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**From:** Gregory, Kerry  
**Sent:** Wednesday, 25 March 2026 2:04 pm  
**To:** Kearns, Becks  
**Subject:** FW: Minister's office request about Select Committee.

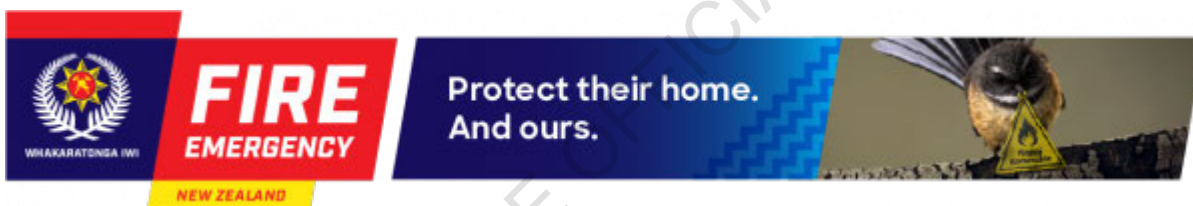
Kia ora Becks

Can you keep an eye on this so we stay on track and don't overcook it. 9(2)(g)(i) over honest errors or interpretation of questions rather than the implication we are trying to mislead anyone.

Nga mihi  
Kerry

**Kerry Gregory** ([ia/he/him](#))  
Chief Executive / National Commander  
Tumu Whakarae / Toihau a-Motu  
Te Ratonga Ahi Me Nga Ohotata i Aotearoa / Fire and Emergency NZ

**Executive Assistant – Tracey Morgan**  
[tracey.morgan@fireandemergency.nz](mailto:tracey.morgan@fireandemergency.nz)



*Fire moves incredibly fast – a house fire can kill within three minutes.*

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**From:** Coats, Emma <Emma.Coats@fireandemergency.nz>  
**Sent:** Wednesday, 25 March 2026 1:59 pm  
**To:** Gregory, Kerry <Kerry.Gregory@fireandemergency.nz>  
**Subject:** RE: Minister's office request about Select Committee.

I think it's slightly more than that – although it depends on how you look at it. For example, recently Darryl said “billion” and he meant million (so a minor one). Another example is where Megan said \$300 million, and she should have said \$30 million. So again, minor.

The ones that Mr Costley is getting at though, aren't really corrections or errors – they're matters of interpretation and asking different questions at different times. I will make an attempt at explaining this issue in my response too – we may wish to not go there, but I'll give you the option.

Emma.

**Emma Coats** ([she/her](#))  
National Manager, Board and Ministerial Services

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**From:** Gregory, Kerry <[Kerry.Gregory@fireandemergency.nz](mailto:Kerry.Gregory@fireandemergency.nz)>  
**Sent:** Wednesday, 25 March 2026 1:54 pm  
**To:** Coats, Emma <[Emma.Coats@fireandemergency.nz](mailto:Emma.Coats@fireandemergency.nz)>  
**Subject:** RE: Minister's office request about Select Committee.

Thanks Emma

Is it twice? One me and one Megan?

Nga mihi  
Kerry

**Kerry Gregory** ([ia/he/him](#))  
Chief Executive / National Commander  
Tumu Whakarae / Toihau a-Motu  
Te Ratonga Ahi Me Nga Ohotata i Aotearoa / Fire and Emergency NZ

**Executive Assistant – Tracey Morgan**  
[tracey.morgan@fireandemergency.nz](mailto:tracey.morgan@fireandemergency.nz)



*Fire moves incredibly fast – a house fire can kill within three minutes.*

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**From:** Coats, Emma <[Emma.Coats@fireandemergency.nz](mailto:Emma.Coats@fireandemergency.nz)>  
**Sent:** Wednesday, 25 March 2026 1:52 pm  
**To:** Gregory, Kerry <[Kerry.Gregory@fireandemergency.nz](mailto:Kerry.Gregory@fireandemergency.nz)>  
**Cc:** Purdy, Darryl <[Darryl.Purdy@fireandemergency.nz](mailto:Darryl.Purdy@fireandemergency.nz)>; De Malmanche, Karen <[Karen.DeMalmanche@fireandemergency.nz](mailto:Karen.DeMalmanche@fireandemergency.nz)>; Kearns, Becks <[Becks.Kearns@fireandemergency.nz](mailto:Becks.Kearns@fireandemergency.nz)>; Hadfield, Jay <[Jay.Hadfield@fireandemergency.nz](mailto:Jay.Hadfield@fireandemergency.nz)>; Boag, Gabby <[Gabby.Boag@fireandemergency.nz](mailto:Gabby.Boag@fireandemergency.nz)>; Cameron, Emma <[Emma.Cameron@fireandemergency.nz](mailto:Emma.Cameron@fireandemergency.nz)>  
**Subject:** Minister's office request about Select Committee.

