

MEETING DETAILS	
Committee <i>Komiti</i>	Fire and Emergency Board
Date <i>Rangi</i>	Friday, 28 February 2025
Time <i>Wā</i>	8:00am – 1:42pm
Location <i>Wāhi</i>	NHQ 7.5W Avalon / MS Teams

ATTENDEES	
Chairperson <i>Tiamana</i>	Rebecca Keoghan MNZM
Members <i>Ngā mema</i>	<ul style="list-style-type: none"> Danny Tuato'o (Deputy Chair) Belinda Clark QSO Mary-Anne Macleod Amit Prasad Dr Daniel Tulloch
Standing Attendees <i>Ērā atu</i>	<ul style="list-style-type: none"> Executive Leadership Team David Pealing, Principal Governance Advisor (Secretariat) Campbell Ward, Governance Advisor (Secretariat)
Other Attendees <i>Ērā atu</i>	<ul style="list-style-type: none"> Trevor Hook, Chair, Marlborough Local Advisory Committee (<i>item 1.3</i>) Lara Ariell, Independent HRIS/Payroll Advisor to the Board (<i>item 1.4</i>) Murray Coppersmith, Audit and Risk Committee Chair (<i>items 3.1, 4.1 and 4.2</i>) Rob Manfield, Fair Way Client Manager (<i>item 6.1</i>) Samantha de Coning, Fair Way Head of Practice (<i>item 6.1</i>) Richard Binner, Fair Way GM Operations (<i>item 6.1</i>) Rhys West, Chief Executive Fair Way (<i>item 6.1</i>)

1. CLOSED SESSIONS		
1.1	BOARD ONLY TIME	CHAIR

The Board discussed membership of the Board's Committees, which are confirmed below. The membership of the People and Culture Committee was the subject of an agenda item later in the meeting.

Audit and Risk Committee

Murray Coppersmith (Independent Member, Chair)

Rebecca Keoghan

Amit Prasad

Dr Daniel Tulloch

Financial Sustainability and Investment Committee

Murray Coppersmith (Independent Member, Chair)

Rebecca Keoghan

Danny Tuato'o

Dr Daniel Tulloch

1.2 BOARD AND CHIEF EXECUTIVE ONLY TIME

CHAIR

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

1.3 ENGAGEMENT WITH TREVOR HOOK, CHAIR, MARLBOROUGH LOCAL ADVISORY COMMITTEE

CHAIR

The Board and CE met in a closed session with the Chair, Marlborough Local Advisory Committee from 9:00am to 9:15am.

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

CHAIR

The Board met in closed session with the Independent HRIS/Payroll Advisor to the Board from 9:15am to 9:30am.

2. INTERESTS REGISTER

2.1 INTERESTS REGISTER AND CONFLICTS OF INTEREST

CHAIR

A Board Member recited the opening karakia

The Interests Register was discussed, and several additions and deletions were noted.

3. HRIS UPDATES *(first on the agenda in the interest of external attendee's time)*

3.1 HRIS AND PAYROLL REPLACEMENT PROGRAMME UPDATE

JANINE HEARN

The Deputy Chief Executive (DCE) People introduced the item, highlighting the following points:

- A payroll smoothing solution had been discussed with the NZ Professional Firefighters Union (PFU), who indicated they were comfortable in-principle with the approach.
- A change from recording sick leave in days, rather than weeks, was being worked through with the PFU.
- Tardiness in Dayforce progress was being escalated successfully. The Board encouraged further use of escalation whenever required noting the importance of the programme, the high stakes and high risk involved and the need to avoid mistakes.
- The next Gateway Review is scheduled for 7 April 2025, and Fire and Emergency is seeking a refresh of the panel to encourage more challenge.
- 9(2)(f)(iv)
- The contract with Dayforce was clear that changes to NZ legislation would need to be addressed in the payroll solution.

The Board asked whether any insights had been gained into any potential review of the Holidays Act. DCE People confirmed they would see the issue raised at the next engagement with officials from the Department of Internal Affairs.

The Board resolved to:

1. **Note** the update.

Management action: DCE People to ensure engagement on the Holidays Act was on the agenda at the next appropriate meeting of Fire and Emergency and the Department of Internal Affairs.

4. FINANCE REPORTING

4.1 FINANCIAL REPORT - FEBRUARY 2025

DARRYL PURDY

The DCE Finance and Business Operations (FaBO) introduced the report, highlighting the following points:

- The out-year forecast was now significantly different from that presented in October 2024. An options paper would be reviewed by the Financial Sustainability and Investment Committee, with a report back to the Board at its 28 March 2025 meeting.

- Expenditure was still holding level.

Contractor and consultant spend had reduced and is \$4.8m underspent January YTD (the budget for FY 2024/25 is \$25.6m compared with actual spend in 2023/24 of \$40.2m). Some contractor spend has converted to fixed-term contracts. The timing of HRIS/Payroll means that as the programme moves into its next phase the Board should anticipate an increase in the 2025/26 spend. The Board raised the following points:

- The near-doubling in firefighter sick days since 2023/24 was extremely concerning.
- A balance needed to be struck between reporting before the fiscal position could be understood, and also reassuring the Minister of Internal Affairs and the Department that the Board had this matter front of mind.
- The three key factors driving the current fiscal position should be consistently reinforced in relevant communication with Minister, namely:
 - Reduced levy take since the Part 3 rate was confirmed;
 - Retraction of the NZ economy; and
 - Insurer and insured behaviour changes.
- The early start to the ongoing fire season and the number of major events this season should also not be forgotten as drivers.
- The organisation needed to understand the situation and example behaviours in relation to reducing costs from bottom to top.

In response to the observation about sick days, the Acting DCE Service Delivery Operations (SDO) gave an update on the project to help address the issue. The key elements were: i) a review of existing policy ii) rolling out training for leaders and iii) improved reporting. It was understood that highlighting to personnel that the Board and management were focussed on sick leave would likely bring a short-term improvement to the figures. Engagement had begun with the PFU and the work has been resourced for 12 months.

The Board resolved to:

1. **note** the January month and YTD 2024/25 financial result against budget.
2. **note** the 2024/25 full year operating forecast against budget.
3. **note** the overspend (\$5.8m) NGCC Revenue funded and over and above the approved SPE Budget for the year.
4. **note** the 2024/25 full year Capital forecast against SPE Budget.

4.2 AUDIT AND RISK COMMITTEE REPORT TO THE BOARD

MURRAY COPPERSMITH

The Chair of the Audit and Risk Committee introduced the report, highlighting the following points:

- Audit NZ were complimentary about progress in the recent audit report, and the qualified opinion received was fully expected.
- Audit NZ had flagged Asset Management Plans as being a focus of their next review.
- For an organisation the size of Fire and Emergency, it was surprising how few entries there were on the registers of interests and gifts and hospitality. There was no cause for suspicion, but management should consider reinforcing expectation set out in the existing policies.
- Assurance reporting had improved, and the Committee had acknowledged the Assurance and Risk team for their hard mahi.
- Resourcing issues in the Assurance and Risk team meant that the number of internal audits planned had to reduce. Management was aware of the issue and looking at how to address it.
- The Committee noted that some audit recommendations had been accepted but that management chose to accept the risk, rather than take action. This demonstrated growing risk management maturity and responsible decision making.

