



## Committee Minutes

### PEOPLE AND CULTURE COMMITTEE MEETING

**Date:** Monday 13 February 2023

**Time:** 10:00am – 11.45am

**Venue:** Virtual (Teams)

**Present:**

Rebecca Keoghan  
Mary-Anne Macleod

Acting Chair  
Member

**In Attendance:**

Belinda Clark  
Kerry Gregory  
Janine Hearn  
Carmel Ali  
Nicky Chilton  
April Christie  
Emma Martin  
Becks Kearns

Board Member  
Chief Executive  
Deputy Chief Executive People  
Deputy Chief Executive Office of the Chief Executive  
National Manager Workplace Culture & Change  
Chief Advisor Safety Health and Wellbeing  
Business Case Writer  
Secretariat

**Apologies:**

# Out of scope

# Out of scope

The Committee also discussed:

- linkages between Kia Toipoto and other organisational initiatives such as Kaupapa Māori, Paearu Mahi and Eke Taumata

# Out of scope



## Committee Minutes

### PEOPLE AND CULTURE COMMITTEE MEETING

**Date:** Monday 22 May 2023

**Time:** 13:00 - 15:

**Venue:** Virtual (Teams)

**Present:**

Mary-Anne Macleod  
Belinda Clark  
Rebecca Keoghan

Chairperson  
Member  
Member

**In Attendance:**

Kerry Gregory  
Carmel Ali  
Janine Hearn  
Piki Thomas  
Alta Kilsby

Chief Executive  
Deputy Chief Executive Office of the Chief Executive  
Deputy Chief Executive People  
Deputy Chief Executive Kaupapa Māori and Cultural Communities  
Secretariat

**Apologies:**

None

# Out of scope

# Out of scope

## **Eke Taumata Complaints Management Workstream Update**

*Carmel Ali, the Deputy Chief Executive, Office of the Chief Executive attended the discussion.*

The DCE Office of the Chief Executive provided an update on the decisions undertaken by Te Eke Taumata Governance Committee on 10 May 2023, an update on the status of the Complaints Management workstream and an outline of the direction and endorsement on the scope and approach for the above work. She further advised that within the Eke Taumata project, a workstream (Complaints Management) and supporting work packages have been initiated to address recommendations 14 (and 15-16). This includes commencing a detailed review of our complaints management processes, primarily the Behaviour Conduct Office (BCO) function to ensure it is people-focused, not process-focused.

The Committee expressed concern over their visibility of work underway and requested an early/interim report be presented to them for feedback well in advance of the 30 June reporting deadline, which provides a succinct view of all the work underway in this space.

The Chairperson invited feedback from the DCE Office of the Chief Executive and the Chief Executive on what additional support is required from the Committee and/or the Board to progress this work at pace.

The Committee:

- a. noted the Minister has received advice from Te Tari Taiwhenua - The Department of Internal Affairs (DIA) recommending next steps for both DIA and Fire and Emergency (FENZ) to address.
- b. noted the Behaviour Conduct Office, (BCO) FENZ personnel and unions have been advised of the intent to engage in a review of our complaints management system which includes a formal change process.
- c. noted the proposed principles and workstream objectives to ensure the workstream is appropriately scoped for the transitional phase.
- d. noted that ELT have requested the workstream team to undertake an appropriate procurement process to identify if there are providers who could support FENZ and specialise in complaints and resolution management.
- e. noted the timeframes to deliver this workstream are 'by 30 November 2023' as provided to the Minister; however, the Eke Taumata Governance Board (10th May) requested we undertake planning on the basis that we can implement changes sooner; planning is underway and discussions to stress test condensed timelines will be had at P&C Committee Meeting.
- f. noted that attempts will be made to consolidate the above timeframes.

**Action:**

Provide early copy to the Committee of interim report to the Board on progress against the PSC review recommendations for feedback well in advance of the 30 June reporting deadline, which provides a succinct view of all the work underway in this space.

# Out of scope

The meeting closed at 15:00.

Mary-Anne Macleod  
**CHAIRPERSON**

Date



## Committee Minutes

### PEOPLE AND CULTURE COMMITTEE MEETING

**Date:** 7 August 2023

**Time:** 10.00am - XX

**Venue:** Microsoft Teams

**Members:**

- Mary-Anne Macleod, Chair
- Rebecca Keoghan, Member / Board Chair
- Belinda Clark, Member

**In attendance:**

- Russell Wood, Acting Chief Executive
- Carmel Ali, DCE Office of the Chief Executive
- Janine Hearn, DCE People
- Becks Kearns, Secretariat
- Barbara Olah, National Manager Women's Development (Item 6 only)
- Nicky Chilton, National Manager Organisational Development (Item 7 only)

**Apologies:**

- Kerry Gregory, Chief Executive

# Out of scope

# Out of scope

## 5. Eke Taumata

DCE Office of the Chief Executive provided an overview of the paper and the complaints management data provided.

DCE Office of the Chief Executive clarified that “in review” was a term previously used by the Behaviour of Conduct Office (BCO) which indicated that a case was closed but was under review with the intent of ensuring systematic lessons were identified and learned. Clarification was also provided on those with unknown outcomes, these are cases that were managed by the People Branch and line manager and the BCO were not informed of the outcome. Assurance was provided that the connection between the People Branch and BCO is being strengthened.

The Committee determined that while the data and analysis is useful for internal purposes, the focus and effort should now be on addressing the cultural issues and implementing the necessary culture change to move the organisation forward.

The Committee discussed the prevalence of alcohol in the complaints data. The Committee asked for a discussion on Fire and Emergency’s alcohol policies and behaviours to be included on the work programme for the next twelve months.

DCE Office of the Chief Executive also provided an overview of the work underway to deliver the complaints management system by the 30 November deadline. DCE Office of the Chief Executive advised that there is a potential risk to meeting this deadline as the procurement process cannot commence until consultation has been completed and a final decision has been made and communicated. The Acting Chief Executive advised that a out-of-cycle paper would be tabled with the full Board for consideration to determine risk appetite and preferred approach. The Committee reinforced the Board’s views that they want the complaints management system implemented sooner than 30 November 2023 and requested management consider how this can be achieved in a way that balances timely delivery and the risks and identifies potential risk mitigations. The Committee agreed that an out-of-cycle meeting could be set up to discuss this.

The Committee agreed to defer the conversation on the next six-monthly report to the full Board, at such time that feedback has been received from the Minister of Internal Affairs. The Committee also asked to be kept informed on when the report is released to Fire and Emergency personnel.

IN CONFIDENCE

**Actions:**

- Secretariat is to include a discussion on Fire and Emergency's alcohol policies and behaviours on the Committee's work programme.
- DCE Office of the Chief Executive is to advise the People and Culture Committee when the six-monthly Eke Taumata report is to be released to Fire and Emergency personnel.

**Resolved**

The Committee:

1. **noted** the key insights
2. **discussed** the information included in the findings.

# Out of scope



# Out of scope

## 8. Whanaungatanga

# Out of scope

The Committee emphasised how important this work is to the full Board and its criticality to Eke Taumata.

# Out of scope

## People and Culture Committee Paper

<b>To:</b>	Chair and Committee members
<b>From:</b>	Carmel Ali, DCE Office of the Chief Executive
<b>Date:</b>	7 August 2023
<b>Subject:</b>	Complaints Register – Analytic Summary

### Purpose

This paper is being provided to the People and Culture Committee to provide additional information on the current state of complaints activity at Fire and Emergency New Zealand.

### Recommendations:

That the People and Culture Committee:

1. notes the key insights
2. discuss the information included in the findings.

### Executive Summary

This paper has been prepared as part of the wider initial work carried out over the first four months of the Eke Taumata project. It was provided to members of the Complaints Management Advisory Group (June 2023) as part of the Complaints Management change process. The findings in this paper have highlighted trends which could provide ELT useful information as they develop the long-term culture and engagement plan.

Following on from discussions with Board members, Belinda Clark and Mary-Anne Macleod, it was suggested that the information in this paper could also helpfully inform a conversation with the Board, which, in the past, has requested detail about existing complaints activities.

### Background

This work was commissioned by the Eke Taumata Project team to support the Complaints Management change process. The paper presented findings on a deep dive analysis of Fire and Emergency NZ's complaints register. The purpose of the paper was:

1. Present explanations for the drop off in complaints cases over time
2. Present insights from the complaints data
3. Recommend improvements to the collection, capture and storage of complaints information.

This report does not include the information on recommended improvements (point three above) as they are operational in nature, but the paper does present information from the Behaviour and

Conduct Office complaints register. There is more to Fire and Emergency's complaints data, some of which is held by functions within the People Branch and is not captured in this document.

### **Associated risks**

There are limitations to the data captured and analysed in this paper, and as such it should only be viewed as insights or trends and not relied on for statistical and quotable information.

### **Implications to the business**

The insights and recommendations for operational and tactical improvements detailed in this paper align with and will support the current Complaints Management change process being undertaken in response to Recommendations 14, 15, 16.



Carmel Ali  
**DCE Office of the Chief Executive**

# Analysis of the complaints register Summary of findings

Completed as of June 2023

## Overview of findings

This report presents findings on a deep dive interrogation of Fire and Emergency New Zealand's complaints register. The purpose of this paper is three-fold:

1. Present explanations for the drop off in complaints cases over time
2. Present insights from the complaints data
3. Recommend improvements to the collection, capture and storage of complaints information.<sup>1</sup>

After compiling the data into a form that can be analysed, Fire and Emergency now has a baseline of complaints data from which to measure future improvements and initiatives in the complaints space. The preparation of data and subsequent analysis has revealed that there are several improvements that can be made to make Fire and Emergency's complaints handling process a more complainant and subject-centric process. Note too that this report only presents information from the Behaviour and Conduct Office (BCO) complaints register. There is more to Fire and Emergency's complaints data that is held by functions within the People Branch that is **not** captured in this document.

