EKE TAUMATA PROGRESS REPORT

1 January – 30 June 2026

Introduction

This report details our progress to create a safe, positive and inclusive environment for all Fire and Emergency people in the period from 1 January to 30 June 2026.

Fire and Emergency New Zealand's goal is to be a place where people feel they belong and are supported and empowered to thrive, enabling us to better serve our communities and each other. We believe people thrive and feel they belong in an environment that is safe, positive, and inclusive.

We have started to create the kind of culture that our people want, need and expect, but we still have a long way to go.

By December 2025, we had completed all 20 recommendations in Te Kawa Mataaho | Public Service Commission's 2022 review.

We are continuing to embed those recommendations as well as progressing multiple initiatives to keep improving our culture, in support of Our Strategic Direction| Tā Mātou Ahunga Rautaki 2025-2030.

We use data, metrics and case studies to demonstrate progress and measure impact throughout this report, including:

- continuing to embed completed recommendations from Te Kawa Mataaho | Public Service Commission's 2022 review into Fire and Emergency's culture and complaints handling practices
- against achieving our four culture outcomes
- the delivery of Eke Taumata Programme initiatives.



Progress on Eke Taumata initiatives, including continuing to embed Te Kawa Mataaho | Public Service Commission recommendations

Eke Taumata initiative updates

This section reports our progress to deliver current initiatives, including their alignment with the culture outcome areas.

Culture Outcomes:

- Outcome 1: Building Trust and Increasing Opportunities for Engagement and Influence
- **Outcome 2:** Strengthening Our People Leadership Capability
- **Outcome 3:** Providing a Safe, Positive and Inclusive Environment
- **Outcome 4:** Raising the Bar on Acceptable Standards of Conduct and Behaviour

Initiative	Status	Comments	Culture Outcome
Authorising and Decision-Making Framework	IN PROGRESS	This framework supports effective, informed and timely non-operational decision-making across the organisation. Designed to be used in conjunction with existing delegations and policies, it helps assess impact and risk upfront and gives clear steps to make decisions that are well considered, communicated, documented and reviewed for learning. During this reporting period, the project developed the framework and supporting resources, with input from a working group, subject matter experts, and Advisory Rōpū. It was approved by the sponsors and shared with the Executive Leadership Team in June. Plans are underway to launch the framework in in late September 2026.	
Engaging, changing and designing together	IN PROGRESS	This initiative brings together the delivery of three concurrent and interconnected projects – Engagement, consultation and change management, Co-Design toolkit and workshops, and Leader-led engagement toolkit. We're strengthening the capability of our leaders to engage, communicate, and lead change by developing a comprehensive suite of fit-for-purpose tools and resources. During this reporting period information, tools and resources were developed to support our leaders to engage, communicate and lead change. Leaders will be able to access the Engaging, Changing and Designing suite from a new Leader Hub being developed concurrently by the People Branch.	
Talent Management and Succession Planning Framework	IN PROGRESS	The Talent Management and Succession Planning Framework has been developed to provide a structured approach to identifying future talent management and support succession planning at Fire and Emergency. It establishes a nationally consistent approach for identifying critical roles, identify, assessing and developing talent for those roles, and strengthening succession and continuity planning across the organisation. During this reporting period, the project developed the framework and supporting resources, with input from a working group, subject matter experts, and Advisory Rōpū. The framework and phased launch approach was approved by the sponsors. Phase one will begin in August 2026.	

Eke Taumata initiative updates

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Initiative	Status	Comments	Culture Outcome
Diversity and Inclusion Strategy	IN PROGRESS	Fire and Emergency's route to become a more diverse and inclusive organisation over the next 10 years is guided by our Diversity and Inclusion Strategy 2024-2034 and Diversity and Inclusion Framework. One of four organisational (system level) shifts outlined in the strategy aims to ensure Fire and Emergency has a recruitment process that is modern, inclusive and fit for purpose. During the reporting period the quick wins identified by the recruitment review have been progressed to the recruitment team to deliver. Draft interview templates and question banks for firefighter and dispatcher roles have been developed, candidate communications and website content have been updated to improve inclusivity, and work is underway on Whānau-inclusive interviews and candidate preparation resources. Engagement with other 24/7 emergency service organisations has commenced, while consideration of the Physical Pre-entry Test review is ongoing. Work continues to develop meaningful recommendations for Executive Leadership Team consideration.	
Impairment Policy	IN PROGRESS	Impairment of any Fire and Emergency person, while at work or volunteering, could have severe consequences. To help keep our people, communities, and sites safe, we are developing an impairment policy, plus supporting guidance, education, training, processes, and procedures. During this reporting period, a working group was formed, and a series of risk assessment workshops held with frontline and other personnel to identify impairment related hazards and controls. Engagement with union and association partners has been ongoing. A working draft policy has been developed. Consultation to seek feedback from employees and volunteers, union and associations, will take place in 2026.	
Our Code of Conduct/Te Tikanga Whanonga refresher	IN PROGRESS	We are continuing to embed our Code of Conduct, launched mid-2024 as a key foundation of our work to create a safer, more positive and inclusive organisation. During this reporting period, we developed a project scope for an annual refresher campaign to be held annually in October with a different focus each year. Activities include a leader-led discussion guide and a quiz. A strong emphasis on story-telling across the month will reinforce examples of our people living the Code. The Brigade Culture Training Pack and e-learning module continue to provide options for personnel to complete the mandatory Code learning requirement.	

