



Eke Taumata

Six-month report June 2023

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Foreword

He moana pukepuke, e ekengia e te waka.

'A choppy sea can be navigated' by understanding where you have been and where you are going.

On behalf of Fire and Emergency New Zealand, I am pleased to present the first six-monthly report on the organisation's response to the Te Kawa Mataaho Public Service Commission's Independent Review of our Workplace Culture and Complaint Handling Practices (the review) released in December 2022.

Since the formation of Fire and Emergency NZ, we have focused on bringing the many organisations, the many cultures into our waka – **He waka eke noa**. The review has highlighted that although everyone may be in the waka with no exceptions, the ocean, and the waves around us are choppy. Through our journey we will navigate our way to calmer waters where people not only feel valued, but truly thrive.

The uplift of the behaviour and culture at Fire and Emergency is one of the top three priorities for the Board and the organisation. The past six months has seen a significant amount of work undertaken both to work through each of the twenty recommendations in the review and focus on our day-to-day mahi to uplift workplace behaviour and culture across the organisation.

As you will see in the report, our Kaupapa Māori and Cultural Communities Branch has been established and been pivotal in supporting our culture change. This includes activities to embed te ao Māori and build whanaunatanga for personnel including marae-based wānanga and mihi whakatau at NHQ for all new starters.

The reset of the People Branch is well underway. Among other things, this reorganisation will simplify, streamline, and standardise services, lift the visibility of Health, Safety and Wellbeing, and increase accountability.

As part of the response to the review, the Executive Leadership Team established the Eke Taumata programme and engaged the Eke Taumata project team to support this important mahi.

We have actively sought advice from other agencies who have undertaken their own culture change programmes and we have reflected on their lessons learned as well as those from our past reviews. Most importantly, ELT and Board have been clear from the outset that this work must be led by the organisation for the organisation and not be delivered as a stand-alone programme of work. This partnership model is reaching its next phase as ELT begin to commission work against the recommendations alongside the Eke Taumata project team.

ELT are setting and reinforcing standards of behaviour by working on their long-term workplace culture plan. Price Waterhouse Coopers (PwC) have been engaged to support this work which will include priority focus on building capability across the organisation with further development of leaders across Fire and Emergency.

Another key stream of work is that of complaints management. While the Department of Internal Affairs is progressing the establishment of an independent body, Fire and Emergency is working to ensure that by 30 November 2023 there is a new way to manage complaints with improved independence, confidentiality, and timeliness of complaint resolution.

On behalf of the Board, I want to acknowledge the mahi that has been achieved and the future direction, we acknowledge that it will take time to achieve the meaningful, end to end culture change Fire and Emergency needs. This is an absolute priority for both the Board and ELT. Strong progress has been made in the first six months but there is more to do.



Rebecca Keoghan
Board Chair

30 June 2023

Background

In 2019 Fire and Emergency's Board Chair commissioned an independent report by Judge Coral Shaw into workplace policies, practice, and procedures to address bullying and harassment (the Shaw Report). A subsequent Te Kawa Mataaho – Public Service Commission review was commissioned by the incumbent Board Chair and conducted by Belinda Clark QSO (the review). The review found that Fire and Emergency had not progressed as well as it could in responding to the Shaw report and building a positive workplace culture and complaints handling practices.

The review made a number of recommendations that support the development of an inclusive workplace for our people, and fair and transparent complaints management.

The then Minister of Internal Affairs requested six-monthly reports on Fire and Emergency's implementation of the recommendations of the review.

This report addresses recommendations 3, 4 and 5 which are our reporting requirements.

Eke Taumata

Following the release of the review, Eke Taumata was established to support Fire and Emergency to achieve long-term workplace culture change and ensure a positive workplace experience for our people.

Eke Taumata is:

- Building on the progress made through our work on Positive Workplace Culture and
- Responding to the recommendations in the Te Kawa Mataaho Public Service Commission review.

We have a collective responsibility for this mahi – Eke Taumata is not just about how we manage complaints; it is about our values and who we are and want to be as an organisation.

We need to do more than just implement the recommendations from the reviews, we need to recognise the intentions behind the recommendations and make the systemic changes needed to build a workplace culture of respect and inclusion.

Recommendation 3

The Fire and Emergency Executive Leadership Team should provide a report to the Fire and Emergency Board within six months, on achievement against milestones in the plan to enhance workplace culture and on further actions to improve.