The Board resolved to:

1. **Note** the update.

5. ADMINISTRATION

5.1 CONFIRMATION OF THE MINUTES OF THE PREVIOUS MEETING

CHAIR

The minutes of the previous meeting were confirmed as a correct record.

5.2 REVIEW ACTION LOG

CHAIR

The action log was reviewed. Closures were progressed as required.

At this point in the meeting, the Chair re-ordered the agenda to make best use of external presenters' availability.

The National Manager Learning and Development joined the meeting at 10.18am

7. DEEP DIVE

7.1 DEEP DIVE – TRAINING

STEPH ROTARANGI
NICK PYATT

The Acting National Manager Learning and Development took the Board through a presentation setting out the current state and potential future training approach at Fire and Emergency. Key points included:

- Pressure on trainers
- Need to train our people for when things do not go to plan
- Whether career and volunteer workforces require different approaches and delivery mechanisms
- The need for refresher training post-qualification

The Board was advised that the presentation would be uploaded to the resource centre after the meeting.

During and after the presentation, the Board raised the following points:

- They appreciated the “stocktake” of where training and its strategy, resources, gaps and challenges currently lay, but noted that they were looking for more detail at the next session on what has been done to address the gaps, a timeline to improvements and costs to do so.
- A decision will be needed on whether some or all training at Fire and Emergency needed to align with the NZ Qualifications Authority or the Australasian Fire and Emergency Services Authorities Council methodologies.
- Some courses need not be accredited, but strong governance would still be required for all courses.
- There are public and private partners that could provide sources of partnership on realistic, multi-sensory, training.
- Should the Board be minded to agree recommendations elsewhere on the agenda regarding the terms of reference of the People and Culture Committee, training would feature as a standing item on its agendas, which would be the best avenue for Board Members to add value to the programme.
- Training always strongly featured in feedback to Board Members when visiting brigades and stations.
- Members would welcome a brief update on where training sits and is embedded across the organisation.

The Board resolved to:

1. **Note** the presentation.

Management action: DCE Service Delivery Design to provide the Board with a one-page explanation as to where training sits within the organisation, to address staff allocated, management and governance.

The National Manager Learning and Development left the meeting at 11.01am

Representatives of Fair Way joined the meeting at 11.02am

6. EXTERNAL ENGAGEMENTS	ROB MANFIELD (FAIR WAY CLIENT MANAGER)
6.1 ENQUIRIES AND COMPLAINTS	SAMANTHA DE CONING (FAIR WAY HEAD OF PRACTICE)
MANAGEMENT SERVICE UPDATE	RICHARD BINNER (FAIR WAY GM OPERATIONS)
	RHYS WEST (FAIR WAY CHIEF EXECUTIVE)

Fair Way representatives as noted above joined the meeting.

During and following the presentation, the Board discussed the following points:

- How Fair Way decides which investigators will be assigned to an investigation. The Board was advised that investigators were allocated to cases on the basis of availability, location, and experience with the presenting issue. Fair Way observed that investigators are generally very experienced and that when tikanga was required, investigators had worked together to provide that lens.
- Fire and Emergency had a unique volunteer environment and that had required learning on the part of Fair Way.
- The need for improved communication within Fire and Emergency about the range of options available to personnel in addition to Speak Safe.
- Fire and Emergency's Executive Leadership Team had consistently made it clear to Fair Way that they would welcome actionable insights from Speak Safe.
- Anecdotal feedback from the UFBA conference suggested timeliness was an ongoing concern for users, and that it was not clear to users what expected timelines should be, or where sources of delays were.
- Investigators are asked to review cases through a value for money lens, and there are examples of investigators recommending no further action when it would not be worth it. Cases have been referred back to FENZ via Fair Way from investigators to reduce expenses.
- Kāpehu had three main strands i) coaching ii) unpacking complaints and iii) education. Its use could be further encouraged and results so far were positive.
- It was rare that people had engaged with other Fire and Emergency processes before using Speak Safe.
- Complaint turnaround times vary greatly once returned to Fire and Emergency. Final reports are subject to consultation, and in some cases right of reply with stakeholders, before finalisation.
- Fair Way are obliged to contact relevant authorities, including potentially Police, in very serious cases or cases with risk of harm to self or others.

The Board resolved to:

1. **Note** the presentation.

The Fair Way representatives left the meeting at 12.03pm.

8. REPORTING
8.1 CHIEF EXECUTIVE'S REPORT
KERRY GREGORY

The Chief Executive and DCE FaBO who had been the Acting Chief Executive introduced the report. The Board noted the following:

- FENZ's position on mid-term adjustments to insurance policies is that we must collect levy based on the rate applicable at the time the adjustment is made. Our view is that the legislation is clear and provides no other options. Insurers dispute this. The Minister should be clearly advised that Fire and Emergency has no discretion in this matter.
- There was a welcome jump in recruitment figures in the most recent campaign.

- The Board wished to thank all staff involved in responding to the post-Select Committee questions for their mahi.

8.2 SAFETY, HEALTH, AND WELLBEING REPORT

JANINE HEARN

DCE People provided updates on the four key SHW events featured in the report, and committed to provide detail on all cases via the resource centre.

The Board asked that, for their satisfaction that all appropriate actions possible had been taken, future reports should join up the work at all levels – incident, district, region and national. The Board also stated that there was plenty of reporting in the paper, but not enough about “why” and “so what” in terms of what consequential impacts or changes that had arisen from the actions noted.

The Board expressed their deep concern on the number, and level, of high-level near misses. They were also concerned around how the actions to mitigate a repeat of such incidents was being disseminated throughout Fire and Emergency.

In respect of recent incidents involving helicopters and landing areas, Fire and Emergency had engaged with the aviation sector to emphasise the pilot’s role in SHW.

The Board was advised that the health monitoring and health standards programme was being reset. A three-month timeline was envisioned for the reset and a specialist programme manager would be recruited, with appropriate seniority for external engagement. More detail around the successes of the programme to date and the planned reset would be provided at a future meeting.

Management action: DCE People to ensure that future SHW updates to the Board provide information at all levels of decision making.

8.3 PEOPLE METRIC DASHBOARD

JANINE HEARN

DCE People introduced the item. The Board heard that responses rates to the code of conduct module were largely explained by an NZ PFU mandate that its members do not complete the module. The Board expressed their disappointment at this behaviour for a code that was designed to keep its people safe. There would be a further round of communications for volunteers.

In response to a question, the Board was advised that the performance review system used at Fire and Emergency was largely manual and could be time intensive. Further, that the review process was based on someone’s start date, and that was the same time for all staff. Where performance reviews were left as pending, they would be automatically assessed as “achieved requirements” unless managers disagreed with the rating. People Branch would be rolling out improved training and documents to support managers in undertaking reviews. People Branch would also investigate whether internal peer reviewing and other quality assurance processes would improve results and reporting.

