.

Table 2.1

The number of complaints received during the reporting period. This table shows how many complaints could proceed to triage, and for the complaints that could not proceed to triage, the table identifies the reasons why they could not be progressed.

Table 3.1

Of the complaints that were triaged, this table shows the number of complainants who wished to proceed to a formal process and the number who did not wish to proceed.

The reason for not proceeding may include the use of an early (informal) resolution process, such as mediation, in lieu of a formal process.

Table 4.1

The number of referrals made to each of the four recognised wellbeing channels over the reporting period.

Table 5.1

The number of early resolution processes initiated during the reporting period, by category.

Table 6.1

The number of complaints referred back to Fire and Emergency, either to Case Facilitators or People Branch.

Table 7.1

The number of investigations opened and investigations closed during the reporting period. An investigation may involve more than one complaint – for example, if a counter complaint is made, it may form part of the same investigation process. Similarly, a single complainant may make complaints against multiple respondents for the same incident and these may form part of a single investigation, depending on the circumstances.

Table 8.1

A summary of the number of people who accessed the Kāpehu coaching service, and the number of

coaching calls delivered, broken down by month.

Table 8.2

The number of people who accessed the Kāpehu service during the reporting period, and the number of coaching calls completed (an individual may have more than one call). Data is broken down by area and the table also shows the nature of the issues raised during the calls.

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Internal affairs briefing

Hon Brooke van Velden
Minister of Internal Affairs

Title: Fire and Emergency New Zealand – Eke Taumata six-month report for the period ending 30 June 2025

Date: 25 September 2025

Key issues

This briefing provides the Department of Internal Affairs' assessment of Fire and Emergency New Zealand's (Fire and Emergency) recent Eke Taumata Progress Report for the six-month period 1 January 2025 to 30 June 2025.

Significant progress has been made through the Eke Taumata programme, with 19 of the 20 recommendations resulting from the Public Service Commission's review into Fire and Emergency's culture and complaints handling practices now complete

A letter of acknowledgment to sign and send to the Board Chair is provided for your consideration.

Action sought

Sign and send the attached letter to the Fire and Emergency New Zealand Board Chair, Ms Rebecca Keoghan.

Timeframe

At your convenience

Contact details (if required)

Name	Position	Contact detail	Suggested 1 st contact
Jeremy Cauchi	Director, Ministerial and Monitoring	021 289 4875	✓
Katherine Beckett	Senior Policy Analyst, Monitoring and Appointments	9(2)(a)	

Return electronic document to:	katherine.beckett@dia.govt.nz
Cohesion document reference	64A7R7SAWA7N-709725471-1715
Ministerial database reference	IA20259140

Purpose

1. This briefing provides the Department of Internal Affairs' (the Department) assessment of Fire and Emergency New Zealand's (Fire and Emergency) Eke Taumata Progress Report for the six-month period 1 January 2025 to 30 June 2025 (**Appendix A**).

Background

2. The Eke Taumata Progress Report details progress that has been made to deliver on the recommendations of the review commissioned by the Public Service Commission (PSC) into Fire and Emergency's culture and complaints handling practices.
3. The Eke Taumata programme is working to deliver four culture outcomes with progress measured through qualitative research, including three Pulse surveys across all personnel each year.

Eke Taumata six-month progress report for the period ending 30 June 2025

Assessing cultural change

4. During the period, Fire and Emergency completed its first year of qualitative research on its cultural journey. The recent report has been informed by the insights gained, which are intended to assess progress as well as inform ongoing improvement.