Recommendation 4

The Fire and Emergency Board should report to the Minister on a six-monthly basis for the next three years on its progress in implementing the recommendations of this Review. The reports will include an assessment of progress against the milestones and targets that are put in place, supported by data. Data on the outcome of complaints should be included as well. These reports will be shared with all Fire and Emergency personnel and the public

Recommendation 5

The Fire and Emergency Board should also report regularly to the Minister on how it is ensuring the Executive Leadership Team takes ownership over the desired culture.

Activity for this reporting period

In the six-months to 30 June, the Fire and Emergency Board and ELT commissioned the Eke Taumata project team to take a holistic and systemic approach to establishing a clear understanding of the recommendation objectives and options to achieve them.

There are 20 recommendations in the review, of these:

- three are reporting recommendations
- one (recommendation 8) has been completed
- three (recommendations 14, 15 and 16) address complaints management and are due to be completed by the end of November 2023.

For the remaining recommendations, the current state assessment identified immediate and medium-term opportunities for action.

At the highest level we found:

- There is a commitment to behaviour and culture change.
- To support long-term sustainability, investment is required in infrastructure. This includes foundations such as People Strategy, Performance Management and Development frameworks. These need to be strong enough to support and measure desired behaviour for sustained meaningful change.
- Fire and Emergency have training and development strategies and frameworks available to all personnel. An important step is to establish consistency in how these are accessed, measured, and monitored.
- Fire and Emergency has Standards of Conduct for employees and volunteers, volunteers also have their own set of rules (Model Rules).

It will take time to address these findings and establish a wider behaviour and culture programme to make positive, long-term, meaningful change. With benefit of hindsight, it is conceivable that a narrow focus on complaints management and a project-based response to the Shaw report did not succeed as intended because other foundational issues were not integrated into the project appropriately.

To achieve the progress our people want and need, we need to prioritise our activity and, with strong leadership, address foundational issues. Additionally, our leaders must continue to model the behaviours and values of Fire and Emergency. These findings will help set the foundations of a multi-year action plan to address the review recommendations and deliver long-term workplace behaviour and culture change.

Progress against recommendations

Progress against recommendations is tracked in the below dashboard.

Strong and accountable leadership

Theme	Recommendation	Status	Work in Progress
All leaders own the change	1. Clear performance expectations should be placed on all leaders at every level within FENZ requiring them to role model and take responsibility for the culture change required within the organisation.	ELT owned In progress	<p>Completed</p> <ul style="list-style-type: none"> Chief Executive letter of expectations provided to all leaders of the organisation <p>Underway</p> <ul style="list-style-type: none"> Chief Executive vlog – ongoing Refresh of the values and behaviours – roll out throughout the organisation to ensure they are all in common places through the motu
	<p>2. There is a clear culture change plan and a way to measure success</p> <ul style="list-style-type: none"> Identifying key characteristics of the desired culture Making adjustments and improvements to policies and processes throughout the lifecycle of FENZ personnel to orient systems to these desired cultural characteristics. Leveraging the strengths of the existing culture such as: the organisational Values; the Respect and Inclusion and Positive Workplace Culture Programmes; the “Be an Upstander” messaging and the dedication and commitment of its workforce. A system for monitoring and measuring the change that will provide reliable insights into results Actions that will be taken specifically to reduce the divide between rural and urban workforces A clear view of how the Executive Leadership Team will drive and govern the change. 	ELT owned In progress	<p>Completed</p> <ul style="list-style-type: none"> Marketing team conducted research to understand talent attraction Whakatau Tāngata – Induction Framework (People Branch) is implemented Girls on Fire Day in Rotorua during International Women’s Day celebrations Investment in Champions of Change programme through AFAC International Women’s Day communications campaign celebrating our wāhine <p>Underway</p> <ul style="list-style-type: none"> Women’s Network research programme – provides data and insights to inform the experience of wāhine firefighters in relation to barriers and enablers of career development and progression Engagement with Tier 3 leaders and Service Delivery Leadership team focused on leading behaviour and culture change Fire and Emergency are included in the Professional Community of interest around the prevention and management of sexual harm across the emergency services sector. Staged implementation of Rural OSM (operational skills maintenance) opportunities for people from natural and built environment to shadow significant IMT roles in deployments <p>Upcoming/Next steps</p> <p>ELT are leading:</p> <ul style="list-style-type: none"> Leadership Preparedness and Action Plan – this will support a series of leadership sessions aimed to educate and prepare Tiers 1 to 3 on understanding and driving desired behaviour and culture change. This work is supported by PwC Stage two (2024) will be confirmed after stage 1 but at a high-level will look at baseline culture and critical behaviors’ and how to enhance these for the future Tier 3 Management Cohort A steering group has been established with representatives from most branches, including regional leadership. The work programme is intended to address shared development opportunities, enhance engagement with organisational programmes (i.e., Eke Taumata) and provide a shared understanding of the expectations of being a Tier 3 leader in our organisation