The Board resolved to:

1. **note** the report and provide any feedback on refinements they would like to its structure and content.
2. **note** the People Metrics Dashboard Report will form part of regular reporting to the Board, on a six-monthly basis, to give visibility of the health of our people environment, and actions being taken to address any emerging issues.

8.4 COMPLAINTS MANAGEMENT DASHBOARD

JANINE HEARN

DCE People introduced the report. The Board heard that dismissals would be reported via this report, where that was the outcome of an investigation. It would also capture resignation before dismissal.

The Board discussed the following points:

- In response to a question, it was confirmed that many complaints cases do not require legal advice, but that both internal and external advice is commissioned when necessary.
- The dashboard would be circulated with an interpretation guide, noting that the content is currently drafted without context that those not familiar with the terminology would require.

The Board resolved to:

1. **note** the report
2. **note** the data limitations and our actions moving forward
3. **note** the current concerns relating to timeliness.

8.5 EKE TAUMATA SIX-MONTHLY REPORT

JANINE HEARN

DCE People introduced the report. The Board:

- Acknowledged the mahi that had gone into driving the programme forward.
- Asked that progress against recommendations could be highlighted by bringing more information forward, noting the Minister's previous feedback on layout.

The Board resolved to:

1. **note** that feedback provided by the Board and Minister on previous Eke Taumata reports has been considered in preparing this draft report.
2. **note** the draft report has been presented to the People and Culture Committee, and their feedback has been incorporated into the version.
3. **approve** the report for release to the Minister.

8.6 QUARTER TWO PERFORMANCE REPORT

SARAH SINCLAIR

DCE People introduced the report. The Board raised the following points:

- The visuals were appealing
- Some additional context around budget, and the response time target nearly being met, would be welcomed
- In response to questions around targets at 1.4.1 and 1.4.2 of the performance report, the Board heard that Q2 would not be an appropriate place to make amendments, but management agreed that a revision of those targets, and the datasets required for them, was required and would be looked at before next year's reporting
- The Strategic Alignment programme would review all measures with a move in focus to reporting on outcomes

The Board resolved to:

1. **Approve** the Q2 report incorporating our response statistics, off-track measures, and the priorities summary report which is made up of our key highlights for the quarter (including highlights from the Enabling Activities).
2. **Agree** the Q2 report is provided to the Minister and the Department of Internal Affairs, following incorporation of any Board feedback.

9. DECISION PAPERS

9.1 2025-30 STRATEGIC DIRECTION

KERRY GREGORY

The Chief Executive introduced the item and presented slides that contained a summary of the feedback received in the initial stage of feedback on the Strategic Direction.

The Board sought assurance that enough time had been allocated for feedback, given the low number of responses. In answer, the Chief Executive explained that there had been enough time for the two questions asked, and there would be further opportunity through implementation. DCE FaBO observed that a straw poll in FaBO suggested that people did not respond if they were satisfied with the Strategic Direction.

The Board asked that the draft communications plan be circulated for noting.

The Board resolved to:

1. **Note** the feedback received on the draft Strategic Direction
2. **Agree** no substantive changes are required to the draft Strategic Direction as a result of feedback received
3. **Approve** the Strategic Direction 2025-2030
4. **Agree** following Board approval, management can make minor changes to the strategic direction to improve clarity and readership, without changing the intent, prior to releasing the final document.

Management Action: DCE OSCD to provide the Board the Strategic Direction communications plan for information.

9.2	APPOINTMENT RECOMMENDATIONS FOR LOCAL ADVISORY COMMITTEES: AUCKLAND	AMIT PRASAD
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The Chair of the Evaluation and Appointments Committee introduced the paper.

Dr Daniel Tulloch declared that he knew three of the candidates via Panel Membership of the Ethnic Communities Development Fund.

The Board resolved to:

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

9.3	DELEGATION OF AUTHORITY: TYPE 1 AND TYPE 2 PUMPING APPLIANCE PROCUREMENT PLANS AND RECOMMENDATION REPORTS.	SARAH SINCLAIR
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DCE Organisational Strategy and Capability Development introduced the item.

The Board resolved to:

1. **note** the existing Type 1 appliance supply agreements expire in September 2025 and October 2026.
2. **note** the Type 2 appliance supply agreements expired in March 2022 and June 2022.
3. **note** the Type 1 appliance replacement cost is estimated to be \$147 million over the proposed 15 year term.
4. **note** the Type 2 appliance replacement cost is estimated to be \$90 million over the proposed 15 year term.
5. **note** the actual costs for both appliance types are dependent on the selected preferred suppliers' price, and the quantity of appliances purchased.
6. **Note** this investment is in scope of *Cabinet Circular CO (23) 9* as it is over \$35 million and as such Fire and Emergency New Zealand will be expected to follow the Treasury investment management process.
7. **note** the delegation of authority to the Chief Executive to approve Types 1 and 2 procurement plans and preferred supplier recommendation reports does not commit Fire and Emergency to purchasing any appliances under the resulting contracts nor any expenditure under these contracts.

8. **approve** delegation of authority to the Chief Executive to approve the Type 1 appliance procurement documentation, including the procurement plan and preferred supplier recommendation report.
9. **approve** delegation of authority to the Chief Executive to approve the Type 2 appliance procurement documentation, including the procurement plan and preferred supplier recommendation report.

9.4	APPROVAL TO DISPOSE OF PROPERTY AS PART OF LAND EXCHANGE	SARAH SINCLAIR
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DCE OSCD introduced the report, noting work was underway to amend the relevant policy to avoid the Board needing to approve low value and low risk disposals.

The Board resolved to:

1. **note** that this disposal is part of a land exchange to rectify a boundary encroachment.
2. **note** the clearances necessary to dispose of the site will be undertaken before disposal.
3. **note** this site is not subject to 'offer back' requirements under the Public Works Act 1981 (PWA) due to the nature of the transaction.
4. **approve** the disposal subject to all mandatory clearance processes referred to in recommendation 2 being satisfactorily completed; and
5. **authorise** the Chief Executive to dispose of this site in accordance with the *Property Disposal Policy*, or to delegate this authority.

9.5	PEOPLE AND CULTURE COMMITTEE TERMS OF REFERENCE AND REPORT BACK TO THE BOARD	MARY-ANNE MACLEOD
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The Chair introduced the report.

The Board resolved to:

1. **note** the report of the meeting held on 14 February 2025
2. **note** following discussions at the Board strategic day on 29 January 2025 the People and Culture Committee (the Committee) have discussed how it can change the way it operates to provide governance and oversight of key matters such as training, volunteerism, and ELT development on behalf of the Board
3. **approve** the amended terms of reference attached as appendix one, including the change of name to the People and Capability Committee
4. **agree** membership of the People and Capability Committee will comprise three members of the Board, not including the Chair of the Board, and that the Chair of the Board is to be an ex-officio member of the Committee
5. **agree** membership of the People and Capability Committee as follows:
 - Mary-Anne Macleod (current Chair)
 - Belinda Clark (current member)
 - Danny Tuato'o (new member)

9.6	BOARD COMMENDATION AWARDS	JANINE HEARN
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DCE People introduced the report. The Board requested that consideration be given to amending the names of the awards.