On May 4, 2023, a copy was made of the BCO complaints register to undertake detailed analysis and generate insights. The register was filtered by the 'complaint' category leaving a dataset of 312 cases. A summary of the main findings is presented below with detailed findings presented in the body of the report.

## Analysis on the drop off of cases over time

One of the purposes of this exercise was to establish explanations for the drop off seen in complaints over time. The drop off was determined in Te Kawa Mataaho - Public Service Commission's independent review of Fire and Emergency's workplace culture (the 2022 review) to be due to mistrust in the complaints process. The analysis in this work sought to investigate if the drop off in complaints could be due to a higher number of historic cases brought forward when the interim BCO was established in 2020, or if a high number of investigated complaints were not upheld.

The main findings from the analysis were:

- Historic cases
  - While there were more historical cases in 2020 and 2021, accounting for 10% of the total in those years, the reduction in complaints between 2021 and 2022 was 40%. This means the decrease in cases seen over time is not likely to be due to a higher number of historic cases seen in 2020 and 2021 and there is likely to be other factors accounting for the decrease.

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<sup>1</sup> This excerpt does not include the information on the Recommended Improvements (point three above) as they are operational in nature.

- Time open
  - It was found that in 2020 the average days cases (now closed) were open was 80 days, and in 2021 it was 26 days. There are a number still open from 2021, with the average time open being 68 weeks. One case from 2020 was still open after 672 days. Overall, however, the effect of the length of time a case is open has on the decrease in cases seen over time is not able to be determined either way, due to the current set-up of the register with many cases still 'in review'.
- Investigated cases
  - It was found that three quarters (75%) of cases with a known outcome resulted in a complaint being upheld. It is unlikely that complaints not being upheld have led to a decrease in complaints over time.

The analysis did not produce evidence that refute the observations outlined in the 2022 review that the reduction over time is because of mistrust with the BCO complaints process. Further analysis could be conducted looking at the impact involvement of Unions and the Association have on cases, and if there was a high number of less serious cases incoming when the interim BCO was stood up in 2020. There is a definitive lack of data sources, like a good body of exit interviews, and complainant feedback, that might also help explain the decrease. This is something for Fire and Emergency to work on over time.

### Insights

The deep dive into the complaints data also provided the opportunity to generate insights from the complaints data. The key insights were:

- Demographics
  - Career Firefighters make up around 12% of total personnel at Fire and Emergency and account for 12% of complainants and 21% of subjects
  - Management and support personnel/non-operational are around 8% of total Fire and Emergency personnel and account for 15% of complainants and 17% of subjects
  - Volunteers make up around 80% of Fire and Emergency personnel and account for half of complainants and 58% of subjects
  - Most cases have a non-manager as a complaint or subject. In 67% of cases the complainant was not a manager and in 57% of cases the subject was not a manager
  - While investigating disparity among rank, it was found that the highest proportion of cases were peer-to-peer cases
  - When a manager was the subject of a complaint, Chief Fire Officers (CFO) were by far the most complained about leaders with 45 complaints brought forward. The next highest groups after CFOs were their deputies (12) and tier 3 to 5 managers (26 combined)
- Harm from alcohol
  - 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% in sexual harm complaints
- Clusters/hot spots
  - Some complaint clusters exist. 148 brigades or branches have had complaints brought forward. Of these, 127 of these generated between 1 and 3 complaints, or 188 complaints in total
  - In comparison, 16 groups generated between 4 and 6 complaints, or 72 in total
  - At the other end, just 4 groups generated 36 complaints

- Fire and Emergency overall has 637 fire stations, around 5 branches and a small number of district offices. Complaints have originated from around a quarter of these groups (23%)
- Most complaint brigades/groups are volunteer brigades, or stations partly supported by volunteers.

## Improvements

A series of tactical data capture improvements to consider have been presented along with this report.

## Background

Eke Taumata was established in response the 2022 review and subsequent recommendations about Fire and Emergency's workplace culture and complaint handling practices.

There is a need to validate the findings from the 2022 review before Fire and Emergency embarks on an action plan to address workplace culture, more specifically any changes required to the complaints management framework.

The 2022 review observed that since 2019, complaint numbers in Fire and Emergency initially rose and then declined. The biggest increase occurred after the establishment of the (Interim) Behaviour and Conduct Office (BCO) in March 2019, when Fire and Emergency personnel were encouraged to bring forward complaints.

The BCO data indicated that 93 complaints were made in 2020 and 102 in 2021. To September 2022, 43 complaints had been received. The review team concluded that the significant reduction observed was unlikely to be from fewer incidences of bullying and harassment. This view was drawn from and supported by submissions and interviews. The review team identified several factors that were likely to be influencing current complaint numbers:

- high levels of under-reporting caused by the difficulty and duration of the BCO complaints management/resolution process
- the strong views held by some Fire and Emergency personnel that the complaints process is not impartial
- the existence of the 2022 review and people waiting to see its outcome.

The review of the existing complaints register was undertaken to interrogate the complaints dataset for insights that might provide alternative narratives for the drop off in complaints over time. Through the need to do this, an opportunity has presented itself to understand more fully the complaints history to date. Insights about the demographic makeup of complaint cases including rank, location, personnel type would also be sought. The analysis will support the establishment of a baseline from which future improvements and initiatives in the complaints space would be measured against.

The questions guiding the analysis were:

1. What might account for the decline in complaints over time?
2. What proportion of complaints that had been investigated were upheld?
3. What are the demographic characteristics of complaints?
4. Are cases characterised by a disparity in role between complainant and subject (that is between managers and staff)?

5. What insights can be reported about harm from alcohol
6. Are there brigades or branches where multiple complaints originate?
7. What improvements can be made to how complaint case data is collected, recorded, and stored?

The detailed method taken to compile the complaints data for analysis and then analyse the information is shown in appendix 1.

## Historical cases

Historical cases are those defined by a complaint being recorded by Fire and Emergency 12 months or more after the incident occurred.

Understanding historic cases is important to determine if the decline seen in complaint cases more recently could be explained by a high number of historical cases being received in 2020 following the establishment of the interim BCO. When the interim BCO was stood up in March 2020, personnel were encouraged to bring forward past complaints that had either been unreported to date or reported but were perceived by the complainant to have had an unsatisfactory outcome.

The findings shown in table 1 below show:

- There were more historical cases in 2020 and 2021
- Taking the average number of complaints in the first 4 months of 2023 – 4 per month – it can be extrapolated if that amount continues throughout 2023, complaints could total 48 by the end of the year – similar to 2022
- Given the above point however, the higher number of historical cases in 2020 and 2021 doesn't appear to account for the drop off in complaints seen from 2022
  - Historical cases accounted around 10% of complaints in 2020 and 2021. However, the reduction in complaints between 2021 and 2022 was 40% - this means there is likely to be other factors accounting for the decrease seen in complaints from 2022.

Table 1: Complaints received by Fire and Emergency by year, and if they were historical or not

	Year complaint received by Fire and Emergency					
Was the case historical?	2020 n (%)	2021 n (%)	2022 n (%)	2023 to date n (%)	Pre-March 2020	Grand Total
No	73 (78%)	92 (90%)	55 (90%)	16 (100%)	0	239
Yes	9 (10%)	8 (8%)	3 (5%)	0	0	20
Unknown	11 (12%)	2 (2%)	3 (5%)	0	40 (100%)	53
Grand Total	93	102	61	16	40	312

## Time cases are open

Having found that a high number of historical cases in 2020 and 2021 did not likely account for the decrease seen in cases in 2022, alternative explanations were investigated. Finding out how long cases had been open was another lens applied to complaints data to understand why there was a decrease in cases over time.

Potentially, expectations around how long a complaint takes to be resolved could be a factor in a lower number of complaints if the perception is that complaints take too long to be resolved. It is only possible to look at time to closure. Fire and Emergency has no data on personnel perception of whether cases take too long but this was a finding in the 2022 review (page 30). Fire and Emergency would need to invest in understanding complainants' expectations of time taken to close complaints, and perceptions among wider personnel about their perceptions of time taken to resolve complaints.

Within the BCO, there are no service level agreements in place for the time it takes for a case to be triaged, investigated, and closed. There are however informal expectations for how long it should take from arrival to hand over to investigation, acknowledging circumstances that can create delays including number of people to be interviewed, complexity, hold ups by representatives and availability of people.

Generally, the complaints team in the BCO will:

- Acknowledge a complaint has been received within 24 hours
- Complete a complaint case assessment ready within a week
- Have investigation terms of reference and notice of employment investigations completed in one week
- Give respondents one week to comment on the terms of reference.

The register was interrogated to determine both how long cases had been open before they were closed, and how long open cases had been in progress.

Due to the setup of the register, a high number of cases in the register are coded as in review. While the BCO input on these cases is complete, the case is held 'in review'. Formulas to determine number of days a case was open are determined by a 'close' date. This is missing for 'in review' cases. The reason for the high number of 'in review' cases is not clear although current the complaints team is piloting a process to close 'in review' cases.

Having examined cases that have been closed by year, the following was found (note that cases received before the interim BCO was stood up in March 2020 have been excluded):

- In 2020, for the 53 closed complaints, the average days open since the complaint was received by Fire and Emergency was 80 days
- For the 15 closed cases in 2021, average days open was 26 days
- One case has been closed in 2022, the number of days open was 108 days.

Of open cases:

- One case remains open from 2020 at 672 days
- 14 out of 102 (14%) are still open from 2021 with the average number of days open being 478 or 68 weeks



- 18 out of 61 (28%) complaints are still open from 2022, with the average number of days open at 188 or 26 weeks

All other cases were coded as 'in review'.

Length of time cases are open may be a determining factor in decreased complaints over time but in the register's current state, it is difficult to make a determination of whether the time cases have been open is reasonable or not. This is due to the high number of in review cases and a lack of data and process on what service levels can be expected. All that can be done presently is to present the current information Fire and Emergency has and plan for better data collection going forward.