	<p>3. The FENZ Executive Leadership Team should provide a report to the FENZ Board within 6 months, on achievement against milestones in the plan to enhance workplace culture and on further on actions to improve:</p> <ul style="list-style-type: none"> Reporting measures and standards of data collection to enable better monitoring of progress in reducing bullying and harassment across years Initiatives to drive higher personnel survey response rates Measures taken to increase exit interviews and transparent reporting of analysis of those interviews. 	<p>ELT owned In progress</p>	<p>Verbal and written updates have been provided to the board over the last 6 months on the progress against the recommendations and wider organisational activities that support the behaviour and culture change.</p> <p>Changes have been made where possible, to the data capture and collection and as part of recommendation 14, it's expected that a third party will be able to supply improved data.</p> <p>Completed activities</p> <ul style="list-style-type: none"> First 6 monthly report Exit surveys and interviews have been re-established and includes volunteers Monthly reporting to the FENZ Board and People and Culture Committee Established baseline for standards of data collection to enable better monitoring of progress in reducing bullying and harassment across years <p>Ongoing</p> <ul style="list-style-type: none"> Partnering with PwC on understanding Diversity and Inclusion among operational women Review all recruitment policies and guidance documents to address any areas of potential bias or discrimination includes a review of the guidance around criminal vetting for volunteer and career personnel
<p>Transparent reporting on progress</p>	<p>4. The FENZ Board should report to the Minister on a six-monthly basis for the next three years on its progress in implementing the recommendations of this Review. The reports will include an assessment of progress against the milestones and targets that are put in place, supported by data. Data on the outcome of complaints should be included as well. These reports will be shared with all FENZ personnel and the public.</p>	<p>ELT owned In progress</p>	<p>Underway</p> <ul style="list-style-type: none"> Initial report to the Minister due July 2023 Updates provided at senior leadership hui on regular basis
	<p>5. The FENZ Board should also report regularly to the Minister on how it is ensuring the Executive Leadership Team takes ownership over the desired culture</p>	<p>Board Owned</p>	<p>Underway</p> <ul style="list-style-type: none"> Board Chair providing verbal update at Ministerial Meetings People and Culture Committee receiving updates and provide guidance against recommendation 14 and wider activities
<p>The role of Chief Fire Officer is modernised</p>	<p>6. All new Chief Fire Officer appointments should be for a term of five years, with rights of renewal. Renewal should be subject to a review that considers past performance including in role modelling the desired culture, leadership, and people management.</p>	<p>In progress</p>	<p>Completed</p> <ul style="list-style-type: none"> Commissioned legal opinion on options for implementing this recommendation in the context of existing legislation. Provided to Eke Taumata Governance board for consideration <p>Upcoming/Next steps</p> <ul style="list-style-type: none"> Planning work programme to implement recommendation for new appointments Eke Taumata Board to consider complexities and options for application of 5-year term retrospectively to existing Brigade Leaders
	<p>7. The Volunteer Executive Officer course should be revised to significantly increase its focus on behaviour management and people leadership; and FENZ should rollout the course to cover all Chief Fire Officers.</p>	<p>In progress</p>	<p>Completed</p> <ul style="list-style-type: none"> Review of Behaviour-based Education and Training Development- Findings and recommendations report appended <p>Underway</p> <ul style="list-style-type: none"> Planning for content and online module design Additional investment in and inclusion of behaviour-based content in Leadership Development training (Lead Self/Lead Others) delivered by People Branch
<p>An independent Advisory Committee provides assurance</p>	<p>8. An independent Advisory Committee should be established to support FENZ to achieve cultural change, for at least a three-year period. Committee members will include experts in achieving organisational change in uniformed services. The New Zealand Police, New Zealand Customs Service, and New Zealand Defence Force may be able to assist in identifying and/or providing suitable experts.</p>	<p>Completed</p>	<p>Completed</p> <ul style="list-style-type: none"> Draft Terms of Reference has been completed with the first meeting to be held in mid-August The Committee membership includes NZ Police, NZ Defence, MBIE and Independent representation