Eke Taumata initiative updates

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Initative	Status	Comments	Culture Outcome
Vetting Policy Implementation	IN PROGRESS	Our new Vetting policy was implemented in phases from November 2025. In February 2026 we introduced event-based vetting for designated roles, including people leaders, positions with broad span of influence and roles with access to sensitive or confidential information. These changes support Fire and Emergency to keep our people safe, build a trusted and positive organisational environment, and maintain the high levels of trust the communities we serve have in us. Preparations for the introduction of 10-year re-vetting are well advanced, with implementation scheduled to begin in the next reporting period.	
Supporting guidance for managers (inappropriate behaviour and conduct)	IN PROGRESS	We have launched a range of policies and supporting documents that reinforce the new standards of behaviour and conduct expected of all personnel as outlined in our Code of Conduct. Building on this foundation, we are developing additional guidance to support people leaders to appropriately respond to and address inappropriate behaviour and conduct. During this reporting period, draft guidance materials were developed and refined through engagement with subject matter experts. The guidance is expected to be launched in late 2026.	
Volunteer Brigade Leader Support and Review System	IN PROGRESS	We have introduced a renewable five-year term and established tailored 'Support and Development Plans' to equip volunteer brigade leaders with the skills and capabilities needed to effectively serve their brigades and their communities, and processes to ensure smoother leadership transitions. All newly appointed volunteer brigade leaders now start on the five-year term, with the right to renew if the leader is meeting brigade leadership expectations, they want to stay in that role, and their brigade is functioning well. During this reporting period, a dashboard to support ongoing monitoring and reporting has been finalised allow for commanders to have oversight of the brigades with leaders who are on the five-year term.	

Culture outcomes reporting

Organisational culture is driven from many places, so we use a range of different data sources to measure our people's experience of working and volunteering at Fire and Emergency and the progress we are making to improve that experience. This section highlights achievements through case studies and metrics against our four culture outcomes.

OUTCOME 1

Building trust and increasing opportunities for engagement and influence

Context

Fire and Emergency people want:

- more involvement in decisions that directly impact them and the way they undertake their roles;
- to better understand how decisions are made
- to be assured a diverse range of views have been considered
- to understand the reasons for the direction taken.

So, we're making improvements to our systems and practices so they better support us to engage our people in decisions that impact them and enable them to have a voice in those decisions.

Key initiatives and progress

We have continued to involve our people early and often in the design and development of key organisational initiatives. This ensures deliverables reflect the needs and perspectives of our people and are realistic, effective and fit for purpose.

During the reporting period:

- **The Eke Taumata Internal Advisory Rōpū met for two days in March and May**. Members represent a broad cross-section of the organisation; they provide feedback at multiple stages of key projects, sharing insights based on their knowledge and experience.
- **Dedicated working groups met 15 times across three Eke Taumata projects:** Talent Management and Succession Planning Framework, Authorising and Decision-Making Framework, and Impairment Policy development**.** Members comprise leaders, personnel, subject matter experts, and union and association representatives; they share focused input directly to specific projects.
- **Seven projects tapped into the Volunteer Voice Network (VVN) during the period,** bringing the total to 13 projects since inception. The VVN membership now represents more than 32% of all volunteer brigades, demonstrating the increasing use of volunteer perspectives in project design, development and decision-making.
- **The Authorising and Decision-Making Framework was developed and approved**. The Framework will support more effective and efficient decision-making across the organisation outside of emergency incident operations. Once launched in the next reporting period, the framework will provide greater clarity on decision-making by ensuring decision-makers consider impact, risk and role accountabilities.

People metrics – Entry surveys

Number of respondents who…	Jul to Dec 2025*	Jan to June 2026**	% change
would recommend FENZ as a great place to work	66%	67%	1% ↑
enjoy working at FENZ	81%	86%	5% ↑
felt welcomed on their first day	94%	100%	6% ↑
indicated they were provided with an opportunity to learn what Te Tikanga Whanonga: Our Code of Conduct means for them in their role.	97%	90%	7% ↓

** 32 respondents (new employees excluding firefighters)*
*** 21 respondents (42% overall participation)*

All 'Your Say' onboarding survey respondents this period reported feeling welcomed on their first day, a six-percentage point increase from the previous period, indicating a strong and inclusive introduction to Fire and Emergency.

Employee engagement also strengthened, with enjoyment of working at Fire and Emergency increasing from 81 percent to 86 percent, while the proportion who would recommend the organisation as a great place to work increased slightly from 66 percent to 67 percent. These results suggest new starters are developing positive experiences and connections early in their employment, helping to build trust across the organisation.

However, a 7-percentage point decline in respondents reporting they had the opportunity to learn about Te Tikanga Whanonga | Our Code of Conduct, highlights an area for improvement.

A new Code of Conduct reporting dashboard will strengthen awareness and accountability, enabling improved monitoring of Code education and compliance, including completion rates for new starters.

OUTCOME 1

Building trust and increasing opportunities for engagement and influence

Case study

Volunteer Engagement Model

This project aims to strengthen and clarify the relationship between volunteers, brigades, and Fire and Emergency so they can better serve communities together. Co-designed by Fire and Emergency and the United Fire Brigades' Association (UFBA), the project has placed volunteer voices at the centre of its development.

A key focus has been building trust through open, accessible, and consistent engagement. Feedback from volunteers and brigades across the country helped shape the proposed model, ensuring volunteers had meaningful opportunities to influence its development.

Consultation feedback, alongside legal and operational review, will inform final agreements and help create a framework that provides greater clarity around roles, responsibilities, and expectations, while balancing national consistency with local flexibility.

This reporting period:

- Consultation on the updated engagement model took place from 30 March to 30 June.
- More than 2,600 volunteers participated through online and in-person engagement opportunities.
- Approximately 1,500 pieces of feedback were received.
- The project delivered 35 online sessions and 46 in-person workshops, including webinars, district or brigade meetings, training nights, and UFBA events.
- An interactive consultation website was launched, printed materials distributed, emails sent to volunteers, an anonymous survey was conducted, and over 100 calls made to brigade leaders to encourage participation.
- Engagement with Local Advisory Committees, the Fire and Emergency Commanders Association (FECA), and People-Led Networks to ensure key stakeholders were informed and involved.