## Cases that had been investigated

Analysis was done to determine the proportion of complaints investigated had been upheld. This was explored to see if a high number of investigated cases not being upheld could account for a reduction in complaints being made over time.

It was thought that if a high proportion of cases went to investigation and were found to have no case to answer to would mean two things. Firstly, that cases were being incorrectly categorised on receipt. This would see more complainants going into investigations thinking they would receive a positive outcome for their complaints but not getting that expected outcome after the case had been investigated. And secondly, that a high proportion of investigations finding no outcome would potentially lead to a perception from future complainants that there was no value in the complaints process because investigations don't lead to expected outcomes.

Table 2 shows that while there was variance between years, overall, 112 (36%) of complaints received to 4 May 2023, went to investigation.

Table 2: Type of investigation by year

	Pre-Mar '20		2020		2021		2022		To 4 May '23		Grand Total	
	n	%	n	%	n	%	n	%	n	%	n	%
HR Process	0	0%	5	5%	1	1%	4	7%	2	13%	12	4%
No	6	15%	46	49%	55	54%	33	54%	5	31%	145	46%
Unknown	25	63%	12	13%	6	6%	0	0%	0	0%	43	14%
Yes	9	23%	30	32%	40	39%	24	39%	9	56%	112	36%
Grand Total	40		93		102		61		16		312	

Of the 112 cases that had been investigated, 73 were complete and had a known outcome (yes or no), 32 were ongoing, and 7 had an unknown outcome (Table 3).

Three-quarters (75%) of completed complaints with a known outcome were upheld – 55 cases upheld, 18 not upheld, total 73.

Table 3: Outcome of cases that had gone to investigation – all years

Outcome	n	%
Yes upheld	55	49%
No not upheld	18	16%
Ongoing	32	29%
Unknown	7	6%
Grand Total	112	100%

The findings reveal that three-quarters of cases that go to investigation and are completed have the allegations upheld.

The caveat to this is there is no agreed measure on what good looks like for outcomes of investigated cases. We are also missing the perspective of complainants' expectations around investigation outcomes.

This data can only provide a baseline for future measures.

Overall, however, it's unlikely that a reduction in complaints cases is due to a high number of investigations not being upheld.

### Outcome categories

The outcome categories for the 55 cases that had an investigation upheld are shown in table 4. Most resulted in recommendations being made or disciplinary action.

Table 4: Outcome categories of the investigations that were upheld

Category	n	%
Full Formal Investigation undertaken - recommendations made	18	33%
Disciplinary Action	13	24%
Educational Approach (set expectations)	6	11%
Dismissal/Discharge	5	9%
Final written warning	4	7%
Subject resigned	4	7%
Resolved - During formal investigation	2	4%
Complainant Resigned	1	2%
Team restorative process	1	2%
Written warning	1	2%
<b>Grand Total</b>	<b>55</b>	<b>100%</b>

Further detail was sought for the 'Full Formal Investigation undertaken - recommendations made' category. Of the 18 in that category:

- 6 are unable to determine what the recommendations were
- 5 had an outcome of 'Educational Approach (set expectations)'
- 3 had a 'Written warning'
- 2 resulted in a discharge or dismissal
- 2 had a confidential outcome recorded.

Recording of case outcomes can be improved to provide Fire and Emergency with deeper insights about outcomes for cases. These are presented in more detail in the Improvements section further on in the report. It does seem that the 'Full Formal Investigation undertaken - recommendations made' is most likely an outcome of the investigations process rather than of the overall complaint. These outcomes should be recorded separately.

## Demographic characteristics of complainants and subjects

Extrapolated insights about the demographic make-up of complaints using the profiles shown in table 5 and 6 show:

- Career Firefighters make up around 12% of total personnel at Fire and Emergency and account for 12% of complainants and 21% of subjects
- Management and support personnel/non-operational are around 8% of total Fire and Emergency personnel and account for 15% of complainants and 17% of subjects
- Volunteers make up around 80% of Fire and Emergency personnel and account for half of complainants and 58% of subjects.

The above complaint proportions increase when the 'unknown' category is removed from these figures, but this is not shown below.

Table 5: Approx Fire and Emergency headcount/FTE

	n	%
FTE Career Firefighters	1800	12%
FTE management and support	1100	8%
Headcount Volunteers	11600	80%
<b>Total personnel</b>	<b>14500</b>	

Table 6: Personnel type of complainants and subjects

	Complainants		Subjects	
Personnel type	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%
<b>Grand Total</b>	<b>312</b>	<b>100%</b>	<b>312</b>	<b>100%</b>

There are several caveats with these figures as they are presented above. Overlap exists between the annual report figures and the complaints register for personnel in the management level. The annual report figures for the 'management and support' group in table 5 include operational managers from Chief Fire Officer and above, non-operational managers from tier 5 and above, and corporate roles mostly based out of NHQ, whereas the complaints data separates the managers out.

The second caveat to note is reporting from the complaints register separates out operational and non-operational managers, and non-operational personnel who are not managers. The annual report figures count career firefighters and management and support personnel as FTE and volunteers by a head count.

What it does provide however is an initial indication of where the complaints are sitting across personnel groups at Fire and Emergency and a starting point from which to improve future reporting.

There are a high number of unknown entries in personnel type for complainants. Improvements are required to data capture of complaints on receipt to improve reporting of these figures.

The other demographic category in the register, region, is reported in monthly board reporting.

## Role differentials in complaints

Analysis investigated disparity among complaints between managers and staff. The first step was to understand who was making complaints.

### Personnel making complaints

The majority of cases have a non-manager as a complaint or subject:

- Complainant not a manager: 67% of cases overall (table 7)
- Subject not a manager: 57% of cases overall (table 8).

Conversely managers aren't often making complaints, with these roles making up around 10% of the total complaints (table 7).

In terms of leader roles that appear more often in complaints, by far Chief Fire Officers (CFO) were the most complained about leaders with 45 complaints brought forward. The next highest groups after CFOs were their deputies (12) and tier 3 to 5 managers (26 combined) (table 8).

Role type for complainants wasn't captured in enough detail to report for common roles appearing.

### Peer to peer complaints

These above findings corroborate with figures around who is making complaints. Analysis investigating disparity among complaints between managers and staff showed that most cases are peer to peer, with 124 (40%) complaints being non-manager to non-manager (highlighted in table 8).

### Staff to manager

The highest number of complaints from non-manager to manager were 33 against a CFO, 11 against T4/T5, and 10 against Area Managers (highlighted in table 9).

### Manager to staff

While the numbers are small, managers in the operational area (CFOs, DCFOs) are more often taking complaints against non-managers (table 9).

There is a very high number of unknown entries in role type for complainants. Improvements are required to data capture of complaints on receipt to improve reporting of these figures.

Table 7: Is the complainant a leader?

Role	n	%
No	214	69%
CFO	12	4%
DCFO	4	1%
T3	1	0%
T4/T5	13	4%
Unknown	68	22%
Grand Total	312	100%

Table 8: Is the subject a leader?

Role	n	%
No	177	57%
AAM	3	1%
AM	11	4%
CFO	45	14%
CRM	2	1%
DCE	3	1%
DCFO	12	4%
DM	1	0%
GM	3	1%
T3	13	4%
T4/T5	13	4%
Unknown	29	9%
Grand Total	312	100%

Note:

AAM = Assistant Area Manager (previous role)

AM = Area Manager (previous role)

CFO = Chief Fire Officer

CRM = Community Risk Manager

DCE = Deputy Chief Executive

DCFO = Deputy CFO

DM = District Manager

GM = Group Manager

Table 9: Cross tabulation of complaints by complainant and subject role type

	Role type complainant						Grand Total
	CFO	DCFO	No	T3	T4/T5	Unknown	
Role type subject							
AAM			1			2	3
AM	1		10				11
CFO		1	33		2	9	45
CRM			2				2
DCE			2		1		3
DCFO			8			4	12
DM			1				1
GM			3				3
No	7	3	124		5	38	177
T3			8		3	2	13
T4/T5			11		2		13
Unknown	4		11	1		13	29
Grand Total	12	4	214	1	13	68	312

## Harm from alcohol

Qualitative analysis was done to begin to understand complaints cases reported to BCO where alcohol was a contributing factor. There is interest in understanding alcohol harm at Fire and Emergency for future development of safety, health, and wellbeing related policies.

For this analysis, the live complaints register was used, rather than the copy made for analysis. This was so all cases, not just complaints, could be included.

## Findings

Overall, as of 12 June 2023, out of 529 cases in the complaints register, 25 cases (5%) had alcohol as a contributing factor.

### Alcohol and drug cases

Finding cases with an alcohol link wasn't as straightforward as selecting cases recorded 'Alcohol/drugs'. There were just five cases out of 529 recorded in the live complaints register in this category. Of these:

- One case was upheld where a Station Officer was turning up to call outs intoxicated and was discharged
- In another, a Senior Station Officer turned up to a brigade meeting intoxicated, and along with other behaviour issues, was managed by HR as a conduct issue
- Three others were not upheld due to there being no evidence (two were from a disgruntled community member)
- All these cases involved Volunteers.

### Outside work cases

Next, cases in the live register were filtered by 'Outside Work'. There were 17 cases in this category. Of these, one had an alcohol link where an attendee at a function at a career fire station verbally abused young women waiting for a ride home outside the station in 2021. No action was taken on this case as the subject couldn't be identified.

### Word search within the register

The next step was running a word search within the live register looking for terms related to alcohol – 'alcohol, drinking, drink, drunk, bar, canteen'. Two cases were found, both from 2023 and both from ex-volunteers. The first was around concerns expressed in an exit interview around a drinking culture in the brigade the complainant was leaving. The other was a historic case about an outstanding bar tab. There was no further information in SharePoint about these cases.