Clear expectations and consequences

Theme	Recommendation	Status	Work in Progress
A single Code of Conduct for all FENZ personnel	9. There should be one stand-alone Code of Conduct that applies to all FENZ personnel (the Code). The Code should set out clear standards of expected behaviour and conduct.	In progress	<p>Completed</p> <ul style="list-style-type: none"> Commissioned legal opinion on options for implementing this recommendation in the context of existing legislation. Provided to Eke Taumata Governance board for consideration <p>Upcoming/Next steps</p> <ul style="list-style-type: none"> Determine preferred option and approach to ensure we meet the intent of the recommendation
There is a “zero-tolerance” policy for bullying and harassment	10. There should be a “zero-tolerance” policy in relation to bullying and harassment at FENZ, incorporating the following elements: <ul style="list-style-type: none"> Investigation of all formal complaints of bullying or harassment Dismissal of personnel found by an investigation to have committed bullying or harassment Referral of allegations of criminal offending to New Zealand Police. 	In progress	<p>Completed</p> <ul style="list-style-type: none"> Reviewing advice and options <p>Upcoming/Next steps</p> <ul style="list-style-type: none"> Determine preferred option and approach to ensure we meet the intent of the recommendation Work with other agencies who have “zero-tolerance” policy in relation to bullying and harassment
Serious misconduct will result in volunteers being removed from their brigade	11. Where a volunteer is found to have committed bullying or harassment or any other form of serious misconduct, FENZ should not only remove their status as a person authorised to respond to emergencies on behalf of the agency, but also work to ensure that they can no longer be a member of any volunteer fire brigade.	In progress	<p>Completed</p> <ul style="list-style-type: none"> Commissioned legal opinion on options for implementing this recommendation in the context of existing legislation. Provided to Eke Taumata Governance board for consideration Note: due to our legislative relationship with volunteer workforce we are unable to fully implement the recommendation without legislative change <p>Upcoming/Next Steps</p> <ul style="list-style-type: none"> Determine preferred option and approach to ensure we meet the intent of the recommendation. Policy review (People Branch) Finalise sexual harm policy – consultation with Unions and Associations has been completed and working through the final stages of implementation
Criminal offending is identified and dealt with	12. There should be consistent and uniform criminal conviction vetting for all FENZ personnel. Vetting should be: <ul style="list-style-type: none"> Recorded in an up to date and continuously maintained central registry Undertaken afresh every 10 years of service. 	In progress	<p>Completed</p> <ul style="list-style-type: none"> Commissioned legal opinion on options for implementing this recommendation in the context of existing legislation. Provided to Eke Taumata Governance board for consideration <p>Upcoming/Next steps</p> <ul style="list-style-type: none"> Policy review (People Branch) Review existing central register and data capture processes Understanding how Police and Ministry of Justice checks could support the intent of this recommendation
	13. FENZ’s updated policy on standing down personnel who are charged with criminal offending should be finalised and drawn to the attention of all leaders.	In progress	<p>Completed</p> <ul style="list-style-type: none"> Commissioned legal opinion on options for implementing this recommendation in the context of existing legislation. Provided to Eke Taumata Governance board for consideration <p>Upcoming/Next steps</p> <ul style="list-style-type: none"> Policy review (People Branch) Review existing central register and data capture processes