Progress against outcomes

5. *Building trust and increasing opportunities for engagement and influence* – Fire and Emergency recently completed the Diversity, Inclusion and Cultural Capability pulse survey. Results show improved scores for enjoyment of working or volunteering and willingness to recommend the organisation, indicating positive cultural progress. However, response rates have declined, which may reflect fragile organisational trust and perceptions that leadership does not act on feedback. Qualitative findings highlight inconsistent engagement, lack of accountability, hierarchical decision-making, and complex systems as ongoing challenges. While engagement initiatives exist, they are sometimes seen as inauthentic or misaligned with personnel needs, limiting their effectiveness. Fire and Emergency expect response rates to improve from 2026 as feedback is more clearly linked to actions under the new Culture Plan and Strategic Direction.
6. *Strengthening our people leadership capability* – Fire and Emergency has progressed across several leadership initiatives. Key achievements include embedding the Lead Self programme into recruit training (1,175 completions), refreshing the Lead Teams programme (540+ participants), piloting the Lead Leaders programme (20 participants), and completing a full refresh of the Volunteer Executive Officer Course, alongside leadership workshops and volunteer leader support.
7. The leadership framework emphasises development beyond formal training, with on-the-job experience ideally accounting for around 70 percent of professional development. Acting-up roles, promotions, and secondments provide key opportunities. Data shows an increase in secondments but a decrease in promotions since FY 2022/23, reflecting a focus on temporary roles to meet short-term organisational needs and broaden staff experience.

8. Qualitative insights indicate leadership capability remains uneven. While strengths exist, legacy promotion practices and uneven access to development continue to present challenges. Among employees, the gender gap in promotions narrowed between FY 2022/23 and FY 2023/24 but widened in FY 2024/25, influenced by differences in length of service and career breaks. Among volunteers, approximately 80 percent of internal movements are promotions, with minimal gender differences, indicating relatively equitable opportunities within the volunteer workforce.
9. *Providing a safe, positive and inclusive environment* – Culture change in Fire and Emergency is ongoing. The latest Diversity, Inclusion and Cultural Capability survey shows an increase in employees reporting a sense of belonging, while the proportion of people from diverse backgrounds feeling welcomed in teams declined slightly. Qualitative insights indicate that foundations for inclusion exist, including strong team relationships in some areas. However, inconsistent responses to problem behaviours, high workloads, and communication issues continue to affect trust, morale, and overall progress. Some teams are demonstrating positive cultural practices, highlighting what is achievable, though overall change remains gradual and uneven.
10. The recently introduced Diversity and Inclusion Strategy 2024–2034 sets out a 10-year programme to improve diversity and inclusion across the organisation.
11. *Raising the bar on acceptable standards of conduct and behaviour* – Since the launch of the Code of Conduct in mid-2024, the related online e-module has been the primary tool to ensure personnel understand expected behaviours and how to report issues. Overall module completion has remained steady, with particularly strong engagement in national headquarters and regional offices. Successfully effort has been made to improve completion rates for the e-module. While some early changes and positive intent have been noted, poor behaviour continues and is not addressed consistently. Progress largely depends on individuals’ personal values rather than organisation-wide systems, and personnel frequently lack the confidence or capability to challenge misconduct, particularly when trust in processes is low. Union dynamics and in-group cultures also remain significant barriers to accountability.

Department’s comment

12. Fire and Emergency is making incremental progress against its strategic outcomes in leadership, culture, and conduct. Positive signals include improved engagement and targeted leadership initiatives, and some teams are demonstrating strong cultural practices. However, progress remains uneven across the organisation. Key risks and challenges include persistent inconsistencies in addressing poor behaviour, gaps in trust and confidence among personnel, uneven access to leadership development, and barriers arising from in-group dynamics and legacy practices. These factors could slow the organisation’s ability to fully embed inclusive, accountable, and high-standard behaviours. Sustained focus on consistent systems, transparent follow-through on feedback, and equitable leadership development will be critical to mitigating these risks and achieving longer-term outcomes.

Progress on PSC review recommendations

13. Nineteen of the 20 review recommendations are now complete. The remaining action, related to implementing a new criminal conviction vetting policy, is expected to be completed by July 2025.