The Board resolved to:

1. **note** the nominations received for the first round of Fire and Emergency New Zealand Awards, following the revision of the Medals, Honours and Awards policy in late 2024.

2. **approve** the recommendations for Board Citations and Board Certificates of Commendation detailed in the table included with this paper.

Management action: DCE People to consider the naming convention for the Board Commendation Awards.

10.	NOTING PAPERS	
10.1	UNITED FIRE BRIGADES' ASSOCIATION QUARTER TWO REPORT	BRYAN DUNNE

DCE Office of the Chief Executive introduced the report and proposed that, in future, the Board should review the UFBA Q4 report only, and that management would advise the Board of issues with Q1 – 3 reports on an exceptions basis.

The Board resolved to:

1. **note** that Fire and Emergency New Zealand management have confirmed that the UFBA Quarter Two report meets the UFBA's reporting obligations to the Board under the 2024/25 Conditional Grant Agreement.
2. **approve** the attached letter from the Chair of the Board to the UFBA acknowledging the contents of the report.
3. **agree** that UFBA reports for quarters 1, 2 and 3 shall be reported to the Board only when, in the opinion of the Chair or of the Chief Executive, there are material issues with the agreed financial or other key performance indicators.
4. **delegate authority** to the Chair of the Board, in consultation with the Chief Executive, to receive, assess and respond to UFBA reports for quarters 1, 2 and 3.

11.	GENERAL BUSINESS AND CLOSING	
11.1	KEY MESSAGES	CHAIR

There were none.

11.2	CORRESPONDENCE RECEIVED/SENT BY THE BOARD SINCE 27 NOVEMBER 2024	CHAIR
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The Board reviewed the received and sent correspondence log.

11.3	UPCOMING EVENTS	CHAIR
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The Board reviewed the schedule of upcoming events.

Secretariat action: Secretariat to ensure that future events reports include Local Advisory Committee meetings.

11.4	GENERAL BUSINESS	CHAIR
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There was none.

CLOSE

A member of the Board closed the meeting with a karakia at 1.42pm

DRAFT Hui Minitī / Minutes

MEETING DETAILS	
Committee / Komiti	Board
Date / Rangi	Friday, 28 March 2025
Time / Wā	8:00am – 1:02pm
Location / Wāhi	Invercargill Fire Station, 46 Jed Street, Invercargill

ATTENDEES	
Chairperson <i>Tiamana</i>	Rebecca Keoghan MNZM
Committee Members <i>Ngā mema</i>	<ul style="list-style-type: none"> Danny Tuato'o (Deputy Chair) Belinda Clark QSO Mary-Anne Macleod Amit Prasad Dr Daniel Tulloch
Standing Attendees <i>Ērā atu</i>	<ul style="list-style-type: none"> Executive Leadership Team Nicky Chilton, Acting DCE People Ken Cooper, Acting DCE Service Delivery Operations David Pealing, Principal Advisor Governance (Secretariat)
Other Attendees <i>Ērā atu</i>	<ul style="list-style-type: none"> Lara Ariell, Independent HRIS/Payroll Advisor to the Board (<i>item 1.4</i>) Murray Coppersmith, Financial Sustainability and Investment Committee Chair (<i>items 4.1 to 4.3</i>) and Audit and Risk Assurance Committee Chair (<i>item 4.4</i>) Angela Kimmins, Manager Safety, Health and Wellbeing, Strategy System & Assurance (<i>item 9.1</i>)
Apologies <i>Ngā whakapāha</i>	Janine Hearn, DCE People

1.	CLOSED SESSIONS	
1.1	BOARD ONLY TIME	CHAIR

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

1.2	BOARD AND CHIEF EXECUTIVE ONLY TIME	CHAIR
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The Board met in closed session with the Chief Executive (CE) from 8:30am to 9:00am.

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

The Chair, Chatham Islands Local Advisory Committee (LAC) was unavailable, and this item was deferred.

1.4	BOARD, CE, AND BOARD INDEPENDENT HRIS/PAYROLL ADVISOR ONLY TIME	CHAIR
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The Board met in closed session with the Independent HRIS/Payroll Advisor to the Board from 9:15am to 9:30am.

2.1	INTERESTS REGISTER	CHAIR
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The Chair welcomed the Executive Leadership Team (ELT) and the Board Secretariat to the meeting at 9:30am.

A member of the Board recited a karakia.

The Interests Register was discussed, and an addition was noted. No conflicts of interest were identified.

3.	HRIS UPDATES	
3.1	HRIS AND PAYROLL REPLACEMENT PROGRAMME UPDATE	NICKY CHILTON

The Acting Deputy Chief Executive (DCE) People gave a verbal update on progress with the HRIS and payroll replacement programme. They noted that officials will continue to seek confirmation from DIA and/or Treasury for the timelines for Cabinet consideration of the business case.

The Board resolved to:

1. note the report.

4.	FINANCE REPORTING	
4.1	FINANCE REPORT – FEBRUARY 2025	DARRYL PURDY

The CE introduced the report before handing over to the DCE Finance and Business Operations (FaBO). During the kōrero, the following points were raised:

- The themes of the last few finance reports continue, but there is confidence that the committed total surplus target would be maintained.
- The capex underspend was largely driven by timing differences.
- There is a trend of higher than budgeted Return to Work costs. This is being addressed through a new dedicated manager and a focus from the team on root causes noting that external factors, such as

surgeon availability, impact return-to-work dates. The key is to reduce the number of accidents/incidents.

The Board resolved to:

1. **note** the February month and YTD 2024/25 financial result against budget.
2. **note** the 2024/25 full year operating forecast against budget.
3. **note** the financial year overspend (\$5.8m) for Next Generation Critical Communications Revenue funded over and above the approved Capital Statement of Performance Expectations (SPE) Budget for the year.
4. **note** the 2024/25 full year Capital forecast against SPE Budget.

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

5.	ADMINISTRATION	
5.1	MINUTES OF PREVIOUS MEETING	CHAIR

The minutes of the Board meeting on 28 February 2025 were approved as a true and correct record.

5.2	REVIEW ACTION LOG	CHAIR
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The action log was reviewed. Updates and closures were made as required.

6.	REPORTING	
6.1	CHIEF EXECUTIVE'S REPORT	KERRY GREGORY

The CE introduced the report. The Board were told that Fire and Emergency were appealing the Employment Relations Authority determination in the matter of Russell Kinzett v Fire and Emergency. The following points were then raised:

- Work has been underway, prior to this ruling, to revisit policies relating to stand down, suspension or special leave during investigations into allegations against people at Fire and Emergency.
- In respect of Speak Safe @ FairWay, in cases where suspension or similar would be a probable recommendation, decision making had been elevated to ELT-level.
- A balance needed to be struck between natural justice, timeliness and transparency in the process.
- The impact on each stakeholder, their whānau and the organisation needed to be considered before taking action during an investigation.
- Management were confident the case law in this area was clear and helpful in decision-making.
- There were approximately 40 current cases under investigation where ELT-level decision making was in place.