### Word search within SharePoint

To find more cases, a word search for 'alcohol' was run on the BCO – Operations – Complaints Enquiries SharePoint site. Results from this search were matched against the live register to find out the case number where it wasn't obvious from the search results. This resulted in 8 cases where alcohol was factor. A summary of the cases follows:

- After-work drinks lead to led to inappropriate behaviour by personnel of higher rank towards those of lower rank. 9(2)a [REDACTED] Recorded as 'bullying'. 2021

- Allegations came forward most likely because of the subject being an alcoholic. 9(2)a [REDACTED]. Recorded as 'bullying'. 2021. Subject was a volunteer
- A case where there was a history of intimidating behaviour by the subject, including one instance investigated by HR where subject became angry when not served at bar after it had closed and helped themselves anyway. 9(2)a [REDACTED] Recorded as 'Bullying'. 2021. Subject was a volunteer
- A case that was primarily about interpersonal issues, but there was one instance of heavy drinking raised as an example of poor behaviour from both sides. 9(2)a [REDACTED] Recorded as 'Bullying'. 2022. Subject was a volunteer
- After work socialising during an away training course. While alcohol was not a big factor, drinks and dinner after hours led to some poor behaviour of Fire and Emergency employees towards service staff. Recorded as 'Bullying'. No action was taken. 2022. Subject was non-operational
- Ongoing instances of inappropriate behaviour were reported about the subject including one instance after an Honours function where subject was drinking and behaved inappropriately. 9(2)a [REDACTED]. Recorded as 'Sexual harassment-verbal'. 2021. Subject was a volunteer
- While away for a training session there was an after-work celebration and a sexual assault occurred. The allegations were not substantiated, in addition to 9(2)a [REDACTED]. Note the case assessment recommended something be done about the drinking culture at 9(2)a [REDACTED] Recorded as 'Sexual assault-indecent'. 2021. Subject was a 9(2)a [REDACTED]
- After some ongoing interpersonal issues in a brigade, at the 9(2)a [REDACTED] after some drinks, the subject indecently assaulted the complainant. He was intoxicated, she was not. Case was resolved informally (9(2)a [REDACTED]). Recorded as 'Sexual assault-indecent'. 2021. Subject was a volunteer.

#### Sexual harm cases

Finally, sexual harassment and harm cases were reviewed after the word search above pointed to a possible link between sexual harm and alcohol. Of the 40 cases recorded in the sexual harm categories, 12 were assessed as having a link with alcohol. This means that while alcohol plays a role in 5% of Fire and Emergency's total complaints, in sexual harm and harassment cases alcohol is present in 30% of complaints. In addition to the 3 sexual harm cases outlined above, a summary of these cases is presented:

- Five cases occurred at functions – 2 cases had no further action (historic), one resulted in the subject being dismissed (2021), and the other 2 occurring at the 9(2)a [REDACTED] are ongoing (note assumption is due to these being functions, alcohol was present). Subjects were both operational and volunteer
- An indecent assault at a private party resulted in the subject having a behaviour expectations conversation. 2020. Subject was a volunteer
- An indecent assault occurred at a social event with drinks in 2020. 9(2)a [REDACTED]. Subject was a volunteer
- An indecent assault after socialising with drinks in 2022. 9(2)a [REDACTED]. Subject was a volunteer
- A violation sexual assault on an unconscious employee, 9(2)a [REDACTED]. Assumption alcohol, or drugs, involved due to the unconsciousness of the complainant. 2022. Subject was a volunteer.



## Observations

Cases in the register are complaints raised and managed by BCO for a range of issues, including poor behaviour related to alcohol. Not all instances of alcohol related behaviour will become complaints, and instead be investigated by the People Branch as a conduct issue. This is a different process.

Currently there is no official connection in process between cases investigated by HR or BCO unless there is an effort made by the personnel in these teams to reach out to each other. There will likely be more instances of alcohol related behaviour managed by the People Branch. They have not been included in this insight summary.

This exercise has shown that complaint categories are not able to be simply coded as one thing or another. Complainants' experiences can cover a range of categories, sexual harm can occur when drinking outside of work. Currently, cases can only be recorded as one of these things. In future, it would be good if Fire and Emergency can capture multiple categories to get a better understanding of the experience of the complainant.

## Complaint hot spots

The last step in generating insights was investigating brigades or branches that were subject to multiple complaints. Firstly, the distribution of complaint numbers across the 312 cases were produced (table 10):

- Out of 148 brigades or branches, 127 of them generated between 1 and 3 complaints
- In comparison, 16 groups generated between 4 and 6 complaints, or 72 in total
- At the other end, two brigades generated 7 complaints each, totalling 14, one brigade had 8 complaints, 7 are 'unknown' origin, and a single branch had 23 complaints brought forward
- Fire and Emergency overall has 637 fire stations, along with national branches and 17 district offices. Complaints have originated from around a quarter of these groups (23%) – or 148 out of approximately 650 groups at Fire and Emergency have had at least one complaint made.

Table 10: Distribution of number of cases generated by stations or branches

Number of stations/branches	Number of complaints received	Total number of complaints generated
83	1	83
27	2	54
17	3	51
10	4	40
4	5	20
2	6	12
3	7	21
1	8	8
1	23	23
<b>Total 148</b>	-	<b>Total 312</b>

Brigades or branches that had generated 4 or more complaint cases have been compiled into the following table (table 11).

Most are volunteer brigades or stations partly supported by volunteers. Branches are appearing frequently also. One NHQ branch has had 14 complaints brought forward. To date these hot spots or clusters have not been handled separately. There is currently no formal process to ensure oversight or approach to address working with a group or station that has a history of having cases brought forward. It is something that will be addressed moving forward, especially with the establishment of Business Partners within the People Branch. Part of their role is to use business intelligence to drive improvements in their regions or branches of responsibility. Improvements to how the BCO manage its data moving forward might also be opportunity to identify and act on complaint hot spots.

Table 11: Brigades or branches generating 4 or more complaints

Number of complaints received:					
14 complaints**	8 complaints	7 complaints	6 complaints	5 complaints	4 complaints
<ul style="list-style-type: none"> <li>NHQ-Org Strategy &amp; Capability Dev #</li> </ul>	<ul style="list-style-type: none"> <li>Titirangi^</li> </ul>	<ul style="list-style-type: none"> <li>NHQ-People #</li> <li>Wanaka +</li> <li>Unknown</li> </ul>	<ul style="list-style-type: none"> <li>National Training Centre *</li> <li>NHQ-Office of Chief Exec #</li> </ul>	<ul style="list-style-type: none"> <li>Hanmer Springs +</li> <li>Tairua +</li> <li>Warkworth +</li> <li>NHQ-Finance &amp; Business Ops #</li> </ul>	<ul style="list-style-type: none"> <li>Brightwater +</li> <li>Diamond Harbour +</li> <li>Levin +</li> <li>Ngaruawahia+</li> <li>Pukekohe +</li> <li>Rolleston +</li> <li>Tokoroa +</li> <li>Silverdale ^</li> <li>Nelson ^</li> <li>Nelson-Tasman Rural~</li> </ul>

^Career and volunteer (yellow watch)

\*Career

+Volunteer

#Support and management (NHQ)

~these cases could be part of Brightwater but was unable to ascertain from case files

\*\* 14 complaints in NHQ-Org Strategy & Capability Dev included one case where there were 10 complainants and 2 respondents

## Appendix 1

### Method for analysis

The approach taken to compile the complaints data for analysis is shown in the table below (table a).

When the full dataset had been prepared the data was analysed by preparing crosstabs. For some questions (for example, if alcohol was a factor), a qualitative approach was applied. In these cases, the register contents were reviewed and findings written up.

Table a: How the complaints data was prepared

Activity	Explanation
Capture data	A copy of the complaints register was made on 4 May 2023. This was so we wouldn't be working in the live register and could make the additions needed to produce insights.
Filter relevant data	The cases were filtered by 'Complaints' leaving the dataset we were working with to be 312 cases.
Incident date	It was not easy to tell from the data in the complaints register whether a case was historical as the date of incidence was not consistently recorded. 127 cases had an unknown date of incident as at 4 May. By 16 June, this had reduced to 63, with 40 of these being the cases received by Fire and Emergency prior to March 2020. Those 63 cases remain with an 'unknown' date of incident. This is either because they were received prior to March 2020, the files weren't updated, a case wasn't progressed beyond the initial contact, or the case was confidential. A field was added so the incident date could be further refined to a single year entry (e.g. 1/7/2021 becomes 2021).
Historic cases	A case was recorded as historic if the date of incident occurred more than 12 months prior to the date it had been reported to Fire and Emergency.
Investigation and case outcome	Whether a case had been investigated was captured in the status category that is updated as a case progresses from receipt to outcome. This means there is no easy way to establish if a case had been investigated once the status had been updated. A new field was added to identify if a case had been investigated or not. Additionally, the outcome for all complaints was updated, whether there had been an investigation or not. Additional outcome categories were added to provide a fuller understanding of what happened through the case.
Personnel type and job role	Job role was not collected for complainants. These were required to establish if there was a differential in rank or position between subject and complainant. Job role was added for complaints and updated for subjects where it was missing. A field was added to show if the complainant or subject was a manager or not. Job role was used to determine this. Non-operational managers are defined as roles tier 5 and above. Operational managers are defined as roles tier 6 – e.g. Chief Fire Officer and above.
Personnel status	Personnel status was missing for several complainant and subject cases. Personnel type was updated for complainants and subjects.