14. Six recommendations were completed during the quarter. Progress included:
- completion of the Volunteer Brigade Leader Development and Review Project, resulting in defined performance expectations for all new volunteer leaders (recommendation 1)
 - Board approval of the new Organisational Culture Plan, including how success will be measured, in June 2025 (recommendation 2)
 - updating the Volunteer Executive Officer Course to increase its focus on people leadership and ensure delivery is high quality and consistent for every attendee (recommendation 7)
 - the launch of a Diversity and Inclusion Strategy 2024-2034 (recommendation 17)
 - the launch of a Mastering Difficult Conversations e-learning module, of which most people leaders having completed to date, which complements learning delivered in person via dedicated workshops and as part of leadership development programmes (recommendation 19).
15. Recommendation 20, to work with United Fire Brigades Association (UFBA) to prioritise capability development, was reported as completed during the quarter. An external evaluation is planned to review the services provided by the UFBA through the Conditional Grant Agreement, the findings of which will be used to identify and inform future volunteer capability responsibilities between Fire and Emergency and UFBA. As of June 2025, 165 volunteers have completed Lead Self training, 59 volunteers have attended Lead Teams training, and 1 volunteer is participating in Lead Leaders training. More than 540 volunteers have attended a Mastering Difficult Conversations in-person workshop.

Department's comment

16. Reported progress against review recommendations reflects significant effort to embed cultural change and strengthen leadership development, with nearly all review recommendations now reported as complete. The outstanding action on criminal conviction vetting is expected mid-2025. However, while initiatives have been delivered (such as new strategies and training), assurance on how their impact will be measured and sustained over time will be important.
17. Fire and Emergency have reported recommendation 20 (to work with the UFBA on prioritising capability development) as complete. However, it remains unclear what "completion" of this recommendation entails. An external evaluation of UFBA services under the Conditional Grant Agreement is still planned, and its findings will inform future volunteer capability responsibilities. This suggests that elements of the recommendation are still in progress.
18. While recommendation 20 has been formally reported as complete, you may wish to seek clarification from Fire and Emergency on the outcomes of their collaboration with UFBA, particularly how the forthcoming evaluation will shape volunteer capability responsibilities. This would provide assurance that the recommendation is not only implemented but also delivering the intended impact.

New Organisational Culture Plan

19. Fire and Emergency's new Organisational Culture Plan was approved by the Board in June 2025 (completing review recommendation 2). The plan builds on work undertaken in response to the Public Service Commission's culture and complaints handling review, providing a foundation for continued improvement. Each branch has developed its own plan with targeted initiatives. Some initiatives are time-bound, while others represent ongoing changes to practices and commitments. All initiatives align with Fire and Emergency's Strategic Direction 2025–2030. Progress against these initiatives will be reported in the next six-monthly update.

Department's comment

20. The approval of Fire and Emergency's new Organisational Culture Plan is a positive milestone that completes recommendation 2 of the PSC review. The plan is intended to provide a structured approach, with each branch developing targeted initiatives that align with Fire and Emergency's Strategic Direction 2025–2030. Progress against the plan is expected to be reported in the next six-monthly update. It will be important to monitor how effectively these initiatives are implemented and sustained over time, and whether they deliver the intended cultural improvements.

Complaints Management, Speak Safe @ Fair Way

21. The reporting period for complaints covers between 29 April 2024 and 30 June 2025. Over this period there have been 306 contacts with the service, 257 (84 percent) of these contacts being complaints. One-hundred and sixty-two complaints triaged by the service have progressed to the formal stage.

Since the introduction of the service:

- 112 investigations have been opened (46 Fairway and 66 non-Fairway)
- 62 investigations have been closed (19 Fairway and 43 non-Fairway)
- six suspensions/stand downs of personnel have been enacted
- the average time taken for Fairway to complete a findings report is 126.2 days
- the average time take for Fire and Emergency to make decisions on finding is 42.3 days.