Kia ora Kerry,

I've just taken a call from Lillie. The Minister's office has asked for a record of all the times we've had to correct ourselves at Select Committee with a deadline of end of day today. I understand this is off the back of a video Tim Costley has on his Facebook page.

I'll start pulling it together now and send you what I have as soon as possible.

Emma.

**Emma Coats** ([she/her](#))  
National Manager, Board and Ministerial Services

National Headquarters, Level 7, 42 – 52 Willis Street  
PO Box 2133, Wellington 6011

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**From:** Coats, Emma  
**Sent:** Friday, 13 March 2026 5:03 pm  
**To:** Executive Leadership Team; Chief Advisors; ELT Executive Assistants; T3 Managers  
**Cc:** Board and Ministerial Services Team  
**Subject:** BAMs Friday email - she's a big one.  
**Attachments:** Out of scope

Kia ora koutou,

After not sending you an update last week, I'm making up for it this week with a ridiculously long one. Sorry, but also please at least skim read all of it!

# Out of scope

# Out of scope

The second and final tranche of post-hearing questions have now been sent to the committee (they're attached) and before we had a chance to take a breath, Jim Stuart-Black and Ken Cooper appeared before the committee to talk about trucks.

The hearing was a short 20 minute one on 11 March focused on the MAN cab-chassis appliances discussed at the Annual Review. Fire and Emergency was represented by Jim and Ken, given the technical nature of the topic.

Most of the discussion centred on clarifying the status of the 30 MAN appliances. Officials explained that 16 vehicles have completed acceptance testing and are currently being used for training, while the remaining 14 are still progressing through acceptance, with all 30 expected to be operational by the end of the next financial year.

Members also asked broader questions about fleet reliability, aerial appliance replacements, and future fleet investment. Officials noted that a new fault-management system is being developed to better capture breakdown data across the fleet, and confirmed that five new aerial appliances are expected to arrive later this year.

We've since received 3 follow-up questions which we'll draft responses to next week.

# Out of scope

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

National Manager, Board and Ministerial Services Team, Office of the CE

National Headquarters, Level 7, 42 – 52 Willis Street  
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**From:** Coats, Emma  
**Sent:** Tuesday, 10 March 2026 8:26 am  
**To:** Gregory, Kerry  
**Cc:** Purdy, Darryl; Kearns, Becks; Sinclair, Sarah; Stiffler, Megan  
**Subject:** RE: Select Committee attendees.

**Categories:** ELT/Board, Reading

Thank you, Kerry. Yes I will absolutely attend with Jim and Ken.

We have a pack nearly signed off, and a plan for a practice. We've also developed a very pretty and informative A4 visual of the 'story' of the MAN appliances and what needs to happen with a truck before it is operational. Our intent is to provide those A4s to the Committee – I'll be sending it to you for approval later today.

I'll keep you updated throughout.

Emma.

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

National Manager, Board and Ministerial Services

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**From:** Gregory, Kerry <Kerry.Gregory@fireandemergency.nz>  
**Sent:** Tuesday, 10 March 2026 8:13 am  
**To:** Coats, Emma <Emma.Coats@fireandemergency.nz>  
**Cc:** Purdy, Darryl <Darryl.Purdy@fireandemergency.nz>; Kearns, Becks <Becks.Kearns@fireandemergency.nz>; Sinclair, Sarah <Sarah.Sinclair@fireandemergency.nz>; Stiffler, Megan <Megan.Stiffler@fireandemergency.nz>  
**Subject:** RE: Select Committee attendees.

Kia ora Emma

I agree, Jim Stuart Black and Ken Cooper are best to represent us in this regard. Jim will be the lead for this conversation and Ken can support around the training requirements or any operational elements that arise. It is important to represent at the right level of the organisation to provide the detail and this is different to the annual appearances.

In saying that bwe need to support them to be successful and so need to create topic specific pack for them and have a practice session where they can be exposed to a mock setup with questions to respond to and feedback. I expect your team will already be all over that.