Each ELT member with a decision-making role in complaints had advisory support. If necessary, external legal advice could be sought.

Following that discussion, the following points on other items were raised:

- Volunteers who were injured in the line of duty can expect to see ACC entitlements topped up to 100% of their income, via the UFBA insurance scheme. Fire and Emergency also provide wellbeing support to the affected firefighter and their whānau.

- In the case of the notifiable incident at Winton, 9(2)a [REDACTED]. WorkSafe had been notified and were monitoring the ongoing internal investigation.

- 9(2)(f)(iv) [REDACTED]

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

Murray Coppersmith joined the meeting at 10:17am.

Murray Coppersmith, Chair of the Financial Sustainability and Investment Committee introduced the report, highlighting the following points:

- The Committee does not consider that the performance against the 2024/25 budget and the fiscal envelope of \$820m for 2025/26 are fully consistent with long-term financial sustainability.
- The Committee welcomed and recognised the work being done to reduce absences and the costs of absences.

The Board thanked the FSIC Chair for the quality of the report.

The Board resolved to:

- note the report of the meeting held on 14 March 2025.
- consider an updated Medium-Term Fiscal Outlook attached to the paper that shows the longer-term impact of lower levy revenue and sets out potential options to mitigate the lower cash flow.
- maintain a fiscal envelope of \$820m for costs in the 2025/26 budget, including additional operating costs of \$8m for higher holiday pay costs.
- note that while the forecast performance for 2024/25 is expected to be in line with budget, the longer-term impact of lower levy revenue means that additional operating and capital cost reductions are required to maintain financial viability.

4.2	OPTIONS TO MITIGATE FORECAST FINANCIAL SUSTAINABILITY ISSUES	DARRYL PURDY
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DCE FaBO introduced the item and during the subsequent kōrero the following points were raised:

- The Board were fully supportive of the management approach to negotiations with the NZPFU, and they noted that the Minister has a clear expectation too.
- \$8m set aside for payroll compliance may yet prove to be too low and once HRIS moves into delivery, costs may rise.
- A tipping point may be appearing in terms of price elasticity of insurance. There are no New Zealand studies or estimates, only US studies had been undertaken recently on insurance appetite.
- Fire and Emergency had more levers to reduce or eliminate spend on programmes fully within its control; and that had not started yet. It was noted that investment would be needed in some areas to

embed long-term savings. Management would need to be very deliberate in understanding the risks associated with stopping or deferring projects.

- Work to deliver asset management plans was well underway, and they would need to be strictly prioritised.
- The Minister appeared to be receptive to Fire and Emergency's position in relation to carbon credits for the reductions brought about through reducing and fighting fires.
- The current reinvestment plan and the future operational capability programme were meaningful actions to address costs now. The latter in particular will provide the organisation with evidence-and intelligence -based modelling to inform transparent decisions about the future network.
- A discussion is needed with Government about Fire and Emergency's offer to New Zealand particularly in relation to functions provided for in Section 12 of the FENZ Act.
- The majority of costs are in readiness to respond with around 3.5 million hours held for that. Call backs, call outs and personnel costs are also significant contributors to organisational costs.
- There might be a role for artificial intelligence, to support and complement staff.
- There was little appetite to increase the core debt of Fire and Emergency to address spending restrictions.
- The first payment under the new levy arrangements will not be received until October 2026. That will be the first indication of the impact of the move to a sum-insured model.
- Further messaging would be circulated to staff once there was a plan to address costs and also support staff to address the anxieties that come with change.
- It was clear from the presentation given to the Board by Southland Group Managers on the January 2025 Tiwai Point fire, that considerations of value for money were appropriately taken into account during operations.
- Thought would need to be given to the impact that any changes have on firefighters, both career and volunteer, even if indirectly.

The Board resolved to:

1. **note** that in the March Medium-Term Fiscal Outlook Update, cash was forecasted to drop below \$50m in 2026/27 and that, without mitigations, Fire and Emergency's longer-term financial sustainability could be at risk.
2. **note** that the decrease in cash from the Board Approved Financial Assumptions forecast is largely due to decreases in levy revenue growth in 2024/25, increases in expenditure on key projects and increases in capital expenditure.
3. **note** that there are financial risks which could further reduce forecast cash and increase the risk of Fire and Emergency being financially unsustainable. These include but are not limited to: changes in the valuation base in the Part 3 Levy; further reductions in levy growth rates; NZPFU settlement being higher than assumed; and additional costs arising from the compliance review and remediation of Holidays Act payments.
4. **note** that seven options are identified in this paper to mitigate the forecast decrease in cash.

5. **note** that the preferred option is *option B: Defer Key Projects* followed by options *C: Defer capital expenditure* and *A: Additional savings*.
6. **note** that the most effective mitigation strategy may be to combine parts of options A, B and C to maximise potential savings and minimise potential adverse impacts on services and risks.

4.4	AUDIT AND RISK COMMITTEE REPORT TO THE BOARD	MURRAY COPPERSMITH
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Murray Coppersmith, Chair of the Audit and Risk Committee introduced the report, highlighting the following points:

- There had been a marked improvement in the quality of papers which was a credit to the Risk and Assurance team.
- The internal audit plan 2025/26 had been redeveloped and was well received.
- The representative of the Office of the Auditor-General noted that Fire and Emergency's performance at the last Governance and Administration Committee hearing was good.

The Board resolved to:

1. **note** the report of the meeting held on 12 March 2025.

Murray Coppersmith left the meeting at 11.15am

6.	REPORTING	
6.2	SAFETY, HEALTH, AND WELLBEING REPORT	JANINE HEARN

The CE opened the item before handing over to the Acting DCE People who introduced the safety, health and wellbeing (SHW) report. Then the Acting DCE Service Delivery Operations (SDO) gave a recent example of good practice when a volunteer firefighter had raised with the Officer-In-Charge points contained in the recent National Notice for Landing Zone (LZ) Preparation for Emergency Helicopters. Actions were then taken to reduce risks, and the LZ was modified accordingly.

The following points were raised during the kōrero:

- Gym policy inductions were now being undertaken by career firefighters. In case of an incident, the test for Fire and Emergency would be whether policies were managed, that there was evidence of activation, and reasonable and practicable steps taken in relation to ensuring people were familiar with the policy.
- The regular six-monthly station inspections undertaken by region teams included visiting gyms, however that was a spot check and the equipment or techniques used in the gym that day may not be present all the time.
- 9(2)(j) [REDACTED]
- Any analysis should consider:
 - Risk appetite
 - Asset management

- Capital programme for station improvements or new stations
- Equipment costs
- Return to work implications from injuries at gyms
- Use of third parties for gym inductions or provision

Management Action: 9(2)(j)

7.	DECISION PAPERS	
7.1	STATEMENT OF PERFORMANCE EXPECTATIONS 2025/26	DARRYL PURDY

The DCE FaBO introduced the item, noting the timeline required to meet statutory deadlines for providing the SPE to the Minister. The Board raised a number of formatting suggestions. The Chair requested all Board Members to review the papers that would be submitted to the out-of-cycle FSIC meeting in April 2025 to provide necessary background to the decision that the Board would take thereafter.