Southland Brigade leaders and District personnel shared their feedback on the proposed volunteer engagement model documents and participated in an exercise to test whether the agreements would meet brigades' needs across a variety of scenarios.



Ralph Fagan (Wanaka Volunteer Fire Brigade) takes advantage of a quiet moment at Warbirds over Wanaka to review the proposal document. Wanaka Volunteer Fire Brigade submitted a shared submission.

OUTCOME 2

Strengthening our people leadership capability

> “I would definitely recommend the Lead Teams programme to others. Its practical, builds self-awareness, it supports change in leadership style, and you learn as much from the other leaders in the room as you do from the content of the course.

> “Lead Teams is a program the organisation is doing right. The facilitators give little gems throughout the course that you can easily take and implement in work and personal life. It is a leadership must if the organisation is intent on truly aligning with any and all of their values.”

Key insights

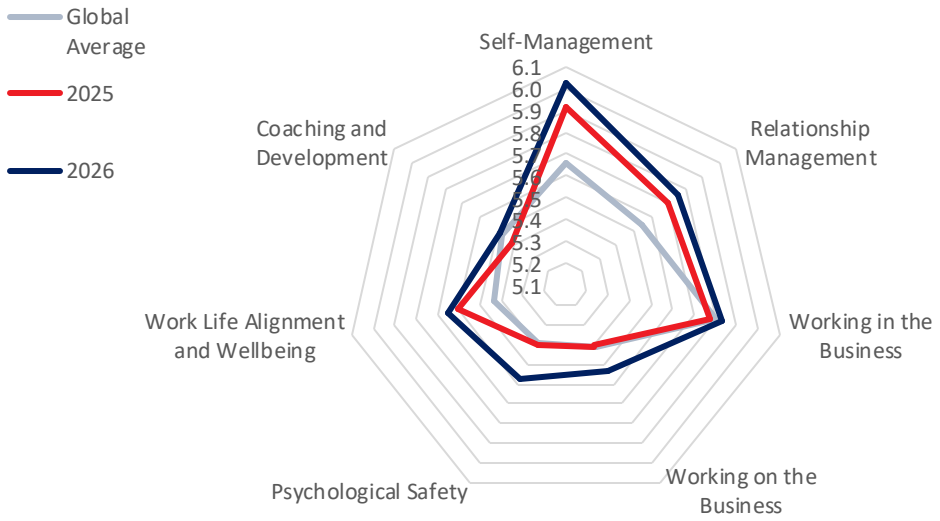
Fire and Emergency has continued to strengthen leadership capability throughout the reporting period by embedding leadership learning into career pathways, expanding programme delivery, and providing practical development opportunities that support leaders at every stage of their journey.

The Leadership Development suite has further grown and matured. Continued Lead Self, Lead Teams and Lead Leaders programmes provide a progressive leadership pathway, enabling participants to build self-awareness, develop leadership capability, and apply their learning in the workplace.

Twelve months after starting the Lead Leaders Programme, the 2025 pilot cohort were invited to complete a further 360 survey. The results (shown below) were compared with a global norm group and their original results at the start of the programme.

When themed across leadership capabilities, improvements were observed across all areas. Self Management - referring to personal awareness, self-regulation and resilience, was the highest scoring area with further improvement in 2026, indicating the Lead Leaders programme has effectively supported participants to strengthen their ability to lead with composure, adapt to challenges and role-model effective behaviors.

Lead Leaders Pilot Cohort Leadership Capabilities 360 findings



Key initiatives and progress

Lead Self Programme
- 37 workshops delivered with 430 attendees (total of 1,599 participants since 2023).

Lead Teams Programme
- 10 cohorts, 187 attendees (total 738 participants since 2022).

Lead Leaders Programme
- Pilot completed and 2026 cohort underway; 19 attendees, (total 39 since 2025).

Mastering Difficult Conversations
- Workshops delivered specifically for ComCen staff.
- 315 attendees at workshops this financial year. Total of 1343 participants to date.
- E-module: 138 completions, 110 in progress, 12 registered.

Deeper Signals
- More than 25 percent of the organisaton has now completed Deeper Signals with the total at 3681.

Leadership in the ComCens
- Lead Self fully integrated into ComCen recruit training; majority of staff have now completed it.
- ComCen-specific nine-month leadership programme underway with additional workshops delivered in quarter 4 FY25/26. This programme provides nine practical tools to support ongoing leadership development for all personnel.

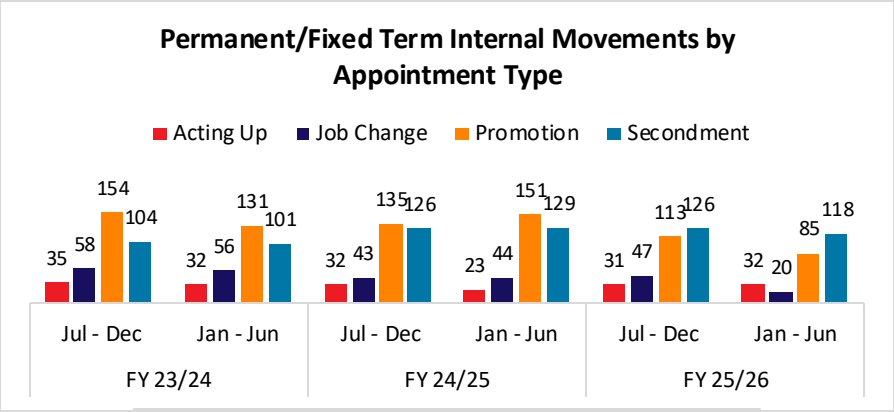
OUTCOME 2

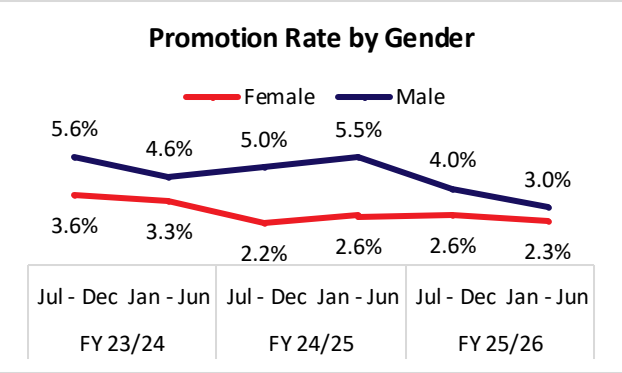
Strengthening our people leadership capability