Can you please check availability of our two representatives and ensure they are adequately prepared. I would also see you attending and sitting at the back to ensure we are prepared and place a political lens over the discussions as Jim and Ken will be engaged in the korero. It does not need DCE attendance.

Nga mihi

Kerry

**Kerry Gregory** ([ia/he/him](#))

Chief Executive / National Commander  
Tumu Whakarae / Toihau a-Motu  
Te Ratonga Ahi Me Nga Ohotata i Aotearoa / Fire and Emergency NZ

Executive Assistant – Tracey Morgan  
[tracey.morgan@fireandemergency.nz](mailto:tracey.morgan@fireandemergency.nz)



*Fire moves incredibly fast – a house fire can kill within three minutes.*

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**From:** Coats, Emma <[Emma.Coats@fireandemergency.nz](mailto:Emma.Coats@fireandemergency.nz)>  
**Sent:** Monday, 9 March 2026 3:48 pm  
**To:** Gregory, Kerry <[Kerry.Gregory@fireandemergency.nz](mailto:Kerry.Gregory@fireandemergency.nz)>  
**Cc:** Purdy, Darryl <[Darryl.Purdy@fireandemergency.nz](mailto:Darryl.Purdy@fireandemergency.nz)>; Kearns, Becks <[Becks.Kearns@fireandemergency.nz](mailto:Becks.Kearns@fireandemergency.nz)>  
**Subject:** Select Committee attendees.

Kia ora Kerry,

I know you have a lot on today, but I wanted to get in touch as the Governance and Administration Committee have asked me to confirm who is attending the hearing today.

My view is that we should send Jim and Ken, with a DCE level person in support (perhaps they can sit behind). My reasoning is:

- The Committee has called this session at short notice, and it is a brief (20-minute) follow-up focused specifically on the MAN cab responses.
- The discussion is likely to be quite technical and operational, so Jim and Ken are best placed to respond directly to the detailed questions the Committee may have.
- Matching the level of attendee to the subject matter is fairly typical practice for appearances of this sort, particularly where the Committee is drilling into specific operational detail rather than governance or organisational performance.
- We have appeared before the Committee relatively recently for the Annual Review, so this reads as a continuation of that technical discussion rather than a further senior-level hearing.
- The 20-minute format also favours sending the officials closest to the issue, as the Committee will likely want direct answers rather than responses that need to be deferred to supporting officials.
- The MAN cab issue sits within operational and fleet management accountability, which normally sits below CE level.

I can hold them at bay if needed, but if you felt comfortable making a decision now, I'll communicate that to the Committee.

Thanks Kerry, happy to discuss,

Emma.

**Emma Coats** ([she/her](#))  
National Manager, Board and Ministerial Services

National Headquarters, Level 7, 42 – 52 Willis Street

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# Fortnightly Report

**Fortnight ending:** 6 March 2026

**Priority:** Routine

**Classification:** In confidence

**Tracking number:** FR-26-04

**Recipient:** Hon. Brooke van Velden

**Action sought:** Note the contents of this report

**Minister's comments:**

Out of scope  
Out of scope

**Select Committee – Follow-up Hearing**

Following consideration of Fire and Emergency’s written responses to the first tranche of post-hearing questions from the recent Annual Review, the Committee has invited Fire and Emergency officials to attend a short follow-up hearing. The Committee has indicated that it wishes to discuss aspects of the responses relating to the MAN appliances.

The hearing is proposed for Wednesday 11 March, from 1.00pm to 1.20pm.

The second tranche of post-hearing questions is due to the Committee on 6 March.

Out of scope



# Fortnightly Report

**Fortnight ending:** 6 February 2026

**Priority:** Routine

**Classification:** In confidence

**Tracking number:** FR-26-02

**Recipient:** Hon. Brooke van Velden

**Action sought:** Note the contents of this report

**Minister's comments:**

## Updates

### Governance and Administration Select Committee appearance

Fire and Emergency appeared before the Governance and Administration Select Committee on 28 January 2026 for a combined Annual Review and Scrutiny hearing.

Members' questioning focused on the condition, reliability, and long-term investment needs of the appliance fleet, including procurement processes, the deployment of new vehicles, and the availability of specialist assets such as aerial appliances. There was also sustained interest in whether firefighters have the equipment they need, and how historic underinvestment is being addressed through current asset management planning.