Independent Determination of complaints

Theme	Recommendation	Status	Work in Progress
Conduct complaints are investigated and determined by an independent body	<p>14. The investigation and determination of conduct complaints against FENZ personnel should be moved to a new body, external to FENZ for a period of at least five years. The body, called, the Independent FENZ Conduct Complaints Authority ('the Authority'), should have the following features:</p> <ul style="list-style-type: none"> • A part-time Chair and four part-time members, all entirely independent of FENZ. • Members could include a workplace behaviour expert nominated by PSC, together with nominees from such bodies as: <ul style="list-style-type: none"> • The New Zealand Law Society – Employment Law Committee • Arbitrators and Mediators Institute of New Zealand (AMINZ) • An association or union not associated with FENZ • Delegated power from the FENZ Board, to determine conduct complaints and make decisions as to employment consequences • Hosted and supported by DIA, which will take over the registry, case management and investigative functions from the current BCO • Accepts all new conduct complaints from any FENZ personnel • Has a discretion to re-open any complaints that have been made to FENZ since its establishment, upon request of a complainant • Remain in place for five years and is then reviewed to determine future requirements. <p>DIA should provide advice to the Minister by 28 February 2023 on options for how best to implement this recommendation</p>	In progress	<p>DIA progressing – Cabinet paper submitted by DIA to the Minister, 19 July 2023 with the intent to table at GOV 17 August 2023</p> <p>Note: Fire and Emergency have been directed to implement a transitional complaints management system by 30 November. We are working to meet the timeframe and implement a solution that meets expected levels of independence within the remit of the legalisation. This work is being carried out in parallel to the Department of Internal Affairs</p>

Diverse leaders and workplaces

Theme	Recommendation	Status	Work in Progress
There is improved communication around complaint handling	<p>15. The Authority should develop clear complaint handling policies and processes and make these readily available to all FENZ personnel as soon as possible. This should build on the work already undertaken by the BCO, with a particular focus on:</p> <ul style="list-style-type: none"> Improving communication with parties to an investigation Ensuring that there is consistency in how complaints are treated Providing greater certainty around the complaints process by distilling it into one easily accessible and readable document Sharing data relating to the status and outcome of investigations into bullying and harassment complaints with all FENZ personnel and the public. 	In progress	<p>Completed</p> <ul style="list-style-type: none"> ELT confirmed the scope, objectives and timelines for the Complaints Management project in May 2023. The project was then formally initiated and approved by the Complaints Management advisory group Stakeholder engagement to validate the current state of the BCO was undertaken between June 12-23 RFI to potential complaints management system or service providers released. 18 responses were received and approximately 7 of those suppliers would meet our requirements <p>Upcoming/Next steps</p> <ul style="list-style-type: none"> Consultation on options for Transitional complaints operating model (July-Aug) Operational and tactical process and policy improvements
Complainants are kept safe	<p>16. FENZ should safeguard the wellbeing and safety of complainants while their complaints are being investigated by:</p> <ul style="list-style-type: none"> Providing a programme that enables complainants to keep their active firefighting and emergency response training requirements up to date for the duration of the investigation and that the period of leave taken is not debited from their continuous service and honours eligibility Establishing and funding a group of independent advocacy service providers whose services are published and made available to all personnel who require support through the duration of a complaint investigation process. Ensuring that all complainants are made aware of the counselling support available to them whilst their complaint is being investigated Making sure that the details of the text or phone 1737 – Need to Talk service are included in all relevant documentation. 	In progress	<p>Completed</p> <ul style="list-style-type: none"> Immediate updates to portal made to improve existing content, including ensuring supports available are clearly identified and removing content that might be problematic for people experiencing sexual harm Further initiatives have been identified to improve current delivery of complaints management activity, implementation planning is underway (detailed in the Complaints Management update) <p>Additional changes made to enhance the complaints process</p> <ul style="list-style-type: none"> Increased oversight and guidance to support complaints team with responding to and triaging sensitive or complex cases Improving responses to and support of personnel with 'enquiries' without requirement for formalised complaints Increased information sharing with HR and other advisors/decision makers to support more timely and informed actions Deep dive analysis of complaints register and case data to provide insights and support current decision making along with future state requirements Enhancements underway to current complaints register (informed by deep dive) to ensure improved data capture and mitigate risk Increased connectivity with and guidance sought by a z party (to support sexual harm cases) <p>Upcoming/Next steps</p> <ul style="list-style-type: none"> Consultation on options for Transitional complaints operating model (July-Aug) Operational and tactical process and policy improvements