Talent flow

Our leadership development framework includes development beyond formal training, with on-the-job experience ideally accounting for 70 percent of professional development. One way to measure this is through opportunities to act up, promotion and secondments.

Employees



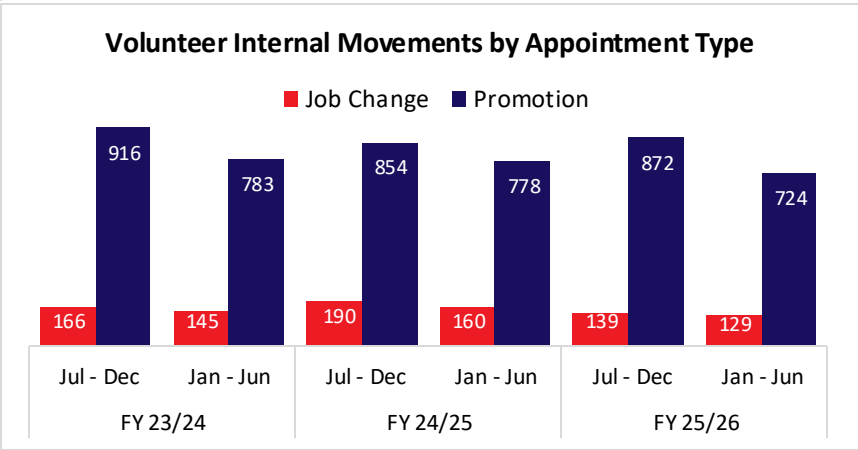


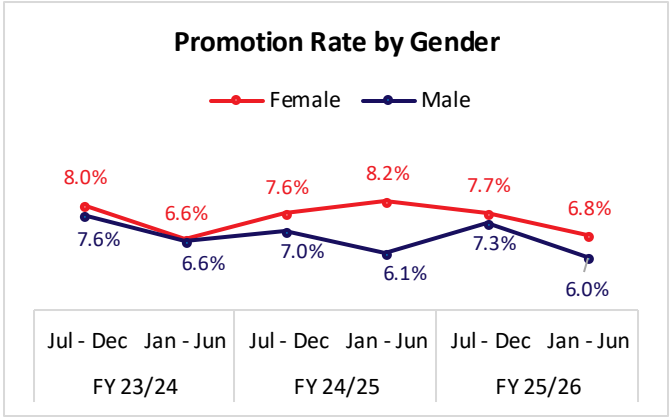
Key insights

Internal movement decreased during the six months to 30 June 2026, with fewer promotions and role changes than in previous reporting periods. Promotion rates declined for both men, although the gap between the two groups narrowed. Despite lower movement overall, secondment and acting-up opportunities remained stable, continuing to provide valuable development pathways and supporting capability during a period of organisational change.

To strengthen future career progression opportunities, the recently developed Talent Management and Succession Planning Framework will support a nationally consistent approach to identifying and developing talent, strengthening leadership pipelines, and building capability for critical roles across the organisation.

Volunteers





Key insights

Volunteer internal movement has continued to ease over the past three years, with both job changes and promotions declining during the reporting period.

While this indicates fewer volunteers are stepping into new roles or progressing through leadership pathways, initiatives such as the renewable five-year term and tailored Support and Development Plans are helping to strengthen leadership capability, support succession planning, and enable smoother transitions within volunteer brigades.

OUTCOME 2

Strengthening our people leadership capability

Case studies

Building confidence and capability in brigade leaders

The Lead Teams Programme is helping brigade leaders build the self-awareness, communication skills and team leadership capabilities needed to create positive, safe and inclusive environments across Fire and Emergency New Zealand.

Through a five-month programme of workshops, online learning and peer discussions, participants are encouraged to better understand themselves as leaders, strengthen relationships across the organisation, and apply their learning in their own brigades and stations. The programme also creates valuable opportunities for volunteer and career personnel to learn from each other's experiences and perspectives.

The result: leaders who are better equipped to support their people, strengthen team culture and deliver positive outcomes for their communities.

This reporting period:

- 187 people attended across the five regions. Over half - 98 participants, were volunteer brigade leaders.
- This brings the total number of participants in the Lead Teams Programme, since launch in 2022, to 738.

> *The programme has reinforced the importance of leading through service, investing in people, and creating opportunities for others to succeed. It has given me greater confidence in my leadership approach and provided practical tools to better support and develop the brigade team".* **Mark Stewart, Chief Fire Officer Ōākura Station**

> *This course takes the next two or three steps to real understanding of you and your impact on others. One unforeseen bonus was being with career firefighters, exchanging and discussing 'how we do it' for both career and volunteer".* **Graeme Perry, Senior Firefighter Greytown Station**

Broadening leadership/Board engagement

Since August 2024, Fire and Emergency has strengthened opportunities for Tier 3 leaders to engage directly with governance decision-making through participation in Board and sub-committee meetings. Since October 2025, opportunities to present directly to the Board have increased, extending senior leader engagement beyond sub-committee forums.