The Committee spent significant time on industrial relations and bargaining with the NZPFU, including workforce sustainability, the impact of strikes, and the use of facilitation. Members also raised questions about the decision to cease operating powered watercraft, seeking assurance around safety, legal compliance, and the availability of alternative water-rescue arrangements.

Operational readiness was tested through discussion of recent extreme weather events, wildfire response, and real-time decision-making. Wider topics included levy funding and long-term financial sustainability, forestry levy arrangements, recruitment and training capacity (including live fire training), station and staffing models, and public communication about local capabilities.

Out of scope

# Out of scope

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**From:** Coats, Emma  
**Sent:** Thursday, 5 March 2026 12:11 pm  
**To:** Keoghan, Rebecca; Executive Leadership Team  
**Cc:** Kearns, Becks; Cameron, Emma; Boag, Gabby; Hadfield, Jay; Ministerial Services; ELT Executive Assistants; Chief Advisors  
**Subject:** FW: 2024/25 Annual Review hearing FENZ

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

Kia ora,

We have just this morning received an email from the Governance and Administration Committee.

They have received our first tranche of post-hearing questions and are asking if officials are available from **1pm to 1.20pm on Wednesday 11 March**. To quote the email, “the committee has indicated it is specifically interested in discussing the responses in relation to the MAN cabs.”

In the first instance, we will send a holding appointment from the Governance calendar to all of you. The same group who attended last time may go, but it’s useful to have the meeting in everyone’s calendars in case a different group attend.

My team have started prep. We will be in touch by the end of today with further details about prep and plans for the day itself.

Emma.

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

National Manager, Board and Ministerial Services

National Headquarters, Level 7, 42 – 52 Willis Street  
PO Box 2133, Wellington 6011

M: [9\(2\)\(a\)](#)

E: [Emma.Coats@fireandemergency.nz](mailto:Emma.Coats@fireandemergency.nz)



---

**From:** Coats, Emma  
**Sent:** Friday, 30 January 2026 1:49 pm  
**To:** Executive Leadership Team; Chief Advisors; ELT Executive Assistants; T3 Managers  
**Cc:** Board and Ministerial Services Team  
**Subject:** BAMS Friday email.  
**Attachments:** Hāpai Public Newsletter

Kia ora!

## Governance and Administration Committee

This week was our appearance before the Governance and Expenditure Select Committee. If you missed it, it's [here](#) (skip to the 40min mark).

A summary of key topics covered in the hearing are as follows:

### Fleet condition and investment

- Sustained questioning on the age, condition, reliability, and composition of the appliance fleet, including MAN and Scania chassis, breakdowns, and lifecycle targets.
- Discussion of what constitutes a “contemporary fleet”, how vehicles operate as a network, and long-term asset investment pressures.

### New appliances and procurement

- Clarification on the location and deployment of new trucks (including the 30 referenced vehicles).
- Questions on procurement processes, New Zealand manufacturing options, and Government procurement constraints.

### Aerial appliances

- Availability, reliability, build progress, and national sufficiency of aerial appliances.
- Hypothetical high-rise fire scenarios and how tactics adapt when aerial capability is constrained.

### Firefighter equipment and asset management

- Direct questioning on whether firefighters have the equipment they need.
- Broader discussion of historic underinvestment and current work on asset management planning.

### Industrial relations and NZPFU bargaining

- Causes of the dispute, offers made, salary increases, and operational impacts of strikes.
- Workforce sustainability issues including overtime, sick leave, and the use of facilitated bargaining.

### Powered watercraft capability

- Repeated questioning on the loss of capability following Maritime compliance issues.
- Certification, legislative compliance, safety considerations, and cost implications.

### Operational readiness and recent events

- Preparedness for recent extreme weather, pre-deployment decisions, rescues undertaken, and real-time tactical decision-making.

### Public information and local engagement

- How the public is informed about Fire and Emergency capabilities.
- Whether Local Advisory Committees are advised of changes to local capability.

### Levy funding and financial sustainability

- Levy volatility, savings initiatives, reinvestment of savings, and long-term sustainability.
- Questions on the fairness and fitness of the levy model, noting this is a matter for Government.

### Forestry and wildfire

- Wildfire performance measures, tactics, and decision-making.
- Levy arrangements for forestry owners and working relationships with the sector.

**Workforce, training, and stations**

- Recruitment pipeline, training capacity (including live fire training arrangements), station closures, staffing levels, and criteria for career versus volunteer models.