The Board resolved to:

1. **provide feedback** on the first draft of the Statement Performance Expectations 2025/26.
2. **note** the draft Statement of Performance Expectations 2025/26 will be provided to the Minister of Internal Affairs by the statutory deadline of 1 May, for her review.
3. **agree** to assign responsibility to FSIC to review the draft SPE 2025/26 on 14 April 2025.
4. **agree** to authorise the draft SPE 2025/26 by email.
5. **agree** that the papers issued to FSIC for its meeting on 14 April 2025 would be available to all Board Members.

7.2	PUBLIC SAFETY NETWORK PROGRAMME – FINANCIAL AUTHORITY AND PERSONAL ALERTING BUSINESS CASE	KEN COOPER SARAH SINCLAIR
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The Acting DCE SDO introduced the item.

The Board resolved to:

1. **note** the Board approved the Public Safety Network Implementation Business Case in July 2023, which had a total investment cost of \$100.495M, excluding costs for a personal alerting solution.
2. **note** the delivery stage of the Implementation Business Case is commencing which will require commitment of the Board approved funding.
3. **approve** delegation of financial authority to the CE up to \$70.9m (combined capex and opex) to enable the CE to sign all required documentation relating to Cellular and Digital Land Mobile Radio, to give effect to the approved implementation business case.
4. **note** the recommended option for a personal alerting solution is option 3 – a combination of our existing cellular-based Alerting and Messaging System (AMS) and infill paging.
5. **note** estimated Whole of Life Costs of Option 3 (AMS + infill paging) is \$11.45M, which is made up of \$7.273M capex and \$4.175M opex.
6. **approve** the Personal Alerting Generation 2 Business Case (Annex one of the report).

7. **approve** delegation of financial authority of up to \$11.45m (\$4.175 opex and \$7.273 capex) to the CE for implementation of the personal alerting solution, as outlined in the Personal Alerting Generation 2 Business Case.

8	NOTING PAPERS	
8.1	EKE TAUMATA: 10-YEAR DIVERSITY AND INCLUSION STRATEGY	NICKY CHILTON

The Acting DCE People introduced the report. The following points were raised:

- Finalising the report was a big milestone in the Eke Taumata project.
- There were high levels of engagement from lots of communities in the drafting of the strategy.
- A piece of work was in its early stages to think about the comments received on the strategy and find quantifiable actions as well as a lessons-learned exercise to help improve targeted approaches at local level and through different cultural communities.

The Board resolved to:

- note** the 10-year Diversity and Inclusion Strategy has been approved by ELT.
- note** that work on the first two system-level shifts outlined in the Diversity and Inclusion Strategy has commenced.

9	DEEP DIVE	
9.1	HAZARDOUS SUBSTANCES CRITICAL RISK	ANGELA KIMMINS

The Manager SHW Strategy System & Assurance presented a deep dive on the hazardous substances critical risk. The presentation was circulated to Board Members by email. During and following the presentation, the following points were raised:

- Gas monitors were rolled out to the busiest 115 stations in New Zealand, which were predominantly career stations.
- When training is being trialled, career stations are usually approached first due to their time availability which enabled data to be gathered in a timely way.
- There was not a one-size-fits-all approach to rolling out new equipment or training.
- If an intervention is not 100% guaranteed, it becomes 'administrative' on risk bowties, but a number of concepts, including wholly avoiding areas containing contaminants might be practically considered 'elimination'.
- Fire and Emergency are the lead agency in instances of mass decontamination. The Board sought more information in relation to decontamination and the DCE SDD committed to return with a deep dive into the carcinogen control project that covered that.

Management Action: DCE SDD to present a deep dive into Fire and Emergency's Carcinogen Control Project, to include decontamination for firefighters and mass decontamination responsibilities.

10.	GENERAL BUSINESS	
10.1	KEY MESSAGES	

The Chair thanked officials for their hard mahi in improving the quality of papers at the Board and for arranging and facilitating the Board's visit to the Invercargill District.

10.2	CORRESPONDENCE RECEIVED/SENT BY THE BOARD SINCE 28 FEBRUARY 2025	CHAIR
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The Board reviewed the received and sent correspondence log.

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

10.4	CLOSING	CHAIR
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A member of the Board closed the meeting with a karakia at 1:01pm

Next Meeting: Friday 9 May 2025 – Virtual meeting

MEETING DETAILS	
Committee / Komiti	Board
Date / Rangi	Friday, 9 May 2025
Time / Wā	8:00am – 12:02pm
Location / Wāhi	NHQ 7.5W Avalon / MS Teams

ATTENDEES	
Chairperson <i>Tiamana</i>	Rebecca Keoghan MNZM
Committee Members <i>Ngā mema</i>	<ul style="list-style-type: none"> • Danny Tuato'o (Deputy Chair) • Belinda Clark QSO • Mary-Anne Macleod • Amit Prasad • Dr Daniel Tulloch
Standing Attendees <i>Ērā atu</i>	<ul style="list-style-type: none"> • Executive Leadership Team • David Pealing, Principal Advisor Governance (Secretariat)
Other Attendees <i>Ērā atu</i>	<ul style="list-style-type: none"> • Lara Ariell, Independent HRIS/Payroll Advisor to the Board (<i>item 1.4</i>) • Murray Coppersmith, Audit and Risk Assurance Committee Chair (<i>item 3.1</i>) and Financial Sustainability and Investment Committee Chair (<i>items 4.1 - 4.5</i>)
Apologies <i>Ngā whakapāha</i>	None

1.	CLOSED SESSIONS	
1.1	BOARD ONLY TIME	CHAIR

A member of the Board recited a karakia.

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

1.2	BOARD AND CHIEF EXECUTIVE ONLY TIME	CHAIR
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The Board met in closed session with the Chief Executive (CE) from 9:00am to 9:30am.

1.3	BOARD, CE, AND CHATHAM ISLANDS LOCAL ADVISORY COMMITTEE CHAIR ONLY TIME	CHAIR
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The Board met in closed session with the Chief Executive (CE) and the Chair, Northland Local Advisory Committee, from 9.30am to 9.45am.

1.4	BOARD, CE, AND BOARD INDEPENDENT HRIS/PAYROLL ADVISOR ONLY TIME	CHAIR
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The Board met in closed session with the CE and the Independent HRIS/Payroll Advisor to the Board from 9.45am to 10.00am.

2	DECLARATION OF INTERESTS	
2.1	INTERESTS REGISTER	CHAIR

The Chair welcomed Murray Coppersmith, the Executive Leadership Team (ELT) and the Board Secretariat to the meeting at 10:00am.