Presenting directly to the Board gives Tier 3 leaders exposure to governance processes and strategic decision-making, while giving Board members greater access to organisational expertise and operational insights. The opportunity has helped leaders strengthen their understanding of organisational priorities, communication and influencing skills, and confidence in a governance setting.

The approach has encouraged richer conversations between Board members and senior leaders, increased visibility of specialist expertise, and created valuable leadership development opportunities across Fire and Emergency. Board Chair Raveen Jaduram has reinforced the importance of senior leaders participating in Board meetings and has signalled a stronger focus on regular Tier 3 engagement.

This reporting period:

- 17 Tier 3 managers made a total of 31 appearances across the Board and its sub-committees, including the People and Capability Committee, Audit and Risk Committee, Finance, Sustainability and Investment Committee, and Evaluation and Appointment Committee.
- Tier 3 leaders contributed expertise across people capability, risk management, finance, legal, asset planning, performance reporting, and emergency response.
- Direct engagement with the Board has increased senior leader visibility, strengthened governance relationships, and enhanced understanding of strategic decision-making.

> *Providing opportunities for our Tier 3 leaders to engage directly with the Board helps grow leadership capability across Fire and Emergency. It gives leaders valuable exposure to governance discussions, strengthens their understanding of organisational priorities, and showcases the depth of expertise that exists throughout the organisation."* **Kerry Gregory, Fire and Emergency Chief Executive**

OUTCOME 3

Providing a safe, positive and inclusive environment

Key Metrics

852

Psychological Wellbeing Reports

Up by **213** from same period last year

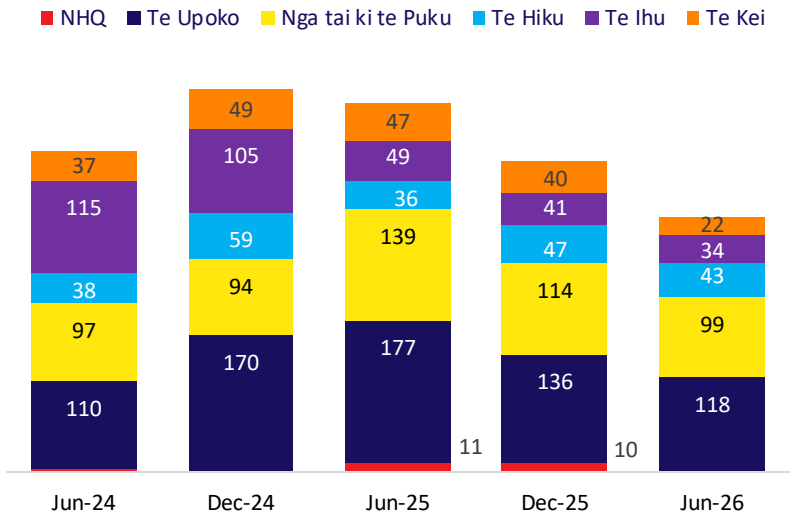
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EAP Cases

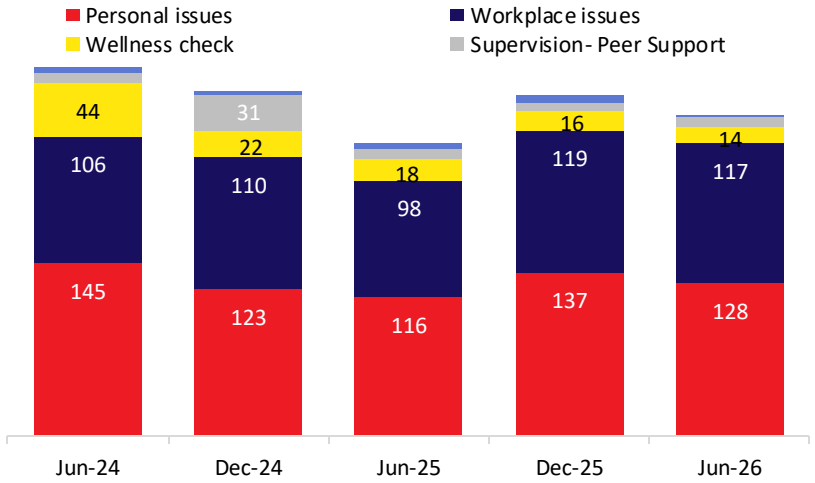
The same as the same period last year

Mental and emotional wellbeing

Number of Peer Support Sessions by Region



Number of Psychological Referrals by concern



Key Insights

Psychological wellbeing reports increased to 852 in January-June 2026, up 213 from the same period last year, with most relating to operational trauma, challenges with colleagues or managers and pressures linked to organisational change. Psychologist referrals also rose to 349, an increase of 51. Employment Assistance Programme (EAP) cases held steady at 308, matching last year's volume, while 316 peer support sessions were recorded – a notable decrease of 143 from the same period last year.

Following the ERA determination in March, confirmation of the proposed organisational restructure was postponed. Data trends and feedback from psychological providers indicate the restructure and ongoing industrial action are contributing to increased demand for wellbeing support. Fire and Emergency is conscious of the impact on personnel and continues to provide regular updates through leader drop-in sessions, CE Town Halls, and on the Portal and access to a range of wellbeing support.

Key initiatives and progress

During the reporting period, we focused on fostering a safe, positive, and inclusive environment for our people as they navigated a period of organisational uncertainty. Through a range of new and existing wellbeing initiatives, we increased awareness of available support, encouraged proactive wellbeing practices, and strengthened our evidence base through regular surveying. This allows us to better identify emerging issues and target support where it is needed most. Activities included:

- **Delivering new micro wellbeing workshops** to encourage personnel to pause, reset and check in with themselves and others, reinforcing everyday wellbeing practices and strengthening individual and team resilience.
- **Actively promoted wellbeing support and proactive health initiatives**, including the Hauora Programme and the annual flu vaccination scheme.
- **Championing Neurodiversity Week** to raise awareness of diverse thinking and communication styles, reducing stigma, and fostering a more inclusive culture where people feel supported to bring their full selves to work.
- **Conducting the third Whanaungatanga Wellbeing Survey**.