Department's comment

22. The data on the use of Fairway indicates that the service is bedding in and being well-utilised, but further focus is needed on efficiency, transparency, and outcomes. The service predominantly receives complaints (as opposed to general enquiries), and most complaints remain related to bullying, followed by harassment/ victimisation.
23. Contacts have increased from 205 (to 31 Dec 2024) to 306 (to 30 June 2025). The proportion of overall contacts progressing to complaints has risen (from 57 percent to 84 percent). This suggests greater confidence in the channel and/or a shift toward more substantive issues being raised.
24. The number of investigations opened rose from 79 to 112, with closures increasing from 30 to 62. While activity has expanded, the number of open investigations is also rising, which may indicate resource or timeliness pressures in processing cases.

25. Six suspensions/stand downs have now been enacted (up from four at December 2024), showing that the process is leading to tangible employment consequences in some cases.
26. For the first time, timeliness metrics are reported. Fair Way takes on average 126 days to complete findings, while Fire and Emergency takes a further 42 days to make decisions. These durations are lengthy and may raise concerns about the speed and responsiveness of the complaints system, particularly for complainants and personnel under investigation.
27. Fire and Emergency have commissioned an initial independent evaluation of the service. The primary concerns raised include timeliness of investigations, the lack of a clear communications plan and tension between transparency and maintain confidentiality. A second evaluation is currently being scoped and will run from October 2025 to March 2026. The finding and analysis of the second evaluation are expected to come out in May 2026.

Next Steps

28. A letter to the Board Chair, Rebecca Keoghan, acknowledging receipt of the Eke Taumata Progress Report is attached as **Appendix A** for your consideration and signature.

Recommendations

29. The Department of Internal Affairs recommends that you:

- | | |
|---|---------------|
| a) sign and send the attached letter (Appendix B) to the Fire and Emergency Board Chair, Ms Rebecca Keoghan. | Yes/No |
|---|---------------|



Jeremy Cauchi
Director Ministerial and Monitoring

Hon Brooke van Velden
Minister of Internal Affairs

/ /

Appendix A: Eke Taumata six-monthly report 1 January to 30 June 2025

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Appendix B: Letter to the Chair of the Fire and Emergency New Zealand Board

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Rebecca Keoghan MNZM
Chair
Fire and Emergency New Zealand Board
PO BOX 2133
WELLINGTON 6140

Rebecca.Keoghan@fireandemergency.nz

Dear Rebecca

Thank you for providing me with Fire and Emergency New Zealand's Eke Taumata Progress Report for the period 1 January to 30 June 2025. I appreciate the organisation's continued efforts to progress its cultural journey, strengthen leadership capability, and implement the recommendations of the Public Service Commission review.

I am pleased to see reporting drawing on insights from the organisation's first year of quantitative research into its culture. This research provides valuable evidence to inform ongoing improvements and to track progress against strategic outcomes. I also acknowledge the work completed on leadership development programmes, the approval of the new Organisational Culture Plan, and the launch of the Diversity and Inclusion Strategy 2024–2034.

While positive progress is evident, I expect Fire and Emergency to maintain focus on consistently applying organisational standards, ensuring equitable access to leadership development, and reinforcing positive cultural practices. Continued attention to these areas is essential to embedding long-term, sustainable change and strengthening trust within the organisation.

I note that recommendation 20, relating to collaboration with the United Fire Brigades Association (UFBA) on volunteer capability development, has been formally reported as complete. I would appreciate clarification on the outcomes of this collaboration, particularly how the forthcoming external evaluation of UFBA services will shape future volunteer capability responsibilities. This will help provide assurance that the recommendation is not only implemented but also delivering the intended impact.

I encourage the organisation to build on these achievements, maintain momentum on outstanding actions, and demonstrate the impact of initiatives through measurable outcomes.

Thank you for your ongoing commitment to progressing Fire and Emergency's strategic objectives.