Improved people management

Theme	Recommendation	Status	Work in Progress
	<p>17. The FENZ workforce needs to reflect the make-up and diversity of the general population of New Zealand within the next 10 years. To achieve this FENZ should put in place a comprehensive plan within the next 12 months for improving the diversity of its workforce. That plan will include:</p> <ul style="list-style-type: none"> Setting specific targets for recruitment, in particular targets to address the underrepresentation of women at all levels of the organisation with the goal to make material progress within 3 years Instituting a policy of diverse representation on selection panels for recruitment and promotion, this could be implemented immediately Identifying requirements that are acting as barriers to retention and progression of women and implementing a programme to remove these Identifying requirements that are acting as barriers to retention and progression of minority and diverse populations (including Asian, Pasifika and rainbow) and implementing a programme of work to remove these 	In progress	<p>Completed</p> <ul style="list-style-type: none"> Review of Respect and Inclusion Workshops; this has been included in the review of Behaviour-based Education and Training Development Marketing team conducted research to understand talent attraction Whakatau Tāngata – Induction Framework (People Branch) is implemented Girls on Fire Day in Rotorua during International Women's Day celebrations Investment in Champions of Change programme through AFAC International Women's Day communications campaign celebrating our wāhine Establishment of Whira te Tāngata – Rainbow network Women's Network research programme – provides data and insights to inform the experience of wāhine firefighters in relation to barriers and enablers of career development and progression <p>Underway</p> <ul style="list-style-type: none"> Kia Toipoto Action Plan – Kia Toipoto is a comprehensive set of action set out by Te Kawa Mataaho to help close gender, Māori, Pacific and ethnic pay gaps in the Public Service. The Kia Toipoto programme has been developed with the support of an Advisory Rōpu including representations from our Unions, Associations, internal staff networks and diversity and inclusion champions across the organisation <p>The first year of the Action Plan focuses on awareness and understanding. This will include:</p> <ul style="list-style-type: none"> Updating policies and procedures Building a greater understanding of our data <p>Over the next few years, we have committed to:</p> <ul style="list-style-type: none"> Publish our pay gaps in action plans each year Ensure bias does not influence starting salaries or pay for employees in the same or similar roles Develop plans to improve gender and ethnic representation in our workforce and leadership Consider equitable career pathways and opportunities to progress Protect against bias and discrimination in HR and remuneration policies and practices Build our cultural competence Normalise flexible working opportunities, where possible 10 year plan to improve diversity of our workforce Employee led network to support Neurodiversity in the organisation is underway with the first meeting due early August Focus to increase diversity on recruitment panels and implementing unconscious bias training for those involved in recruitment processes <p>Upcoming/Next steps</p> <ul style="list-style-type: none"> Respect and Inclusion content – Implementation planning (content and online module design) Additional investment and inclusion of behaviour-based content in Leadership Development training (Lead Self/Lead Others) delivered by People Branch
Leaders are chosen and promoted based on their people management skills	<p>18. The selection and promotion criteria for all leaders in both career and volunteer roles within FENZ should explicitly include people management and team leadership experience and capability.</p>	In progress	<p>Completed</p> <ul style="list-style-type: none"> Review of Behaviour-based Education and Training Development – Findings and recommendations report appended Performance Management Audit report (Feb 23) recommendations accepted (with People Branch) <p>Underway</p> <ul style="list-style-type: none"> Planning (with People Branch)

<p>Training in dealing with poor behaviour is prioritised</p>	<p>19. As a priority FENZ should ensure that people leaders and managers receive comprehensive training on how to deal with inappropriate behaviours, facilitating difficult conversations, and leading effective teams. This training should:</p> <ul style="list-style-type: none"> • Be delivered face to face wherever possible • Be supported by a readily available package of online resources that can be used to refresh memories as difficult situations arise • Set clear expectations around implementing the outcomes of complaint investigations • Be a requirement for personnel with significant people management responsibilities as part of their Personal Development Plans, with credit for completion. 	<p>In progress</p>	<p>Completed</p> <ul style="list-style-type: none"> • Review of Behaviour-based Education and Training Development – Findings and recommendations report appended • Analysis of feedback themes (Complaints management project), initiatives identified included training/development of People leaders in dealing with behavioural issues <p>Upcoming/Next steps</p> <ul style="list-style-type: none"> • Planning for development and delivery of training (with People branch)
	<p>20. FENZ should work with the UFBA to look at prioritising the provision of capability development training for volunteers in the contract between the two organisations, specifically in the following areas:</p> <ul style="list-style-type: none"> • Provision of training for volunteers on expected behaviour and the Code • Provision of management and people leadership training to Brigade Leaders. 	<p>In progress</p>	<p>Completed</p> <ul style="list-style-type: none"> • Review of Behaviour-based Education and Training Development– Findings and recommendations report appended • Volunteerism Audit Review recommendations <p>Upcoming/Next steps</p> <ul style="list-style-type: none"> • Consideration of options and implementation planning (with People Branch) • Ongoing discussions with UFBA through Conditional Grant Agreement discussions to ensure appropriate planning and collaboration • Working with UFBA on the approach to making enhancements to model rules

Key highlights

Our key achievements, in relation to the recommendations, are detailed below.