OUTCOME 3

Providing a safe, positive and inclusive environment

> The course [Te Reo Ohooho] has been a great and highly informative experience. It has given me a deeper appreciation for the language, the culture, and the importance of continuing to grow in this space.

> Since the course [Te Reo Ohooho] I have participated in giving karakia at our Gold Star and local ANZAC services, albeit with a lot of practice and the help of other local te reo speakers, it has given me something I can contribute back to my community.

Ethnic representation

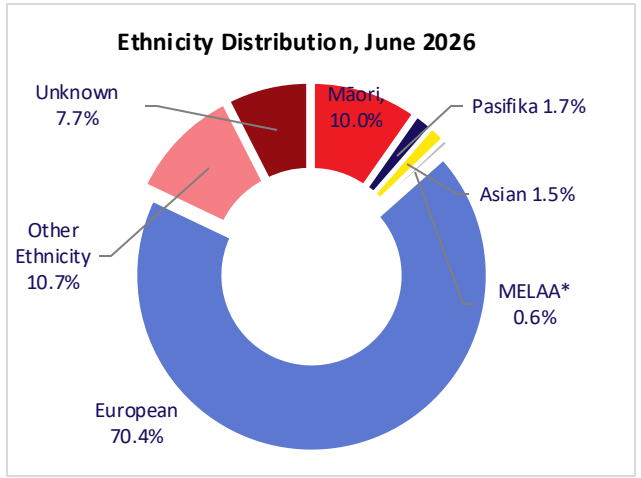
Key Metrics

1,471
Māori
72% are Volunteers
Up by **15** (**1.0%**) from same period last year

248
Pasifika
48% are Volunteers
Up by **7** (**2.9%**) from same period last year

219
Asian
58% are Volunteers
Up by **19** (**9.5%**) from same period last year

10,349
European
79% are Volunteers
Down by **165** (**1.6%**) from same period last year



Key Insights

Māori, Pasifika, and Asian representation has increased year-on-year, with volunteers continuing to make up a significant proportion of each group. Māori representation grew, with 72 percent serving as volunteers. Asian personnel recorded the strongest growth of 9.5 percent, albeit from a smaller base. Pasifika representation also increased modestly, with just under half engaged as volunteers. In contrast, the European cohort which remains the largest ethnic group, decreased by 1.6 percent. Despite this decline, volunteer participation within this group remained high at 79 percent. These trends indicate gradual progress towards a more ethnically diverse organisation.

Continued focus on targeted attraction, recruitment, and retention initiatives will be important to sustaining this momentum and ensuring Fire and Emergency increasingly reflects the diverse communities it serves.

Key initiatives and progress

During this reporting period:

He Tīmatanga Kōrero
- 105* personnel received their Tohu for completing the module between 1 January and 30 June 2026.
- 2,445* or 17 percent of personnel across Fire and Emergency have now completed this online module since July 2021.

Te Aho Tapu
- Fire and Emergency's cultural capability online assessment tool launched June 2025.
- 134 personnel engaged with the tool between 1 January and 30 June 2026 (one or more course completions).
- Since inception, 375* personnel have engaged with the tool (2.6 percent of the organisation).
- In June, the Pou Whirinaki team in collaboration with the HRIS Reporting team launched the Te Aho Tapu dashboard.
- The dashboard simplifies access to key cultural capability information to help leaders make decisions around what types of cultural capability training and support is needed within their team.

Te Reo Māori classes
- 54 completed the Te Reo Ohooho (Level 1) class.
- 12 completed the Te Reo Māphi Maurea (Level 2) class.
- 10 completed the Te Reo Matapopore (Level 3) class.
- 59 people wait-listed for next round of classes.

* Active personnel - excludes contractors, interns, external secondees

OUTCOME 3

Providing a safe, positive and inclusive environment

Case studies

Lead Teams sessions strengthen leaders' commitment to Māori

A partnership between the Leadership Development and Pou Whirinaki teams is helping leaders build the capability and confidence to support Fire and Emergency's commitment to Māori.

Through a dedicated Lead Teams session, leaders are exploring the relevance of Rautaki Māori to their roles and learning practical ways to support their teams' cultural capability uplift. The sessions encourage open conversation, showcasing examples of local success, and connect participants with support available through Pou Whirinaki and regional Pou Takawaenga Māori. As a result, leaders are building stronger relationships, increasing cultural capability, and finding new ways to embed Te Ao Māori into their everyday work.

This reporting period:

- Nine Lead Teams cohorts received presentations from Pou Whirinaki and regional Pou Takawaenga Māori.
- Interest in cultural learning opportunities increased, with attendees seeking support from Pou Whirinaki and Pou Takawaenga Māori after the sessions.
- An attendee from Te Ūpoko was inspired to visit Waiwhetū Marae in Lower Hutt with a group from Fire and Emergency to learn more about local history and gain experience with marae protocol.
- A brigade in Te Ihu strengthened its connection with local Māori through support to arrange a blessing for a new operational vehicle.
- Participants' actions have created a ripple effect, including one volunteer brigade where almost every member achieved their Tohu after being inspired by a Lead Teams attendee. At least eight Lead Teams participants achieved their Tohu following the session.



A Rautaki Māori presentation in Te Ihu

> *The Cultural Capability component of Lead Teams challenged me to reflect on my own perspectives and strengthened my understanding of how meaningful engagement with Māori contributes to better outcomes for our people and our communities. It reinforced that building cultural capability isn't an endpoint—it's an ongoing leadership responsibility that aligns strongly with Fire and Emergency's Rautaki Māori."* **Stefan Lerbs, Rural Crew Leader, Ngatimoti Volunteer Fire Brigade**

Small moments, meaningful impact on wellbeing

Micro Wellbeing Sessions, introduced by Fire and Emergency's Wellbeing Team during a period of significant change, are proving a practical way to support personnel with simple, evidence-informed tools that can be used in everyday work and life.