In review cases	A high number of cases were recorded as being 'In review' rather than closed, despite the case having had an outcome recorded. As the cases were worked through to update missing data, a note was made if the case was likely to be closed or not.
Sourcing missing information	Missing information was populated by reading the free text fields in the complaints register, and if required, accessing the case files on SharePoint. If missing information couldn't be determined from these sources, a request was made to the People Branch team. If after all these sources were reviewed or accessed and no information was able to be populated, the field was entered as 'Unknown'. It was determined that all fields and entries from 1 Jan 2022, the time since the permanent BCO was established, should be populated. And then everything up to 31 Dec 2021 would provide a useful understanding of where things were at during that time but due to the difficulties sourcing and populating the fields, it was expected there would be a higher number of 'unknown' entries.

## Committee Minutes

### PEOPLE AND CULTURE COMMITTEE MEETING

**Date:** 6 November 2023

**Time:** 10:00am – 12:15pm

**Venue:** Microsoft Teams

- Members:**
- Mary-Anne Macleod, Chair
  - Rebecca Keoghan MNZM, Member / Board Chair
  - Belinda Clark QSO, Member

- In attendance:**
- Kerry Gregory, Chief Executive
  - Janine Hearn, Deputy Chief Executive, People
  - Sarah Dwen, Acting Deputy Chief Executive, Office of the Chief Executive
  - Dr Kyle Whitfield, National Manager, Board and Ministerial Services
  - Sophie Pugsley, Secretariat
  - Barbara Olah, National Manager, Womens Development (item 7)
  - Nicky Chilton, National Manager, Organisational Development (item 7)

**Apologies:** -

# Out of scope

### 5. Eke Taumata

The DCE People and Acting DCE Office of the Chief Executive introduced this presentation.

Each workstream within the programme has a timeline.

The programme plans and the ELT Culture Playbook will be added to the Resource Centre in due course.

Management will review the results of the first people experience and leadership capability survey results on Wednesday 8 November 2023.

IN CONFIDENCE

Fire and Emergency New Zealand's model rules and mechanisms that can be used to reach into brigades will be incorporated into the 'Partnership with UFBA' milestone under October 2023.

The Committee questioned what preliminary feedback has been given to date on the Chief Fire Officer five-year term milestone under February 2024. Management advised that this work is beginning now, and that the organisation have strong UFBA support to manage any pushback. This milestone is supported by a performance and development process.

The Committee acknowledged the high level of detail in the update. The Committee requested that a similar update be provided at each subsequent meeting.

The Committee requested that this update be given to the Board at the next meeting.

The language of the Desired Culture definition has been deliberately chosen to give everyone in the organisation a sense of responsibility and accountability. The Desired Culture will align with Fire and Emergency's code of conduct and will inform future work the organisation undertakes.

### **Complaints Management**

A Relationship Manager is currently being recruited.

The preferred Provider will be connected with the organisation, to give them an understanding of how Fire and Emergency operates.

The Committee:

- congratulated management on the work done to date on the Complaints Management process.
- would like the Board to be given an update on the Go-Live date at the next Board meeting.
- acknowledged the importance of maintaining communication about the progress of the Complaints Management process with the Department of Internal Affairs and the Minister's Office.
- reiterated to management that the Board would like to meet the preferred Provider to work through their expectations.

#### **Actions:**

- DCE People to provide the Eke Taumata update presented at the People and Culture Committee meeting on 6 November to the Board at the 1 December Board meeting.
- DCE People to provide an update to the Board at the 1 December Board meeting on the Go Live date for the new Complaints Management system.

# Out of scope

# Out of scope

## **7. Women's Development Research report**

National Manager Women's Development and National Manager Organisational Development joined the meeting and introduced this paper.

The Committee:

Out of scope

- acknowledged the importance of linking the Women's Development work plan with the Eke Taumata, Kia Toipoto, and the Training and Development work plans.

# Out of scope

Any updates on this work plan can be reported to this Committee and the Board as part of the wider Eke Taumata reporting.

# Out of scope



## Hui Miniti / Minutes

MEETING DETAILS	
<b>Committee</b> <i>Komiti</i>	People and Culture Committee
<b>Date</b> <i>Rangi</i>	Monday, 19 February 2024
<b>Time</b> <i>Wā</i>	11:00am – 2:50pm
<b>Location</b> <i>Wāhi</i>	NHQ 7.12W Takapau / MS Teams

ATTENDEES	
<b>Chairperson</b> <i>Tiamana</i>	Mary-Anne Macleod
<b>Committee Members</b> <i>Ngā mema</i>	<ul style="list-style-type: none"> <li>• Rebecca Keoghan MNZM</li> <li>• Belinda Clark QSO</li> </ul>
<b>Standing Attendees</b> <i>Ērā atu</i>	<ul style="list-style-type: none"> <li>• Kerry Gregory, Chief Executive</li> <li>• Bryan Dunne, Deputy Chief Executive, Office of the Chief Executive</li> <li>• Janine Hearn, Deputy Chief Executive, People</li> <li>• Dr Kyle Whitfield, National Manager Board and Ministerial Services</li> <li>• Sophie Pugsley (Secretariat)</li> </ul>
<b>Other Attendees</b> <i>Ērā atu</i>	<ul style="list-style-type: none"> <li>• Nicky Chilton, National Manager Organisational Development (item 3.4)</li> <li>• Naomi Peacock, Workstream Lead Diversity (item 3.4)</li> <li>• Michael Stevenson, National Manager Workplace Relations (item 3.5)</li> <li>• Georgia Choveaux, Principal Advisor Workplace Relations (item 3.5)</li> </ul>



## Out of scope

### 3.3 EKE TAUMATA UPDATE

JANINE HEARN  
BRYAN DUNNE

DCE People and DCE Office of the Chief Executive (OCE) provided the following updates:

#### Eke Taumata Programme overall progress

- Good progress has been made against the Te Kawa Mataaho (Public Service Commission) review recommendations.
- The draft Code of Conduct (the draft Code) was released for consultation on 12 February 2024 and included statements regarding Zero-Tolerance to Bullying, Harassment and Victimisation, and our approach to standing down personnel charged with criminal offences. At the same time the draft revised Bullying, Harassment and Victimisation policy was also released for consultation, which incorporated messaging on the organisation's zero-tolerance for these behaviours.
- Good progress has been made on framing up the five-year term for Chief Fire Officers with a strong focus on their growth and development. The United Fire Brigade's Association (UFBA) have been engaged in this work and are supportive.
- The programme is partnering with the UFBA on the Volunteer Engagement Model and model rules. The commitment statement is being finalised and will shortly be signed off.
- A decision was made by the Executive Leadership Team (ELT) on 13 February 2024, to undertake criminal conviction vetting on all personnel every 10 years and when they move to a new role within the organisation.

The Committee members:

- Want a formal note made to the Board in the Committee report back to the Board on 1 March 2024 regarding the change of policy on criminal conviction vetting, and that the changes have been noted and endorsed by the Committee.
- Sought confirmation that the Women's Development research and action plan was included in the programme. DCE People confirmed that it is included.

#### Complaints Management update

- All steps above the dotted line in the Complaints Management System emerging design will take place only with the consent of the individual, unless there is a legal obligation for Fair Way to proceed.
- The Complaints Management System emerging design shows the high-level of interaction between Fire and Emergency New Zealand (Fire and Emergency) and Fair Way.
- DCE OCE noted:
  - The future considerations that are yet to take place regarding enquiries and complaints management.
  - That changes will be made to the Complaints Management System as it evolves.



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- That communication to Fire and Emergency personnel about Fair Way's service and educating them on what the service does is an area of focus, and that the first step in the Communication and Engagement plan is scheduled to take place tomorrow.

The Committee members:

- Questioned how Fire and Emergency intend to support the decommissioning of the Behaviour and Conduct Office (BCO) and the management/care of existing complaints sitting with the BCO. DCE OCE took an action to come back to the Committee members with an answer to this.
- Expressed that the length of time decision-making takes is an area of concern for them. DCE People advised that the Case Managers are responsible for ensuring processes are progressed in a timely manner.
- Discussed the absence of a mechanism to know if a complaint has been logged with a manager and requested that a requirement be implemented for managers to log all incoming complaints with their PBPs. DCE People took an action to resolve this.

Te Tikanga Whanonga: Our Code of Conduct

- The draft Code was released for consultation on 12 February 2024. Consultation remains open until 10 March. Several drop-in sessions will be facilitated during these four weeks.
- Unions and Associations (U&As) were not engaged in the development of the draft code as the ELT are leading the desired culture change journey for Fire and Emergency. All U&As were invited to be part of the Internal Advisory Rōpū in November last year, were advised that the draft code was being released for consultation prior to its release, and provided with a copy, and were invited to be part of the consultation process.

The Committee members:

- Questioned how access to links within the draft Code will be managed for personnel without decent internet access. DCE People advised that all personnel will be provided with a point of contact for any questions.
- Suggested that it would be wise to include the definitions of criminal breaches, isolated incidents, and serious misconduct on page 13 of the Code. DCE People took an action to add the definitions in.
- Questioned the protection of the privacy and mana of a person that a complaint is made against. DCE People advised that this is built into the complaints management process.

Volunteer CFO five-year term

- The renewable five-year term concept is still being finalised, but progress is being presented to the Committee today to provide them an opportunity to comment on the direction of the work.
- There is a strong focus on development and support built into the five-year term approach, and on effective people leadership to drive the shift in culture required.

The Committee members:

- Questioned Volunteer Brigade Leader succession planning. DCE People advised that this has been considered and that a piece of work is underway in parallel to the renewable five-year term concept around flexible brigade models.

**Management actions:**

**IN CONFIDENCE**

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1. DCE OCE to report back to the Committee on the intended process to support the decommissioning of the Behaviour and Conduct Office (BCO) and the management/care of existing complaints sitting with the BCO.
2. DCE People to distribute an email to DCEs and PBPs asking them to request that their managers formally log any incoming complaints with their PBP. DCE People to include confirmation that this is complete in the Safety, Health and Wellbeing update to the Board on 1 March 2024.
3. DCE People to arrange for the definitions of criminal breaches, isolated incidents, and serious misconduct to be added to page 13 of the Code.
4. DCE People to circulate the Eke Taumata six-month report to the Minister to Committee members before it is released for feedback.