Yours sincerely

Hon Brooke van Velden
Minister of Internal Affairs

Copy to: Mr Kerry Gregory, Chief Executive, Fire and Emergency New Zealand,
Kerry.Gregory@fireandemergency.nz

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From: [Coats, Emma](#)
To: [Lillie Le Dorre](#)
Cc: [Keams, Becks](#); [Katherine Beckett](#); [Ministerial Services](#); [Boag, Gabby](#); [Cameron, Emma](#)
Subject: RE: FENZ Advertising
Date: Wednesday, 11 March 2026 2:07:53 pm
Attachments: [image001.gif](#)

Here you go Lillie.

We have increasingly invested less each week for the paid public information campaign as the industrial action has continued.

In all, and since the first strike on 17 October 2025, we have invested:

October

Friday 17 October Strike - \$135k budget (full amount spent)

Friday 31 October Strike - \$100k budget (minor costs incurred before strike withdrawn on Wednesday 22 October)

November

Friday 7 November Strike - \$100k budget, revised down to \$70k (approx. \$40k spent before strike withdrawn on Thursday 6 November)

Friday 14 November Strike - \$100k budget, revised down to \$70k (approx. \$50k spent before strike withdrawn on Thursday 13 November)

Friday 21 November Strike - \$70k budget (full amount spent)

Friday 28 November Strike - \$70k budget (full amount spent)

December

Friday 5 December Strike - \$70k budget (full amount spent)

Friday 12 December Strike - \$70k budget, revised down to \$67k after reduction in media hours/agency fees (full amount spent)

Friday 19 December Strike - \$67k budget (full amount spent)

Friday 26 December Strike - \$67k budget (near full amount spent before strike was withdrawn on Friday 26 December)

January

Friday 2 January Strike - \$67k budget (full amount spent)

Friday 9 January Strike - \$67k budget (full amount spent)

Friday 16 January Strike - \$67k budget (full amount spent)

Friday 23 January Strike - \$67k budget (near full amount spent before strike withdrawn on Thursday 22 January after 9pm)

Friday 30 January Strike - \$67k budget (minor costs incurred before strike withdrawn on Tuesday 27 January)

February

Friday 6 February Strike - \$67k budget (full amount spent)

Friday 13 February Strike - \$30k budget (full amount spent)

Monday 16 February Strike - \$30k budget (near full amount spent before strike withdrawn on Monday 16 February)

Friday 20 February Strike - \$30k budget (full amount spent)

Monday 23 February Strike - \$30k budget (full amount spent)

Friday 27 February Strike - \$30k budget, revised down to \$27.7k after reduction in media hours/agency fees (full amount spent)

March

Monday 2 March - \$27.7k budget

Friday 6 March - \$27.7k budget

Monday 9 March - \$27.7k budget

Friday 13 March - \$27.7k budget

As at 28 February 2026 we have invested \$1,029,782.00, with an additional up to \$110,800 planned to be invested up to and including 13 March 2026. The total investment since 17 October 2025 is a total of up to \$1,140,583.00.

At this time, we are investing approximately \$55.4k each week. This reduction in investment is reflective of the time this campaign has been in market and tweaks we have been able to make to further streamline the development and delivery of this campaign with our agency partners.

We are investing in a paid public information campaign to ensure that the public is not at undue risk because of the industrial action being carried out by the New Zealand Professionals Firefighters Union (NZPFU). We are using this paid public information campaign to inform New Zealanders about when the planned industrial action is happening, and to inform them that they may experience delayed response times in an emergency. We are also asking them to be extra careful about fire safety during the strikes and we are reinforcing the importance of having escape and building evacuation plans ready during the strike. It is all about safety and public information.

Initially, the investment was across digital, out-of-home, radio, and social media channels. Since Friday 13 February the public

notices have only been on radio and in social media channels.

In addition to the investment in a paid public information campaign, we also use our own social media channels and proactive media releases. The safety of New Zealanders is our top priority.

The wording for the adverts has not materially changed since October 2025.

After each strike we have been distributing a post-strike press release which includes the details of the incidents Fire and Emergency has attended during the strike hour. These press releases are shared with the Minister's office prior to being distributed to the media.