Delivered online and designed to be brief and accessible, the sessions focus on small, consistent actions, such as breath awareness, mindfulness and nervous system regulation, that help people pause, reset and reconnect during the day.

As a result, the team is seeing increased engagement, stronger wellbeing capability, and more open conversations about wellbeing.

This reporting period:

- Approximately 160 personnel attended the first session, with more than 80 returning for the second session.
- Participant feedback has shown strong support for the sessions to continue, indicating clear demand for ongoing delivery.
- Attendees reported increased awareness of stress and practical ways to regulate and reset.

> *I feel so relaxed after that. Didn't realise how high my shoulders were.*

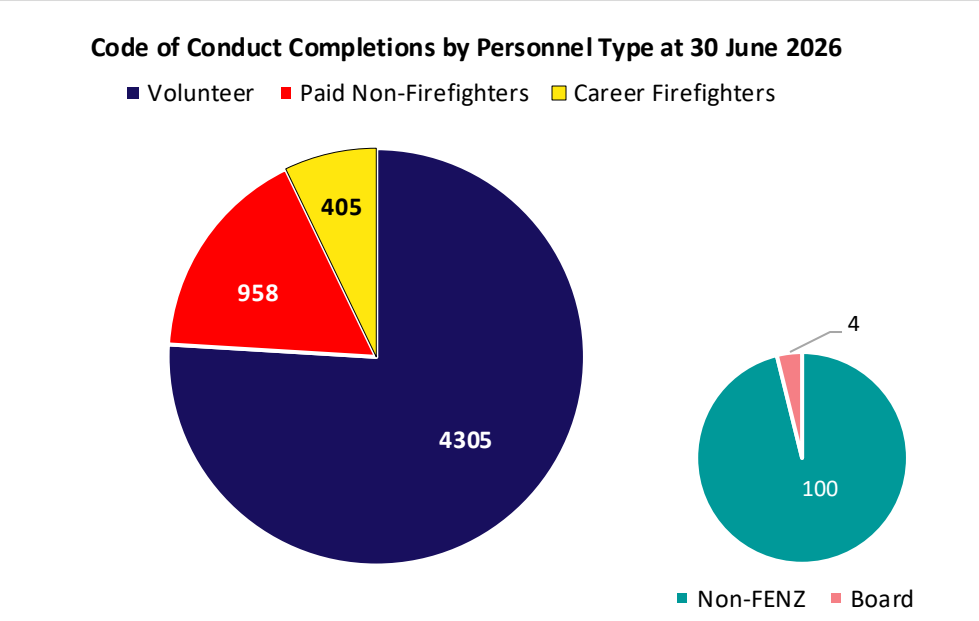
> *Lovely reminder that we are allowed to pause.*

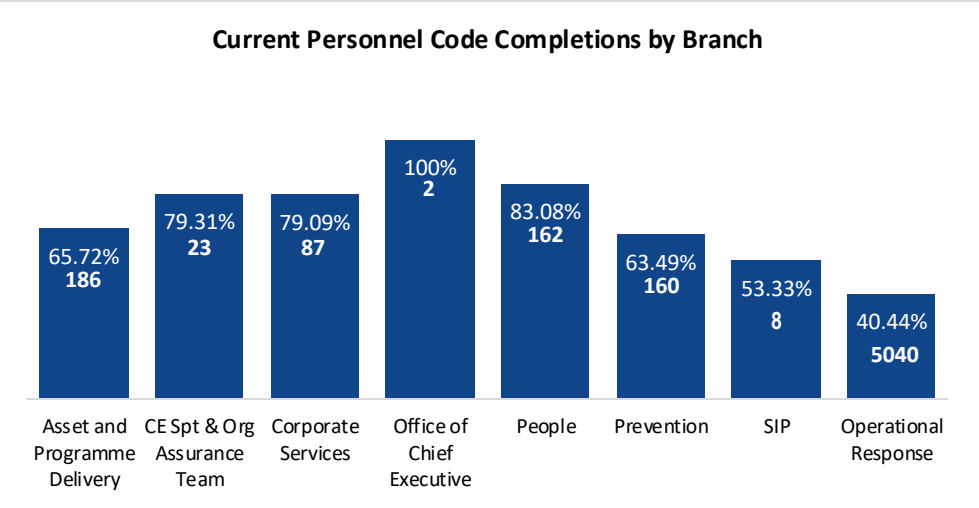
> *Great session and especially relevant under the current organisational climate.*

OUTCOME 4

Raising the bar on acceptable standards of conduct and behaviour

Code of Conduct learning completions





Key Insights

Te Tikanga Whanonga | Our Code of Conduct (the Code) is a key foundation of our work to create a safer, more positive and inclusive environment for all our people. It supports personnel to make the right decisions and sets out what will happen if they act outside those expectations.

A total of 558 personnel completed Code learning in the reporting period. This brings the overall completion rates to 42 percent for employees and 37 percent for volunteers.

Progress continues with embedding the Code, however completion of Code learning by new starters has dropped in recent months. Personnel can meet the mandatory Code learning requirement through either the Brigade Culture Training Pack or the e-learning module. Targeted promotion of Code learning continues through Leadership Teams and the Ignite magazine.