### Secretariat action:

1. Secretariat to include a formal note to the Board in the Committee report back to the Board on 1 March 2024 regarding the change of policy on criminal conviction vetting, and that the changes have been noted and endorsed by the Committee.
2. Secretariat to add the appendices to the Volunteer CFO five-year term paper to the Resource Centre for the 1 March 2024 Board meeting.
3. Secretariat to include an update on the renewable five-year term concept timeline in the Committee report back to the Board on 1 March 2024.

# Out of scope



## Hui Miniti / Minutes

MEETING DETAILS	
<b>Committee</b> <i>Komiti</i>	People and Culture
<b>Date</b> <i>Rangi</i>	Monday, 6 May 2024
<b>Time</b> <i>Wā</i>	1:00pm – 4:00pm
<b>Location</b> <i>Wāhi</i>	NHQ 7.11W Reefton / MS Teams

ATTENDEES	
<b>Chairperson</b> <i>Tiamana</i>	Mary-Anne MacLeod
<b>Committee Members</b> <i>Ngā mema</i>	<ul style="list-style-type: none"> <li>Rebecca Keoghan MNZM</li> <li>Belinda Clark QSO – <i>Unavailable from 1.30pm – 2.30pm</i></li> </ul>
<b>Standing Attendees</b> <i>Ērā atu</i>	<ul style="list-style-type: none"> <li>Bryan Dunne, Chief Executive (Acting)</li> <li>Janine Hearn, Deputy Chief Executive, People</li> <li>Emma Coats, National Manager Board and Ministerial Services</li> <li>Sophie Pugsley (Secretariat)</li> </ul>
<b>Other Attendees</b> <i>Ērā atu</i>	<ul style="list-style-type: none"> <li>Jennifer Collins, Programme Director – Complaints Management Project, Eke Taumata (item 3.3)</li> <li>April Christie, National Manager, Safety, Health, and Wellbeing (item 3.4)</li> <li>Angela Kimmins, Manager Safety, Health, and Wellbeing, Strategy System and Assurance (item 3.4)</li> </ul>
<b>Apologies</b> <i>Ngā whakapāha</i>	<ul style="list-style-type: none"> <li>Kerry Gregory, Chief Executive</li> </ul>

# Out of scope

3.2

EKE TAUMATA UPDATES

JANINE HEARN

The DCE People:

- Shared the key activities undertaken by the Eke Taumata programme (the programme) since the last committee meeting and the programme progress report.
- Noted that change fatigue for operational leaders is a concern, due to the volume of consultation taking place over the next six-month period.

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The Committee members noted that the Minister, the Committee and the Board want to see the outcomes of the programme and how the organisation is measuring the progress towards the outcomes. The DCE People advised that the questions included in the future Pulse surveys will track the progress of the outcomes and this will be made clear in the next six-month report to the Minister.

### Code of Conduct update

The DCE People:

- Shared the overall feedback on the Code of Conduct and Policy, including the key changes made, the launch date and the implementation plan.
- Advised that all personnel will be required to complete the new online module.

### Speak Safe @ Fair Way update

The Acting CE advised that:

- Communication about Speak Safe @ Fair Way (Fair Way) has shifted to educating personnel about the service, including how to contact Fair Way and the Kāpehu coaching service that Fair Way offers.
- All Unions and Associations have had face to face contact regarding Fair Way with either a Fair Way Practitioner, the Manager Relationship – Complaints System or a member of the People Branch.
  - The Board will receive an update on service uptake post-launch.

### **The Committee resolved to:**

1. **note** the contents of the Complaints Management update paper.

### **Management Action:**

1. DCE People to send the first draft of the next six-month report to the Minister to the People and Culture Committee for feedback before it is submitted to the Board.

3.3	REPORT BACK ON THE INTENDED PROCESS TO SUPPORT THE DECOMMISSIONING OF THE BCO	BRYAN DUNNE/JENN COLLINS
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Acting CE welcomed the Programme Director - Complaints Management Project, Eke Taumata (the Programme Director) to the meeting and introduced the report back on the intended process to support the decommissioning of the Behaviour and Conduct Office (BCO).

The key points to note during this discussion were:

- The paper was written at the time the transition stream of work was being scoped.
- The transition stream of work includes creating plans for managing all in-flight cases and providing support to the parties involved.
- "In-flight cases" refers to cases with an established, agreed terms of reference or process.

The Programme Director provided the Committee with an overview of the outstanding BCO cases and advised that all parties have been communicated with about the process moving forward, including Investigators and/or Unions and Associations.

The Committee members:

- Asked what would be done if a party felt disadvantaged by their transition plan. The Programme Director advised that where possible, the BCO have opted to make no change to minimise the possibility of

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adverse impacts to those involved. Dissatisfied parties have the option to raise their concerns with Workplace Relations, the Independent Complaints and Review Authority (if a Volunteer) or through the personal grievance route, noting that it is not preferred for personnel to continue to relitigate when a robust process has already been undertaken.

- Asked if Decision-Makers have been communicated with. The Programme Director advised that they have.
- Asked if the privacy of records will be maintained moving forward. The Programme Director advised that Tenzing have been engaged to work with Fire and Emergency's internal Records Management team to undertake a detailed scoping exercise to ensure privacy, protective security requirements and records components are tightly managed.
- Referred to the paragraph in the paper regarding case management and sought confirmation that this is covered through the new Fair Way service. The Programme Director advised that it was.

### The Committee resolved to:

1. note the contents of the BCO decommissioning paper.
2. provide feedback on the proposed decommissioning plan.

# Out of scope

MEETING DETAILS	
Committee <i>Komiti</i>	People and Culture
Date <i>Rangi</i>	Monday, 5 August 2024
Time <i>Wā</i>	10:00am – 2:05pm
Location <i>Wāhi</i>	NHQ 7.11W Reefton / MS Teams

ATTENDEES	
Chairperson <i>Tiamana</i>	Mary-Anne MacLeod
Committee Members <i>Ngā mema</i>	<ul style="list-style-type: none"> <li>Rebecca Keoghan MNZM</li> <li>Belinda Clark QSO</li> </ul>
Standing Attendees <i>Ērā atu</i>	<ul style="list-style-type: none"> <li>Kerry Gregory, Chief Executive (<i>items 1 – 4.2</i>)</li> <li>Bryan Dunne, Deputy Chief Executive, Office of the Chief Executive</li> <li>Janine Hearn, Deputy Chief Executive, People</li> <li>Lynley Lewis (Secretariat)</li> </ul>
Other Attendees <i>Ērā atu</i>	<ul style="list-style-type: none"> <li>Rob Manfield, Fair Way Client Manager (<i>item 3.1</i>)</li> <li>Samantha de Coning, Fair Way Head of Practice (<i>item 3.1</i>)</li> <li>Rhys West, Fair Way Chief Executive (<i>item 3.1</i>)</li> <li>Michael Stevenson, National Manager Workplace Relations (<i>item 3.1</i>)</li> <li>Lisa Holgate, Manager Relationship - Complaints System (<i>item 3.1</i>)</li> <li>Naomi Peacock, Diversity Workstream Lead Eke Taumata (<i>items 3.3 and 3.4</i>)</li> <li>April Christie, National Manager Safety Health and Wellbeing (<i>item 4.3</i>)</li> <li>Angela Kimmins, Manager Safety Health and Wellbeing Strategy System &amp; Assurance (<i>item 4.3</i>)</li> <li>Nicky Chilton, National Manager Organisational Development (<i>Observer and Presenter of items 3.3 and 3.4</i>)</li> </ul>
Apologies <i>Ngā whakapāha</i>	<ul style="list-style-type: none"> <li>Kerry Gregory, Chief Executive (<i>items 4.3 onwards</i>)</li> </ul>

# Out of scope



# Out of scope

3	EKE TAUMATA UPDATES	
3.2	BEHAVIOUR & CONDUCT OFFICE DECOMMISSIONING UPDATE	BRYAN DUNNE

The CE welcomed the Deputy Chief Executive (DCE) Office of the Chief Executive, DCE People, National Manager Organisational Development, and the Secretariat into the meeting at 10:25am and introduced the Behaviour and Conduct Office Decommissioning Update.

The key points to note were:

- the project is at the archiving stage
- while next steps are being confirmed, the data is secure and locked down
- there are three levels of access to the data – determined on a need-to-know basis.

The Committee members:

- commended the efforts of the team
- noted no more updates to the Committee are needed.

The Committee resolved to:

1. note there are currently two open BCO cases and both have transitional arrangements in place.

# Out of scope

# Out of scope

3	EKE TAUMATA UPDATES	
3.1	SPEAK SAFE @ FAIR WAY UPDATE	ROB MANFIELD SAMANTHA DE CONING RHYS WEST LISA HOLGATE

At 10:45am Lisa Holgate, Relationship Manager for the Complaints Management System introduced three guests from Fair Way: Samantha de Coning, Head of Practice; Rob Manfield, Client Manager; Rhys West, Chief Executive; and Michael Stevenson, Fire and Emergency National Manager Workplace Relations.

The Fair Way representatives shared a presentation titled Speak Safe @ Fair Way – Quarterly Update 5 Aug 2024.

The Committee:

- confirmed confidentiality of the Speak Safe process for participants
- questioned extent of persons wishing to remain anonymous and reasons for this (noting Fair Way cannot progress anonymous complaints)
- questioned extent of persons not wanting to progress to investigations and reasons for this
- acknowledged Fair Way for the insightful presentation and for helping Fire and Emergency by providing a safe space for conflict resolution
- noted it is early days and they are looking forward to seeing six-, nine- and 12-month trends
- confirmed options for people who approach Speak Safe, but whose case is 'out of scope'
- questioned what next? What do we do with the learnings? How do we link to Eke Taumata?
- asked about any trends specific to Fire and Emergency
- was keen to see combined metrics from both the Fair Way processes and those carried out within Fire and Emergency
- was keen to understand how the insights were being fed into ongoing programmes.