**Integrity and specific incidents**

- Vetting processes and criminal convictions.
- Pakuranga fire: delay in attendance, operational impact, and Committee acknowledgement of responding firefighters.

The hearing covered largely the same ground as our previous appearance in late 2024. 9(2)(g)(i)

[Redacted]

9(2)(g)(i)

9(2)(g)(i)

9(2)(g)(i)

9(2)(g)(i)

Out of scope

REF

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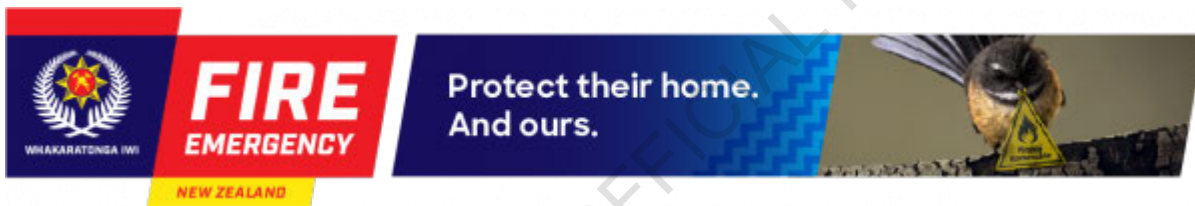
**From:** Gregory, Kerry  
**Sent:** Thursday, 29 January 2026 6:51 pm  
**To:** Executive Leadership Team  
**Cc:** Duncan, Amanda; Coats, Emma; Chief Advisors  
**Subject:** FW: CE Report to the Chair week ending 30 January 2026  
**Attachments:** Week ending 30 January CE Report to Board Chair.pdf

FYI

Nga mihi  
Kerry

**Kerry Gregory** ([ia/he/him](#))  
Chief Executive / National Commander  
Tumu Whakarae / Toihau a-Motu  
Te Ratonga Ahi Me Nga Ohotata i Aotearoa / Fire and Emergency NZ

**Executive Assistant – Tracey Morgan**  
[tracey.morgan@fireandemergency.nz](mailto:tracey.morgan@fireandemergency.nz)



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**From:** Gregory, Kerry  
**Sent:** Thursday, 29 January 2026 6:48 pm  
**To:** Keoghan, Rebecca <[Rebecca.Keoghan@fireandemergency.nz](mailto:Rebecca.Keoghan@fireandemergency.nz)>  
**Subject:** CE Report to the Chair week ending 30 January 2026

Kia ora Rebecca

Please see weekly briefing note which is intended as a weekly snapshot rather than in-depth analysis.

Always happy to discuss further if you want further context to any item.

Nga mihi  
Kerry

**Kerry Gregory** ([ia/he/him](#))  
Chief Executive / National Commander

Tumu Whakarae / Toihau a-Motu  
Te Ratonga Ahi Me Nga Ohotata i Aotearoa / Fire and Emergency NZ

Executive Assistant – Tracey Morgan  
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WHAKARATONGA IWI

**FIRE  
EMERGENCY**

NEW ZEALAND



# Weekly Report

**Week ending:** 30 January 2026

**Classification:** In confidence

**Recipient:** Chair

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# Out of scope

## Governance and Administration Annual Review 2024/25 – 28 January 2026

A summary of key topics covered in the Annual Review 2024/25 Select Committee hearing, held on the morning of 28 January 2026 is below:

### Fleet condition and investment

- Sustained questioning on the age, condition, reliability, and composition of the appliance fleet, including MAN and Scania chassis, breakdowns, and lifecycle targets.
- Discussion of what constitutes a “contemporary fleet”, how vehicles operate as a network, and long-term asset investment pressures.

### New appliances and procurement

- Clarification on the location and deployment of new trucks (including the 30 referenced vehicles).
- Questions on procurement processes, New Zealand manufacturing options, and Government procurement constraints.

### Aerial appliances

- Availability, reliability, build progress, and national sufficiency of aerial appliances.
- Hypothetical high-rise fire scenarios and how tactics adapt when aerial capability is constrained.

### Firefighter equipment and asset management

- Direct questioning on whether firefighters have the equipment they need.
- Broader discussion of historic underinvestment and current work on asset management planning.