Recommendation 1:

Clear performance expectations should be placed on all leaders at every level within FENZ requiring them to role model and take responsibility for the culture change required within the organisation.

Chief Executive expectations

The Chief Executive has written directly to all our leaders setting out his expectation that they lead the behaviour and culture change. The Chief Executive has also started a regular communication to all staff emphasising that creating an improved workplace culture is a collective responsibility. Going forward, Eke Taumata will feature regularly in a series of messages from the Chief Executive and senior leaders.

Recommendation 2:

There is a clear culture change plan and a way to measure success.

Culture Plan

Price Waterhouse Coopers are supporting the Leadership team with the design and implementation of the long-term behaviour and culture programme.

This work is to be carried out in two stages:

- Stage 1 – Leadership Preparedness and Action Plan- this will support a series of leadership sessions aimed to educate and prepare Tiers 1 to 3 on the behaviour and culture change and help to identify areas of good culture and behaviour within the organisation so they can be replicated elsewhere.
- Stage 2 – (2024) A high-level look at baseline culture and critical behaviours, and how to enhance the behaviour and culture for the future.

Recommendation 4:

The Fire and Emergency Board should report to the Minister on a six-monthly basis for the next three years on its progress in implementing the recommendations of this Review. The reports will include an assessment of progress against the milestones and targets that are put in place, supported by data. Data on the outcome of complaints should be included as well. These reports will be shared with all Fire and Emergency personnel and the public.

Complaints Management Data

An analysis of the Fire and Emergency Complaints Register, that holds complaints dating back to 2020, was undertaken in June.

Some of the findings included:

- When investigating harm from alcohol, it was found that alcohol plays a role in 5% of Fire and Emergency's total complaints overall but is present in 30% of sexual harm complaints
- As of 12 June 2023, of the 529 cases in the register, 25 cases (5%) had alcohol as a contributing factor
- The majority of cases have a non-manager as a complainant or subject, conversely managers aren't often making complaints. 40% of cases are peer to peer. Those leaders most complained about were Chief Fire Officers, or their deputies. Refer to Table 1 for a breakdown of role type.

Table 1: Personnel type by complainant's vs subjects

Personnel type	Complaints		Subjects	
	n	%	n	%
Contractor	3	1%	0	0%
Member of the public	28	9%	2	1%
Non-operational	47	15%	54	17%
Operational	36	12%	64	21%
Other	5	2%	5	2%
Unknown	37	12%	7	2%
Volunteer	156	50%	180	58%
Total	312	100%	312	100%

The data indicates that complaints occur in NHQ as frequently as they do in brigades, the nature of complaints are different. Insights from the data were able to provide information on “hot spots” noting that complaints have originated from around a quarter of our brigades or directorates.

The review of the Complaints Register identified a number of opportunities to improve our data collection. These improvements are required before Fire and Emergency can publish data on the number and types of complaints as recommended in the review. The existing complaints data insights and future state data capture will collectively enable Fire and Emergency to focus on our priorities and inform data-led behaviour and culture change interventions.

Recommendation 8:

An independent advisory committee should be established to support Fire and Emergency to achieve cultural change, for at least a three-year period. Committee members will include experts in achieving organisational change in uniformed services. The New Zealand Police, New Zealand Customs Service, and New Zealand Defence Force may be able to assist in identifying and/or providing suitable experts.

The Independent Advisory Committee has been established and a draft Terms of Reference has been completed. The first meeting of the Committee will be in mid-August. Membership includes NZDF, NZ Police, MBIE and an independent advisor.

Fire and Emergency are also included in the Professional Community of Interest around the prevention and management of sexual harm across the emergency services sector.

Recommendation 14:

The investigation and determination of conduct complaints against Fire and Emergency personnel should be moved to a new body, external to Fire and Emergency for a period of at least five years.

This recommendation is currently being led by the Department of Internal Affairs and at the time of this report being prepared, there is a draft Cabinet paper being circulated in relation to the establishment of an independent process for the management of Fire and Emergency complaints.

Fire and Emergency have been directed to implement a transitional complaints management system by 30 November 2023. We are working to meet the timeframe and implement as solution that meets expected levels of independence within the remit of the legalisation. This work is being carried out in parallel to the Department of Internal Affairs.