## Key points discussed included:

- promoting Kāpehu as a proactive rather than reactive support service
- ensuring the information and insights provided by Fair Way are useful
- that value is in the insights, rather than the metrics
- performance-based versus tenure-based promotions identified as an issue from some complainants as noted in the report
- Fair Way are currently doing a deeper analysis about the reasons for anonymous complaints and will share insights with Fire and Emergency in due course.

## The Committee resolved to:

1. **note** the first quarterly report provided by Fair Way for the period 29 April 2024 – 30 June 2024.
2. **provide** feedback on the reporting metrics within the quarterly report format for both Fire and Emergency New Zealand (Fire and Emergency) and Fair Way.

## Management actions:

1. DCE OCE to work with Secretariat to schedule a time for Fair Way to present to the Board at either 6-, 9- or 12-month mark.
2. DCE OCE to provide to the Committee what complaints are 'in scope' for Fair Way and what is 'out of scope' and therefore managed by Fire and Emergency.
3. DCE People to ensure reporting going forward includes numbers of cases managed internally by Fire and Emergency and how long investigations are taking for both Fair Way and Fire and Emergency cases.
4. DCE People to develop and deliver comprehensive Dashboard report combining Fair Way and internal complaints managing to the November Committee meeting.

## Secretariat actions:

1. Secretariat to load Speak Safe @ Fair Way – Quarterly Update 5 Aug 2024 to the Diligent Resource Centre.

## 3.3 DRAFT SIX-MONTH EKE TAUMATA REPORT TO THE MINISTER

JANINE HEARN

The DCE People introduced the Draft Six-month Eke Taumata Report to the Minister.

## Feedback from the Committee members included:

- appreciation of the work involved in producing the report – the continual striving to improve and meet the Minister's needs, and to tell the Fire and Emergency story more clearly
- reflection that while many changes requested by the Minister are reflected in this report, there is still more progress to be made
- report to be succinct and more focused on outcomes
- move Code of Conduct further up to front of report
- consider if February 2025 Police vetting timeline can be tightened
- clarify that people metrics include both volunteer and paid workforces
- consider if there is anything to add to show we are meeting outcomes now data has been received from Fair Way

- Recommendation 12 – reflect that Fire and Emergency have voluntarily undertaken a greater obligation than necessary
- include in the cover letter with the report the improvements the Minister has asked for, and that these are being working towards.

**The Committee resolved to:**

1. **note** the feedback provided by the Minister on the Eke Taumata report for the period 1 July 2023 to 31 December 2023.
2. **note** that this feedback has been considered in preparing the draft report for the period 1 January 2024 to 30 June 2024.
3. **provide feedback** on the draft report.

**Management actions:**

1. DCE People to incorporate feedback from the Committee and prepare covering letter outlining journey.

**3.4 RECOMMENDATION TWO: CULTURE CHANGE PLAN**

**NICKY CHILTON**

The National Manager Organisational Development shared the presentation titled Recommendation Two: Culture Change Plan.

**The Committee members:**

- provided positive feedback on the framework
- requested a copy of the presentation
- commented on the slow progress of the 10-year Diversity Plan
- noted the update.

**Secretariat action:**

1. Secretariat to send Recommendation Two: Culture Change Plan presentation to Committee members and load to Diligent Resource Centre.

**3.5 DIVERSITY WORKSTREAM UPDATE**

**NAOMI PEACOCK**

The CE welcomed the Diversity Workstream Lead Eke Taumata who shared the Diversity and Inclusion Framework and a presentation titled Diversity workstream update.

**The Committee members:**

- noted the plan looks very good and there is nothing to remove from long-term systematic changes
- requested amending wording for lateral entry from 'introducing' to 'extending'
- questioned how and where discussion on current shift structure will occur?
- suggested prioritising the full review of recruit application and testing (one of the easiest ways to change the culture of an organisation is to change its demographic).

**The Committee resolved to:**

1. **note** the summary of actions.
2. **note** Fire and Emergency New Zealand's (Fire and Emergency) 2023/24 gender and ethnic pay gap analysis will be published by November 2024.
3. **note** that further work to support the goals of Kia Toipoto will now form part of the wider Eke Taumata programme.



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### Management actions:

1. DCE People to schedule Diversity and Inclusion Framework and workstream update to the Board. In November.

### Secretariat action:

1. Secretariat to send Diversity and Inclusion Framework and Workstream Update to Committee members and load to Diligent Resource Centre.

4	MEETING BUSINESS	
4.4	PROGRESSING OUR TRAINING STRATEGY	JANINE HEARN

The DCE People requested clarification on progression of the Fire and Emergency Training Strategy.

The Committee members:

# Out of scope

- questioned the next steps – how it will be funded, where does that sit. How does it link across the organisation, how does it link to Eke Taumata?

# Out of scope

# Out of scope

Whanaungatanga

# Out of scope

The Committee asked about general mood of staff. Feedback included:

Out of scope

- Positive comments on Eke Taumata and Code of Conduct

# Out of scope



MEETING DETAILS	
Committee <i>Komiti</i>	People and Culture Committee
Date <i>Rangi</i>	Friday, 14 February 2025
Time <i>Wā</i>	8:30am – 12:45pm
Location <i>Wāhi</i>	NHQ 7.12W Takapau / MS Teams

ATTENDEES	
Chairperson <i>Tiamana</i>	Mary-Anne Macleod
Committee Members <i>Ngā mema</i>	<ul style="list-style-type: none"> <li>Belinda Clark QSO</li> <li>Rebecca Keoghan MNZM</li> </ul>
Standing Attendees <i>Ērā atu</i>	<ul style="list-style-type: none"> <li>Kerry Gregory, Chief Executive</li> <li>Bryan Dunne, Deputy Chief Executive, Office of the Chief Executive</li> <li>Janine Hearn, Deputy Chief Executive, People</li> <li>David Pealing and Campbell Ward (Secretariat)</li> </ul>
Other Attendees <i>Ērā atu</i>	<ul style="list-style-type: none"> <li>Nicky Chilton, National Manager Organisational Development (<i>Observer and item 4.4</i>)</li> <li>Nicola O'Keefe, National Manager People Operations (<i>item 5.2</i>)</li> <li>Wendy Cordell, Manager HRIS and Reporting (<i>item 5.2</i>)</li> <li>April Christie, National Manager Safety Health and Wellbeing (<i>item 6.1</i>)</li> <li>Angela Kimmins, Manager Safety Health and Wellbeing Strategy System &amp; Assurance (<i>item 6.1</i>)</li> </ul>
Apologies <i>Ngā whakapāha</i>	None

# Out of scope

# Out of scope

3	EKE TAUMATA UPDATES	
3.1	OVERALL PROGRESS UPDATE	JANINE HEARN

The DCE People presented an update of the progress on the Eke Taumata programme.

**Key points to note included:**

- good progress is being made
- two more recommendations from the Te Kawa Mataaho Public Service Commission review are likely to be closed by the end of November subject to approval by the Executive Leadership Team (ELT)
- disputes have been raised by the Fire Emergency Commanders Association (FECA) and New Zealand Professional Firefighters Union (NZPFU). Further engagement with the NZPFU is planned
- valuable input was gained for the organisation's culture change journey at a recent two-day internal advisory rōpū meeting
- the external advisory rōpū will meet later this month (November)

The Committee members noted the update.

3.2	FAIR WAY – SCOPE OF PRACTICE AND QUARTERLY REPORT	BRYAN DUNNE
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The DCE OCE introduced the paper providing the Committee with information on what complaints are 'in scope' for Fair Way, as requested at the last committee meeting. The latest quarterly report from Fair Way was also presented for the Committee's information.

**Key points to note included:**

- as anticipated, the programme continues to settle in with adjustments to processes required
- further detail in the reporting is being developed



- there is a downward trend in the number of complainants not wanting to progress their complaint to a formal stage
- Speak Safe @ Fair Way processes are self-led (complainant led), and so comparisons – such as timeliness - will differ from employer led processes.

## The Committee members:

- commended the report for its useful data and clarity of jurisdictions
- noted the number of out-of-scope issues has reduced, indicating people understand the appropriate paths for seeking assistance
- acknowledged that if people do seek assistance from the wrong channel, they are redirected to the correct path
- requested close monitoring of 'retaliative behaviour', a theme that had shown a recent increase
- recognised the programme is in its early days, and requested consideration be given to developing themes and reflections to help further understanding of what is happening within the organisation and provide insights to inform its cultural journey
- were assured the insights from the Fair Way quarterly report are helping inform the next stage of the Eke Taumata programme
- confirmed Fair Way are scheduled to present to the Fire and Emergency Board at the February 2025 meeting.

## The Committee resolved to:

1. note the information provided on jurisdictions.
2. note the July – September 2024 Quarterly Report on Speak Safe @ Fair Way.

3.3	COMPLAINTS MANAGEMENT DASHBOARD	JANINE HEARN
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The Chair introduced the draft Complaints Management Dashboard presented for feedback. The Committee was also asked to note that once finalised, the dashboard will be published quarterly on the Fire and Emergency New Zealand (Fire and Emergency) Portal and shared with key stakeholders.

## Key points to note included:

- as more data becomes available the dashboard will be refined
- data cleansing and definition classifications are still in process. As data is redirected to its correct categories, the 'other' categories will reduce
- the structure of the dashboard has been developed in consultation with the internal advisory rōpū
- the dashboard will be published on the internal Fire and Emergency portal every three months
- the suspension decision outcome section will be improved before publication
- as cases are completed through the Fair Way process, data will be added to the dashboard.