Emma.

Emma Coats ([she/her](#))

National Manager, Board and Ministerial Services

From: Lillie Le Dorre <Lillie.LeDorre@parliament.govt.nz>

Sent: Wednesday, 11 March 2026 8:34 am

To: Kearns, Becks <Becks.Kearns@fireandemergency.nz>; Coats, Emma <Emma.Coats@fireandemergency.nz>

Subject: FENZ Advertising

Hi team

Apologies if this has been addressed previously via Margot. I don't have access to her inbox etc.

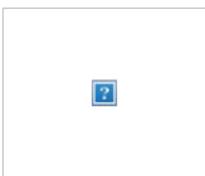
You'll have seen this no doubt: [Business.Scoop » FENZ Spends More Than A Firefighter's Annual Salary For A Few Days Of Media Advertising – Weekly!](#)

Has the Minister been receiving the wording to adverts, aside from the initial campaign during the strike?

Can you please also provide me with the cost FENZ is spending on advertising and a breakdown of what that is buying?

Thanks!

Lillie



Lillie Le Dorre
Private Secretary - Internal Affairs | Office of Hon Brooke van Velden
Minister of Internal Affairs
Minister for Workplace Relations
MP for Tāmaki

M: [9\(2\)\(a\)](#) | DDI: [9\(2\)\(a\)](#)
Email: lillie.le_dorre@parliament.govt.nz | Website: www.Beehive.govt.nz
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

Authorised by Hon Brooke van Velden, Parliament Buildings, Wellington

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Please note information about meetings related to the Ministers' portfolios will be proactively released (this does not include personal or constituency matters). For each meeting in scope, the summary would list: date, time (start and finish), brief description, location, who the meeting was with, and the portfolio. If you attend a meeting with the Minister on behalf of an organisation, the name of the organisation will be released. If you are a senior staff member at an organisation, or meet with the Minister in your personal capacity, your name may also be released. The location of the meeting will be released, unless it is a private residence. The proactive release will be consistent with the provisions in the Official Information Act, including privacy considerations. Under the Privacy Act 1993 you have the right to ask for a copy of any personal information we hold about you, and to ask for it to be corrected if you think it is wrong. If you'd like to ask for a copy of your information, or to have it corrected, or are concerned about the release of your information in the meeting disclosure, please contact the sender. You can read more about the proactive release policy at <https://www.dia.govt.nz/Proactive-Releases#MS>



Fire and Emergency New Zealand aide mémoire

Subject	Firefighting Appliance Delivery Schedule		
Date of Briefing	24 November 2025	Reference	BR-25-17
Classification	In confidence	Priority	Non-urgent
From	Sarah Sinclair, Deputy Chief Executive Asset and Programme Delivery		

Purpose

1. To provide you with the current schedule for delivery of the 78 new firefighting appliances through to April 2027, as requested when you met with Fire and Emergency officials on 17 November.

Background

2. Fire and Emergency operates a national fleet of around 1,300 firefighting trucks. A significant proportion of the fleet is older than the ideal 20–25-year life which is dependent on the type of vehicle. New appliances typically require 18–24 months from order to delivery. Renewal occurs progressively as manufacturing capacity, shipping timeframes, and local operational needs allow.
3. The schedule attached as Appendix 1 outlines the indicative delivery dates for appliances scheduled for delivery to station.
4. These dates indicate when appliances are expected to be available to stations for training, rather than the point at which Fire and Emergency formally takes ownership or the appliance enters operational service. New trucks arrive earlier than these dates to allow for acceptance testing, safety checks, and resolution of any issues identified during inspection.
5. Once an appliance passes acceptance, additional steps may still be required before it goes live, including fitting radios and ICT equipment, applying signage and branding, preparing training materials, training our maintenance providers, and tailoring stowage to meet each brigade's needs. The timing of crew training also depends on brigade and trainer availability. For these reasons, the exact date an appliance will enter operational service is only confirmed shortly before commissioning.
6. Final allocation decisions are made close to the delivery date. This allows Fire and Emergency to take account of each station's service demands, local risks, and the actual condition and mileage of the trucks being replaced. In some instances, it may be more appropriate to retain an older appliance that remains in excellent condition and retire a slightly newer truck that has had heavier use.
7. New appliances are placed with the stations that have the greatest operational need at the time of delivery. The trucks they replace are then moved to lower-demand locations until they reach the end of their service life. All appliances, regardless of age, are legally compliant and maintained to the standards required for safe and reliable operation.
8. The FY25/26 fleet budget is fully allocated, as is most of the FY26/27 forecast. This reflects both the extended order-to-delivery timeline and the need to confirm future manufacturing slots well in advance.