The Chair welcomed Megan Stiffler, Deputy Chief Executive (DCE) Service Delivery Operations (SDO), to her first meeting of the Board.

The Interests Register was noted. No conflicts of interest were identified.

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

The DCE People gave an update on progress with the HRIS and payroll replacement programme. The Board had discussed the paper with the Independent HRIS/Payroll Advisor in Board-only time.

The paper set out the recommendations of the Gateway Review and management requested direction from the Board on three recommendations: R1, R7 and R10¹. In the subsequent kōrero, the Board raised the following points:

¹ Gateway Recommendations:

R1) Position the Programme more broadly to link to the organisation's strategy, and wider opportunities and benefits, so that this can be reflected in the strategic case. Do in April 2025

R7) Seek Fire and Emergency Board approval and interim funding (outside the current funding envelope) to resource essential workstreams in parallel with business case development, in order to enable accelerated Go Live following final approvals. Do by 31 May 2025

R10) Implement multiple parallel workstreams to ensure the Programme is poised to deliver. Do as soon as possible following Board approval of interim funding

- The project is being managed using an Agile project approach, and it would be useful to reemphasise this with Treasury and the Gateway team.
- Three new members had been added to the review team since the last review. This was partly at the request of management to ensure renewed rigour in the process. It appeared that a number of points previously articulated by Fire and Emergency had not been adequately shared with the new panellists.
- Removing rostering from the SMS system without thorough due diligence could destabilise the entire SMS platform, which was considered high risk given SMS's role in the frontline.
- The Board noted that the original plan was to address rostering functionality in the next phase of development.
- The DCE People, as the senior responsible officer, is invited to provide feedback to Treasury, and has done so in writing. The written feedback will be followed up in person.
- DayForce had increased the seniority and capability of the resources they allocated to the project, noting that previously they were not keeping up with Fire and Emergency's resource.

The Board acknowledged the sentiment expressed in R1 but recognised a significant amount of risk with the suggested timeframe. Communicating the rationale and consistent messaging with all stakeholders was of critical importance.

The Board asked for a breakdown of the costs of the four FTE resources proposed to be retained/funded, noting the associated figure was very high for the number of people. The DCE People confirmed the breakdown by position and clarified that the costs included agency fees. The Chair of the Audit and Risk Committee confirmed his understanding that the costs reflected market realities for such roles. The Board requested that the costs be scrutinised in the preparation of the out-of-cycle paper referenced in the report.

The Board resolved to:

1. **note** the outcome and recommendations of the recent Gateway Review, and the analysis of the impact of those recommendations on the programme.
2. **note** that, if accepted, some recommendations would alter the previously approved approach to the programme.
3. **provide** direction on the key Gateway Review recommendations, set out in the report, as follows:
 - a. To accept R1, within previous Board direction on resources and timelines.
 - b. To accept R7 and R10.
4. **approve** funding of up to \$720,412, through to 24 December 2025, to secure critical programme resources.
5. **approve** the submission of an out of cycle paper, by 31 May 2025, seeking approval to stand up key workstreams and commence the build phase, ahead of submission and approval of the Implementation Business Case.

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

Murray Coppersmith, Chair of the Financial Sustainability and Investment Committee, gave a short update on the last meeting of the Committee, noting that the Committee's feedback was included in the items later in the agenda. He highlighted the ongoing risk to levy take.

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

- The budget felt 'courageous' given the number of highlighted risks.
- The Board had set the envelope for the Budget and provided the steer for it to be constrained at its November 2024 meeting.
- Levy continues to be volatile. Fire and Emergency uses three months levy take to identify trends, however levy had been both up and down against projections in the previous three months. The volatility has been flagged at Ministerial level.
- The next few months would be critical as many renewals would be due around the start of the financial year. This will take some time to filter through.
- There would be time for Fire and Emergency to respond to those trends once renewal behaviour reaches an equilibrium.
- Further deterioration in levy take would require major structural change in spend over and above current savings plans, with impacts on the frontline.
- It was important that stakeholders, internal and external, and at every level had appropriate comms to ensure they understood the challenges Fire and Emergency is facing.

The Board resolved to:

1. **approve** the proposed operating and capital budgets for 2025/26, as recommended by the Financial Sustainability and Investment Committee on 14 April 2025.
2. **approve** the disestablishment of the cash-backed seismic resilience reserve effective by 30 June 2025, the work to be folded into Asset Management Plans, as recommended by the Financial Sustainability and Investment Committee on 14 April 2025.
3. **endorse** the prospective financial statements for next year's Statement of Performance Expectations (SPE) as set out in Appendix 1 to the report.
4. **endorse** the proposed cost of outputs for 2025/26 as set out in Appendix 1 to the report, section 1.2 (Output Class Reporting Summary).
5. **note** that 2025/26 Budget and financial forecasts for 2026/27 and 2027/28 have incorporated the spending and savings targets from the Financial Reinvestment and Risk Management (FRRM) plan.
6. **note** that the budgets and forecasts set out in the paper will form part of next year's Statement of Performance Expectations which will be presented to the Board for final approval at its 27 June 2025 meeting.

7. **note** that annual budgets are set in accordance with, and to be consistent with, long-term financial projections to ensure annual budgeted expenditure is reasonable and to maintain alignment with long-term financial sustainability.
8. **note** that risks relating to the Part 3 Levy non-residential levy rate and sum insured valuation base do not significantly affect the 2025/26 year but may impact the 2026/27 and 2027/28 years.
9. **note** the 2024/25 forecast and opening cash balance will be updated prior to final approval of the SPE for 2025/26.
10. **note** that the key sensitivities and risks identified with the proposed budget for 2025/26, and outyear forecasts, are being actively monitored and managed, with regular reporting provided to the Financial Sustainability and Investment Committee, the Audit and Risk Committee and the Board.

4.3	FINANCIAL REPORT – MARCH 2025	DARRYL PURDY
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The DCE FaBO introduced the item and during the subsequent kōrero the following points were raised:

- The Minister was being updated on cost savings plans via the regular fortnightly reporting and quarterly reporting.
- Firefighter leave and sick leave costs continued to be high, and it was noted that the new DCE SDO brought fresh leadership in this space, and that FSIC had received an update on plans to address sick leave amongst firefighters.

The Board resolved to:

1. **note** the March month and YTD financial result against budget.
2. **note** the full year financial year operating Q3 forecast against budget.
3. **note** the 2024/25 financial year capital forecast against SPE budget.

4.4	LEVY REVENUE MITIGATION	DARRYL PURDY
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The DCE FaBO introduced the item and during the subsequent kōrero the following points were raised:

- Proposed changes to capital expenditure budgets mean these budgets are tight and we have tried to balance priority spend with acquired savings.
- The risk resourcing model will assist in the longer term with asset priorities and is currently preparing for international peer review.
- The Future Operational Capability (FOC) programme would provide the tools for increased flexibility in deployment.
- Current issues in firefighter sick and long term accident leave needs to be addressed before adding additional firefighter numbers, or there is a risk of the leave problems continuing.