Fire and Emergency has a dedicated project team to lead our Complaints Management System workstream. Activities to date include project initiation, stakeholder engagement and a Request for Information to potential complaints management system service providers.

Recommendation 17:

The Fire and Emergency workforce needs to reflect the make-up and diversity of the general population of New Zealand within the next 10 years. To achieve this Fire and Emergency should put in place a comprehensive plan within the next 12 months for improving the diversity of its workforce.

Kaupapa Māori and Cultural Communities Branch

The Kaupapa Māori and Cultural Communities Branch builds the capability of our personnel, through manaakitanga and whanaungatanga, to better understand, connect with, and serve our Māori and Cultural communities, both internally and externally. This feeds into Eke Taumata to help achieve a long-term workplace culture change and ensure a positive work experience for our people.

Since the branch's establishment in August 2022, programmes and items of work that help build our people's cultural capability have included:

- Tahutahu Karakia – provides an opportunity for anyone in the organisation to either lead or listen to someone settle us into our week via a karakia or prayer of their choosing. Delivered nationally every week
- Launched Te Tūāpapa – a resource that follows on from He Tīmatanga Kōrero, this rauemi (resource) provides a foundation of tikanga knowledge for engaging with Māori
- Tūtira Mai – a marae-based wānanga for leaders to learn aspects of te ao Māori
- Te Reo Māori classes
- Dr Sir John Te Ahikaiata Tūrei Memorial Grant – to support the study of our personnel in te reo Māori
- NHQ Mihi Whakatau for all new starters – these are held on a quarterly basis

Employee Led Networks

As part of supporting the wider diversity and inclusion uplift, Fire and Emergency ELT have endorsed and are piloting an initiative to formalise and financial support Employee Lead Networks. Whiria te Tāngata – Rainbow network was launched earlier in the year and work is underway to establish a Neurodiverse network.

People Branch Reset

The People Branch Reset is identified as a stand-alone key achievement for Fire and Emergency as it is foundational to supporting multiple recommendations.

Early 2023 saw the release of the decision document around the People Branch Reset. There were two main reasons behind this reset which were to:

- Ensure the People Branch aligns closely with the five organisational priorities set by the Chief Executive
- Improving the performance of the People Branch

Through the period to 30 June 2023 the Branch has been implementing the new structure that will look to address a number of themes that have been identified, these are;

- Strengthen the foundations
- Customer focus and Business Partnership
- Volunteer focus
- People, data, and technology
- Removal of duplication
- Clear roles and responsibilities
- Strategic Service Priorities
- Flexibility and scalability

The goal of the reset is to increase role clarity, increase service clarity and remove barriers to working together, both within and outside of the Branch

Next steps

The Fire and Emergency Board and ELT will develop an Action Plan that will set out a multi-year programme for Eke Taumata, with Year 1 implementation to be carried out from September 2023 to August 2024.

The findings will be further developed and articulated through the Action Plan and the Culture Plan work ELT are developing. This will be grouped into four pou:

- **Whāia te ara tika – Set Expectations**
 - Follow the path of ‘doing the right thing’
 - How we do what we do is as important as what we do
 - Clearly articulating what is to be delivered and the work we do and how we behave
- **Manaaki atu, manaaki mai – Capability Uplift**
 - By supporting our people, they can truly serve others
 - We invest in our people so they can perform their roles to their full potential
 - We look at both organisational and individual capability
- **Mā te mārāma ka mātua, mā te mātua ka ora – Respond and Support**
 - From understanding our people comes knowledge, from knowing our people they can thrive
 - We understand and can respond to the needs of our people
 - A new end-to-end complaints management system
 - Strengthen the support we offer our people
- **Titiro whakamuri, kōkiri whakamua – Monitor and Measure**
 - Looking backwards to what we have done and what we are doing, so that we know how to move forward
 - We know our people and we know how we are performing
 - Structures and processes are in place to measure the outcomes of our work

The recommendations from the review were presented under five thematic headings, which translate into clear objectives for the Eke Taumata programme. They are:

- Strong and accountable leadership
- Clear expectations and consequences
- Independent Determination of Complaints
- Diverse Leaders and Workplaces
- Improved People Management

The Action Plan and its four pou, will demonstrate how we will achieve the objectives outlined in the review.