### Industrial relations and NZPFU bargaining

- Causes of the dispute, offers made, salary increases, and operational impacts of strikes.
- Workforce sustainability issues including overtime, sick leave, and the use of facilitated bargaining.

### Powered watercraft capability

- Repeated questioning on the loss of capability following Maritime compliance issues.
- Certification, legislative compliance, safety considerations, and cost implications.

### Operational readiness and recent events

- Preparedness for recent extreme weather, pre-deployment decisions, rescues undertaken, and real-time tactical decision-making.

**Public information and local engagement**

- How the public is informed about Fire and Emergency capabilities.
- Whether Local Advisory Committees are advised of changes to local capability.

**Levy funding and financial sustainability**

- Levy volatility, savings initiatives, reinvestment of savings, and long-term sustainability.
- Questions on the fairness and fitness of the levy model, noting this is a matter for Government.

**Forestry and wildfire**

- Wildfire performance measures, tactics, and decision-making.
- Levy arrangements for forestry owners and working relationships with the sector.

**Workforce, training, and stations**

- Recruitment pipeline, training capacity (including live fire training arrangements), station closures, staffing levels, and criteria for career versus volunteer models.

**Integrity and specific incidents**

- Vetting processes and criminal convictions.
- Pakuranga fire: delay in attendance, operational impact, and Committee acknowledgement of responding firefighters.

9(2)(g)(i)

Out of scope

Out of scope

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**From:** Roberts, Conor  
**Sent:** Tuesday, 27 January 2026 2:29 pm  
**To:** Gregory, Kerry; Kearns, Becks; Coats, Emma; Stiffler, Megan; Purdy, Darryl; Duncan, Amanda  
**Subject:** Select committee messaging suggestions  
**Categories:** ELT/Board

Hi all,

Here are some suggested messages for issues that came up in the select committee practice today.

Happy to discuss approach if you want to give me a call.

Kind regards,

Conor

### **Questions on industrial dispute (Megan)**

We've been working in good faith to achieve a positive, sustainable and fair collective agreement. We're currently in a process of independent facilitated bargaining with the ERA and believe this has the best chance of bringing the parties together.

Prior to facilitation, we believe we presented an offer that was fair, reasonable and in line with other settlements across the public service – but it was more than 3 times under what the NZPFU was asking for – hence why we asked for facilitation.

We value the incredible dedication of our people, which is why over the past decade average senior firefighter pay has cumulatively increased by 37 percent, or more than 10 percent above the average total increase for all workers.

We remain committed to the facilitation process as the best chance to progress toward a settlement and have called on the NZPFU to call off its strikes while that process plays out. We've approached talks in good faith with the goal of reaching a fair, sustainable, and reasonable settlement with the NZPFU that keeps our communities safe.

### **Right to strike (Kerry or Megan)**

We recognise the right to take industrial action. However, it's our duty to protect the public and we have sought on three occasions to engage with the union to agree a process for managing incidents during strike periods if there is a risk to life, risk to significant escalation or we require specialist equipment – but have been rebuffed each time.

Members will be aware there are different requirements for other services. We're not seeking a legislative fix and think we should be able to come to a reasonable agreement with the union. We note it has called off the two most recent strikes recognising the impact of weather events on public safety, so clearly it sees there is an issue here.

We have also made the point it is disappointing the NZPFU continues to undertake strike action and put the public at risk when we are in the process of independent facilitation.

### **CCTV coverage (Kerry)**

I reject the accusation we have been spying on NZPFU members. The events publicised by the union reflect incidences where we'd either received reports from the public or police of strikers creating hazards on roadways, or were in relation to conduct issues – although no issues were identified when staff observed the CCTV footage alongside AT and police staff.

### **Tax vs levies (Kerry or Darryl)**

This issue has been looked at many times in the past.

There is no question a levy system creates some challenges, both in terms of affordability for levy payers, but also in terms of variability when there are changes in how much and how broad that levy base is.

We've provided advice on the pros and cons of different systems to successive administrations – however, there are no current plans to revisit the issue, which in the end is a matter for the government of the day.

What I would say is that, whatever system we operate under, we would approach the issues of efficiency and structure design the same way, given their importance for the future of the organisation.

---

### **Conor Roberts**

Corporate Affairs Consultant  
Poutoko ki Te Tumu Whakarae  
Fire and Emergency New Zealand

Mobile: 9(2)(a)

Email: [conor.roberts@fireandemergency.nz](mailto:conor.roberts@fireandemergency.nz)



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