The Board resolved to:

1. **endorse** the proposed Levy Revenue Mitigation Plan.
2. **note** the proposed deferrals in capex and opex may be reconsidered for funding when the impact of the shift to sum insured is known or the next Part 3 Levy rates are being set unless these become affordable earlier.

4.5	FINANCIAL REINVESTMENT AND RISK MANAGEMENT PLAN UPDATE	DARRYL PURDY
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The DCE FaBO gave a verbal update on the FRRM. A briefing had been provided to the Minister on 7 May, and a further one would be provided in June. The Board commended management for the mahi and acknowledged the difficulties presented in the next phase of change.

Murray Coppersmith left the meeting at 11.08am.

A break was taken from 11.08am to 11.20am.

5.	ADMINISTRATION	
5.1	MINUTES OF PREVIOUS MEETING	CHAIR

The minutes of the Board meeting on 28 March 2025 were approved as a true and correct record.

5.2	REVIEW ACTION LOG	CHAIR
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The action log was reviewed. Updates and closures were made as required.

6.	REPORTING	
6.1	CHIEF EXECUTIVE'S REPORT	KERRY GREGORY

The CE introduced the report and the following points were raised:

- Since the paper was circulated, WorkSafe had confirmed that the two recent live fire health and safety incidents had not met notifiable level.
- Delays with the Memorandum of Understanding with the New Zealand Defence Force were caused by Defence. The approach of Fire and Emergency would be to agree a very high-level MoU with detailed schedules underneath.
- The Board congratulated Dr Steph Rotarangi on being recognised with a Victoria Country Fire Authority medal.
- There was an update on the criminal vetting policy and its implementation.

6.2	SAFETY, HEALTH, AND WELLBEING REPORT	JANINE HEARN
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The CE opened the item before handing over to the DCE People who introduced the safety, health and wellbeing (SHW) report.

- The Board asked whether more could be done to improve visibility of the extent of outstanding SHW actions. The Board wanted to understand that management were considering the themes and trends in recorded incidents. The DCE People agreed to investigate options for improving that visibility.
- There was good news in the wellbeing measures all being down, especially if compared with other operational agencies.
- The Respiratory Protection Programme now had resourcing in place.
- The Board congratulated management for the draft External Evaluation Review rating change from category 4 to 2.

Management Action: DCE People to investigate options for improving visibility of the extent of outstanding SHW actions, and an analysis of themes and trends, for the Board.

6.3	QUARTERLY PERFORMANCE REPORT FOR QUARTER 3 2024/25	DARRYL PURDY
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The DCE FaBO introduced the item. The Board requested further scrutiny of the measures rated green to ensure none were about to worsen in the very near future, and that if they were, consider making them amber earlier.

The Board resolved to:

1. **approve** the Q3 report incorporating response statistics and the priorities summary report which includes our key highlights for the quarter (including highlights from the Enabling Activities).
2. **note** that the results in the Q3 report are indicative of our performance results at the end of the 2024/25 financial year.
3. **agree** the Q3 report is provided to the Minister and the Department of Internal Affairs, following incorporation of any Board feedback.

6.4	PEOPLE AND CAPABILITY COMMITTEE REPORT BACK	MARY-ANNE MACLEOD
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The Chair of the People and Capability Committee introduced the report.

The Board resolved to:

1. **note** the report of the meeting held on 14 April 2025.

7.	DECISION PAPERS	
7.1	WILDFIRE SINGLE AND DOUBLE CAB APPLIANCE PROCUREMENT PLAN DELEGATION	SARAH SINCLAIR

The DCE Organisational Strategy and Capability Development introduced the item. In response to a question, the Board were told that many of the appliances covered by the proposed delegation were at end of life and so the presumption was these would be like-for-like replacements. The FOC would provide the tools to ensure appropriate deployment. It was also noted that all contracts contained stop clauses.

The Board resolved to:

1. **note** the previous supplier has exited the market and no longer manufactures firefighting appliances.
2. **note** the wildfire appliance purchase cost is estimated to be \$42.3 million over the proposed 15-year term of the contract and that whole of life cost will be calculated post tender.
3. **note** the actual cost for the wildfire appliances is dependent on the selected preferred suppliers' price, and will be subject to the quantity and mix of appliances purchased.
4. **note** this investment is in scope of *Cabinet Circular CO (23) 9* as it is over \$35 million and as such Fire and Emergency will follow the Treasury investment management and reporting process.
5. **note** the delegation of authority to the Chief Executive to approve wildfire appliance procurement plans and preferred supplier recommendation report does not commit Fire and Emergency to purchasing any appliances under the resulting contract nor any expenditure under the contract.
6. **approve** delegation of authority to the Chief Executive to approve the wildfire appliance procurement documentation, including the procurement plan and preferred supplier recommendation report.

7.2	UNITED FIRE BRIGADES' ASSOCIATION FUNDING REQUEST FOR THE 2025/26 FINANCIAL YEAR	BRYAN DUNNE
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The DCE Office of the Chief Executive introduced the item. Future iterations of the report would be timed to progress through the People and Capability Committee before Board. Fire and Emergency would engage with the UFBA to see that Fire and Emergency was properly recognised for its contribution to events and conferences.

The Board resolved to:

1. note that the UFBA has submitted its 2025/26 business plan and has requested funding of \$4,067,995 for the 2025/26 financial year.
2. note that ELT considered the UFBA funding request and recommends a funding envelope of \$3,966,553.
3. approve Fire and Emergency's funding contribution to the UFBA of up to \$3,966,553 for the 2025/26 financial year.
4. delegate authority to the Chief Executive to sign the procurement documentation.
5. delegate authority to the Chief Executive to sign the 2025/26 Conditional Grant Agreement.

8	NOTING PAPERS	
8.1	HEALTH STANDARDS PROJECT UPDATE	JANINE HEARN

The CE introduced the report before handing to the DCE People. Management acknowledged the criticality that the Board had placed on the success of this project.

The Board resolved to:

1. note the management decision to pause the Health Standards project to reassess the resourcing and operating environment, to ensure successful delivery.
2. note that 24/25 YTD \$0.174 has been spent on the Health Monitoring phase of the Health Monitoring business case.
3. note that work has commenced to secure the appropriate resource and address the operating environment issues that led to the decision to pause the programme, for that work to re-commence in July 2025.

9.	GENERAL BUSINESS	
9.1	KEY MESSAGES	

The Board asked about the wellbeing of the crews that had attended multiple events across the top of the North Island in recent weeks. In response, management advise that pre-positioning of capabilities had occurred. This approach had been developed following Cyclone Gabrielle. Early indications were that it had worked well.

9.2	CORRESPONDENCE RECEIVED/SENT BY THE BOARD SINCE 28 FEBRUARY 2025	CHAIR
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The Board reviewed the received and sent correspondence log.

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



Hui Miniti / Minutes

9.4

CLOSING

CHAIR

A member of the Board closed the meeting with a karakia at 12:01pm

Next Meeting: Friday 27 June 2025 – National Headquarters, Wellington