Next steps

9. We can discuss the contents of this aide-memoire with you at our meeting on Monday, 1 December.

Appendix: Firefighting Appliance Delivery Schedule

Appliance	Delivery date	Indication Receiving Station
Pump (4WD)	December 2025	Queenstown
Pump (4WD)	January 2026	Ohakune
Pump (4WD)	January 2026	Lake Tekapo
Heavy Pump	January–March 2026	Te Rapa
Heavy Pump	January–March 2026	Greerton
Heavy Pump	January–March 2026	Ilam
Heavy Pump	January–March 2026	Spreydon
Heavy Pump	January–March 2026	Redwood
Heavy Pump	January–March 2026	Wellington City
Heavy Pump	January–March 2026	Thorndon
Heavy Pump	January–March 2026	Newtown
Heavy Pump	January–March 2026	Porirua
Heavy Pump	January–March 2026	Karori
Heavy Pump	January–March 2026	Palmerston North
Heavy Pump	January–March 2026	Milson
Heavy Pump	January–March 2026	Napier
Heavy Pump	January–March 2026	Hastings
Heavy Pump	January–March 2026	Whanganui
Heavy Pump	January–March 2026	Dunedin
Heavy Pump	January–March 2026	Balmoral
Heavy Pump	January–March 2026	Otahuhu
Heavy Pump	January–March 2026	Otara
Heavy Pump	January–March 2026	Mangere
Heavy Pump	January–March 2026	Remuera
Heavy Pump	January–March 2026	Onehunga
Heavy Pump	January–March 2026	Albany
Heavy Pump	January–March 2026	Mount Roskill
Heavy Pump	January–March 2026	Glen Eden
Heavy Pump	January–March 2026	East Coast Bays
Heavy Pump	January–March 2026	West Harbour
Heavy Pump	January–March 2026	Howick
Aerial Platform	June 2026	Thorndon
Aerial Platform	June 2026	Christchurch City
Aerial Platform	June 2026	Dunedin City
Aerial Platform	June 2026	Parnell
Combined Heavy Pump Aerial Platform	June 2026	Hamilton City
Heavy Pump	July–September 2026	Auckland City

Heavy Pump	July–September 2026	Papatoetoe
Heavy Pump	July–September 2026	Takapuna
Heavy Pump	July–September 2026	Mount Wellington
Heavy Pump	July–September 2026	Avondale
Heavy Pump	July–September 2026	Papakura
Heavy Pump	July–September 2026	Henderson
Heavy Pump	July–September 2026	Chartwell
Heavy Pump	July–September 2026	Tauranga
Heavy Pump	July–September 2026	Brooklyn
Heavy Pump	July–September 2026	Hutt City
Heavy Pump	July–September 2026	Johnsonville
Heavy Pump	July–September 2026	Christchurch City
Heavy Pump	July–September 2026	Wigram
Pump	September 2026	Silverstream
Pump	October 2026	Marton
Pump	October 2026	Mahurangi East
Pump	November 2026	Kamo
Pump	November 2026	Arrowtown
Pump	November 2026	Manly
Pump	November 2026	Feilding
Pump	December 2026	Tawa
Pump	December 2026	Waitakere
Pump	December 2026	Wairoa
Pump	January 2027	Temuka
Pump	January 2027	Whangarei Heads
Pump	February 2027	Waipu
Pump	February 2027	Ashburton
Pump	March 2027	Kaitaia
Pump	March 2027	Thames
Pump	April 2027	Kaikohe
Pump	April 2027	Waikanae
Pump	May 2027	Otaki
Pump	May 2027	Te Puke
Pump	June 2027	Motueka
Pump	June 2027	Tuakau
Pump	July 2027	Greymouth
Pump	July 2027	Kaukapakapa
Pump	August 2027	Ashburton
Pump	August 2027	Edgecumbe
Pump	September 2027	Waihi
Pump	September 2027	Helensville