## The Committee members:

- acknowledged the dashboard and the significant improvement in data reporting in such a short period of time
- signalled that sharing this transparent information with staff, especially the outcomes of decisions, will build trust and confidence in the complaints management process and the organisation
- noted that as further data is collected, the level of detail in the report may need to be revisited
- confirmed the *stand-down considered* and *stand down enacted* data does not capture those who have elected to take special leave on pay

- clarified the *level of decision-maker* graph shows where the decision-making sits for complaints within the organisation. It was confirmed that data in the 'other' category will be reallocated during data cleansing
- were assured that timeframes will be included in the dashboard as these become available.

The Committee resolved to:

- note the discussion on the draft dashboard
- note the intended audience for the dashboard.

3.4	EKE TAUMATA REC 17: 10 YEAR DIVERSITY AND INCLUSION PLAN	NICKY CHILTON NAOMI PEACOCK
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*The Diversity Workstream Lead Eke Taumata joined the meeting at 10:56am.*

DCE People introduced the final draft of the 10-year Diversity and Inclusion Plan, noting the the final plan will be presented to the Executive Leadership Team (ELT) for approval. The Diversity Workstream Lead Eke Taumata gave an overview. In response to questions the Diversity Workstream Lead Eke Taumata confirmed that the Afi Pasifika group was engaged as part of the Employee Led Networks. Afi Pasifika participated in the programme workshops and have a representative on the Eke Taumata internal advisory rōpū.

The Committee members:

- requested the addition of general population demographics as a reference to the Fire and Emergency Workforce Demographics section of the diversity and inclusion plan
- suggested widening the view of diversity within the plan
- observed that the many actions in the plan will need to be prioritised, considering the resources available and the current fiscal environment
- acknowledged the report and the four-system level shift approach.

The Committee resolved to:

- note the discussion on the draft 10-year Diversity and Inclusion Plan.
- note that feedback provided by the Committee will be incorporated into the final Plan.
- note that the final Plan will be presented for ELT approval in November 2024 and will then be presented to the full Board for noting in February 2025.

*The Diversity Workstream Lead Eke Taumata left the meeting at 11:05am.*

# Out of scope

MEETING DETAILS	
Committee <i>Komiti</i>	People and Culture Committee
Date <i>Rangi</i>	Friday, 14 February 2025
Time <i>Wā</i>	8:30am – 12:45pm
Location <i>Wāhi</i>	NHQ 7.12W Takapau / MS Teams

ATTENDEES	
Chairperson <i>Tiamana</i>	Mary-Anne Macleod
Committee Members <i>Ngā mema</i>	<ul style="list-style-type: none"> <li>• Belinda Clark QSO</li> <li>• Rebecca Keoghan MNZM</li> </ul>
Standing Attendees <i>Ērā atu</i>	<ul style="list-style-type: none"> <li>• Kerry Gregory, Chief Executive</li> <li>• Bryan Dunne, Deputy Chief Executive, Office of the Chief Executive</li> <li>• Janine Hearn, Deputy Chief Executive, People</li> <li>• David Pealing and Campbell Ward (Secretariat)</li> </ul>
Other Attendees <i>Ērā atu</i>	<ul style="list-style-type: none"> <li>• Nicky Chilton, National Manager Organisational Development (<i>Observer</i>)</li> <li>• Nicola O'Keefe, National Manager People Operations (<i>item 5.2</i>)</li> <li>• Angela Kimmins, Manager Safety Health and Wellbeing Strategy System &amp; Assurance (<i>item 6.1</i>)</li> </ul>
Apologies <i>Ngā whakapāha</i>	None

# Out of scope

# Out of scope

4	EKE TAUMATA UPDATES	
4.1	OVERALL PROGRESS UPDATE	JANINE HEARN

The DCE People presented an update of the progress on the Eke Taumata programme.

Key points to note included:

- The proposed changes to Terms of Reference would add Eke Taumata to the wide culture work, and thanked officials for the excellent mahi and progress being made to embed it business as usual
- 13 recommendations from the Te Kawa Mataaho Public Service Commission review now closed
- Culture change starting to show through the organisation

The Committee members noted the update.

4.2	COMPLAINTS MANAGEMENT SERVICE UPDATE	BRYAN DUNNE
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The DCE OCE gave a verbal update on the service. Key points to note included:

- Speak Safe @ Fairway has now been active for 9 months
- 216 contacts, 29 general enquiries
- 187 complaints with 19 out of scope
- 145 could be triaged while 34 chose not to proceed
- 111 live complaints with 43 investigations open and seven closed.
- Main themes include bullying, victimisation, complex relationships and sexual harassment

At the most recent meeting with FairWay timeliness of signoffs, allocation of investigators and other procedural matters were discussed. Fire and Emergency reaffirmed the key strategic partnership with FairWay and conversations about process improvement are ongoing.

The Committee resolved to:

1. Note the update

4.3	COMPLAINTS MANAGEMENT DASHBOARD	JANINE HEARN
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DCE People introduced the Complaints Management Dashboard and confirmed that it would be going to the next meeting of the Board and published to the organisation in future. She acknowledged the additional workload on DCEs who have been delegated as decision-makers. Work being done to address workload pressure with appropriate cascading as the system beds in.

The Committee resolved to:

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



## Hui Miniti / Minutes

4.4

RECOMMENDATION 2 OF THE TE KAWA MATAAHO REVIEW

JANINE HEARN

The Chief Executive confirmed the report had been circulated to the Committee for comment. DCE People requested feedback from the Committee by the end of February 2025.

4.5

SIX MONTHLY REPORT TO THE MINISTER - DRAFT

NICKY CHILTON

The DCE People gave a presentation on the six monthly report to the Minister, which would be circulated to all Board Members under the February 2025 Board meeting agenda.

The Committee resolved to:

1. Note the presentation.

# Out of scope



MEETING DETAILS	
Committee <i>Komiti</i>	People and Capability Committee
Date <i>Rangi</i>	Monday, 14 April 2025
Time <i>Wā</i>	8:30am – 12:45pm
Location <i>Wāhi</i>	NHQ 7.5W Avalon / MS Teams

ATTENDEES	
Chairperson <i>Tiamana</i>	Mary-Anne Macleod
Committee Members <i>Ngā mema</i>	<ul style="list-style-type: none"> <li>Belinda Clark QSO</li> <li>Danny Tuato'o</li> </ul>
Standing Attendees <i>Ērā atu</i>	<ul style="list-style-type: none"> <li>Kerry Gregory, Chief Executive</li> <li>9(2)a Chief Advisor to Deputy Chief Executive, Office of the Chief Executive</li> <li>Janine Hearn, Deputy Chief Executive, People</li> <li>Dr Steph Rotarangi, Deputy Chief Executive, Service Delivery Design</li> <li>Campbell Ward (Secretariat)</li> </ul>
Other Attendees <i>Ērā atu</i>	<ul style="list-style-type: none"> <li>Nicky Chilton, National Manager Organisational Development</li> </ul>
Apologies <i>Ngā whakapāha</i>	<ul style="list-style-type: none"> <li>Rebecca Keoghan MNZM (ex-officio member)</li> <li>Belinda Clarke (items 1.1 – 3.1)</li> <li>Bryan Dunne, Deputy Chief Executive, Office of the Chief Executive</li> </ul>

# Out of scope

# Out of scope

9(2)a

3	CULTURE, COMPLAINTS MANAGEMENT, PEOPLE SURVEYS	
3.1	COMPLAINTS MANAGEMENT SERVICE UPDATE	JANINE HEARN

DCE People gave the Committee a verbal update on the complaints management service.

Key things to note include:

- Fire and Emergency and Fair Way are working together to ensure that the investigations and investigation reports provide a solid basis for decision making, particularly recognising the likelihood of legal challenges to decisions.
- Legal challenges expected with first dismissals following the FairWay process being made in recent weeks.

3.2	COMPLAINTS MANAGEMENT SYSTEM INDEPENDENT EVALUATION (PHASE ONE) FINDINGS	9(2)a JANINE HEARN
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Belinda Clark joined the meeting at 10:10am.

CA OCE gave an overview of the paper.

Key things to note include:

- The Committee was supportive of continuing to give informal feedback on complaints management evaluations, rather than introducing a process to give formal feedback during the evaluation.
- There were concerns regarding internal capability before escalation of cases, and what was being done to develop and prepare people leaders before the start of the FairWay process. DCE People told the Committee that several initiatives are being run to develop volunteer leaders and group managers.
- The Chair to include an update on the complaints management system evaluation in the PCC report back to the Board on 9 May 2025.

The Committee resolved to:

1. **note** the findings of the Phase One Evaluation of the Complaints Management System

3.3	<b>PROPOSED CHANGES: SPEAKSAFE@FAIRWAY COMPLAINTS MANAGEMENT SYSTEM</b>	<b>JANINE HEARN</b>
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DCE People gave an overview of the proposed changes to SpeakSafe@FairWay.

Key things to note include:

- The DCE People confirmed there is a plan to address issues with timeliness in collaboration with FairWay.
- The Committee discussed the unions and associations that actively engage in the process and those who are working against it. The DCE People said Fire and Emergency needs to be ready to make a final decision, and stand by it, even if unions/associations refuse to cooperate.
- The Committee reaffirmed the Board's view that Fire and Emergency should stand up to unions who intimidate and delay, and stand in firm support of people leaders.
- The Committee shared concerns about the terms of reference from cases being shared inappropriately. DCE People assured the committee that confidentiality will be reaffirmed but that the risk has been considered and the benefit of supporting people leaders with this information far outweighs the risk of the information being shared.
- While the independence of FairWay is important and must be maintained, Fire and Emergency also has legal obligations as an employer.

The Committee resolved to:

1. **note** the proposed changes to the complaints management system.
2. **provide** comment on the proposed changes, that they would like taken into account in determining whether to proceed with the proposed changes.

## Management Action:

- DCE People and DCE OCE to provide feedback from FairWay case study discussion at the 11 August 2025 Committee meeting.