Fire and Emergency New Zealand aide mèmóire

To	Hon Brooke van Velden, Minister of Internal Affairs		
Subject	Fire and Emergency Asset Management Plans		
Date of Briefing	24 November 2025	Reference	BR-25-18
Classification	In confidence	Priority	Non-urgent
From	Kerry Gregory, Chief Executive, Fire and Emergency New Zealand		

Purpose

1. As requested at our 17 November meeting, this briefing provides Fire and Emergency's Asset Management Plans.

Background

2. Fire and Emergency has managed our property, fleet and ICT as national portfolios, since inception. In 2020 we moved to centrally managing our Equipment asset class, such as breathing apparatus and cylinders, to ensure consistent planning and oversight for these critical assets.
3. Over the past two years Fire and Emergency has developed Asset Management Plans across our four major asset classes. These plans set out the full lifecycle requirements for our assets, from acquisition to maintenance, renewal, and disposal, and the costs needed to manage them responsibly.
4. The Board approved the Fleet Asset Management Plan in June and, at that time, delegated authority to the Chief Executive to approve the other three plans — ICT, Property, and Equipment.
5. The plans have been developed in-house using our specialist asset management capability, with external experts engaged throughout to review alignment with good practice and validate cost assumptions.
6. A cost-effective, risk-based approach was taken. An asset hierarchy was used to prioritise investment:
 - meeting health, safety, and security compliance requirements first, then
 - maintaining minimum performance levels, then
 - meeting our expected levels of service for asset performance
 - and, finally, any enhancement or growth of the asset base.
7. The plans focus on operating, maintaining, and like-for-like renewal of the assets we currently own. Separate work is underway to assess medium- and long-term changes in asset capability needs with costs to be determined at a later date.
8. The Asset Management Plans confirm the need to focus on maintaining the safety and performance of our existing asset base. While some assets are now at or approaching the end of their planned service life, the plans provide a clear and sequenced pathway for managing this.

9. The programme of work has been prioritised to ensure it is achievable within current baselines. This means we are focusing on the most critical maintenance and renewal activity across our existing fleet, stations, ICT, and equipment, with lower-priority work scheduled over later years.

External assurance

10. Independent assurance was provided by Morrison Lowe, Volte, and BECA. This included prior review of asset management maturity, review of initial drafts, validation of financial assumptions, and a detailed review of the completed plans. Reviewers noted that while affordability constraints remain in later years, the plans are deemed to be robust, functional, and appropriate as first-generation plans expected to mature over time.
11. Fire and Emergency has also completed its first annual asset attestation to the Treasury and achieved full compliance.

Next steps

12. These Asset Management Plans are first generation and establish a strong baseline for managing and sustaining our asset base over the next decade. Work is now underway to update our asset management policy and to scope an update to the Strategic Asset Management Plan. Audit NZ is reviewing the plans, and their feedback will inform the next iteration.
13. Fire and Emergency is actively contributing to the inter-agency asset management working group and the National Infrastructure Pipeline to ensure our planning is aligned with wider government expectations.
14. We can discuss the contents of this aide-memoire with you at our meeting on Monday, 1 December.

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