Key initiatives and progress

During this reporting period:

- We revised our Code to align with the Te Kawa Mataaho Public Service Commission new Code of Conduct for the public sector.
- In April, the People Branch Leadership Team endorsed an annual Code of Conduct refresher campaign, an approach that will see a different Code-related theme promoted each year. Planned activities include leader-led discussion guides, team quizzes, and a strong emphasis on storytelling to showcase practical examples of our people demonstrating the Code through their everyday interactions and behaviours.
- A new Code reporting dashboard was developed and is currently under review. Once implemented, it will provide leaders across Fire and Emergency with improved visibility of Code completion rates.

Complaints Management Dashboard Report

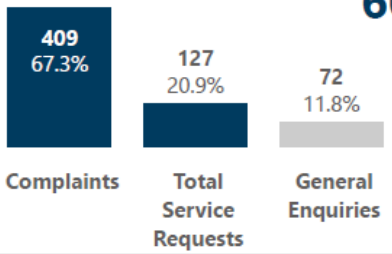
Refer to page 20 for guidance on how to read this dashboard

Speak Safe @ Fair Way Contacts (excluding Kāpehu Service)

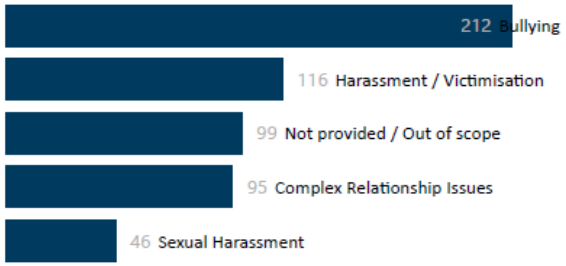
Received from 29 April 2024 to 30 June 2026

Service Usage

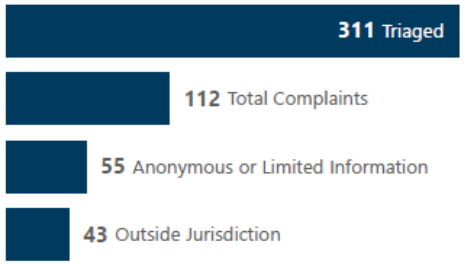
Total **608**



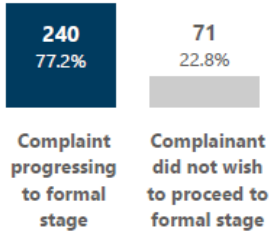
Category[1]



Complaints



Triage



Formal complaints (Fair Way and Non Fair Way)

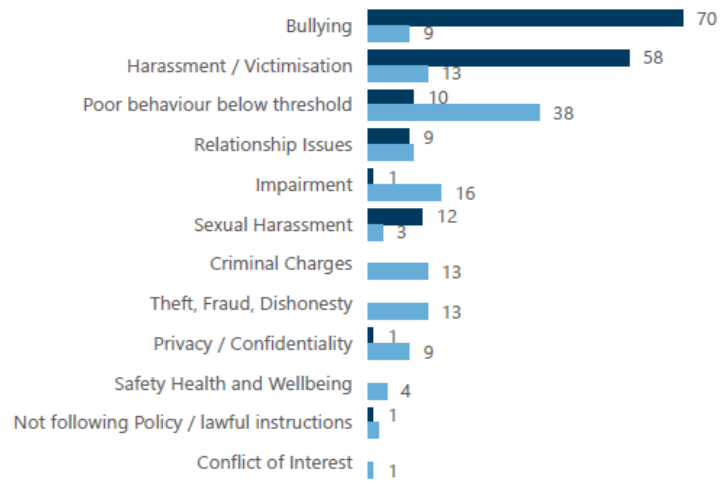
Cases received from 29 April 2024 to 30 June 2026

Open Investigations

89 Fair Way

97 Non Fair Way

Category[1]



[1]*A single contact may relate to multiple incident/matters*

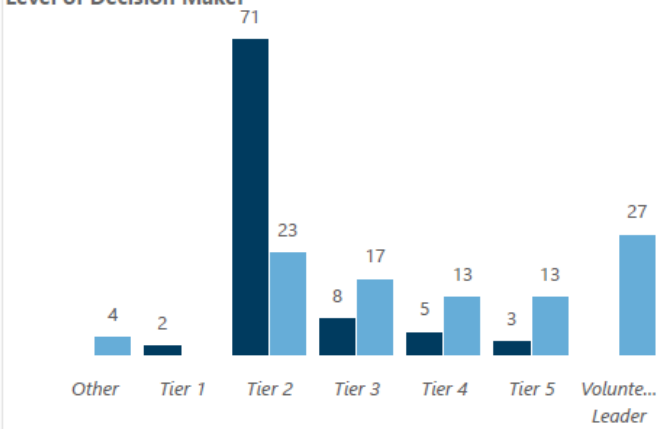
Suspension / Stand-down Outcome

107 Total Cases Assessed

**includes special leave on pay*

- **61** - Assessed No Action
- **19*** - Suspended/Stand-down Enacted
- **11** - Formal Agreement in place
- **16** - Not Suspended/Stood-down

Level of Decision Maker



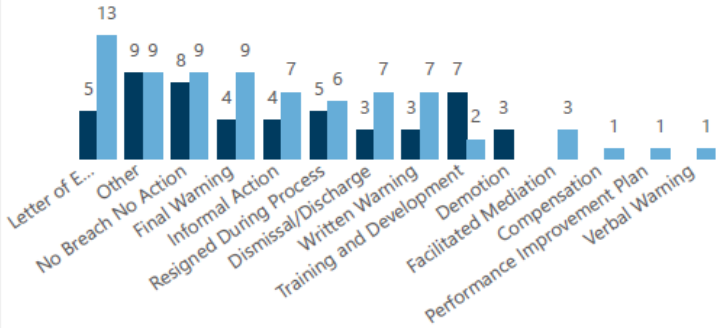
Other - working to clarify this data

Closed Investigations

44 Fair Way

75 Non Fair Way

Decision Outcomes[1]



Timeframes*

Fair Way	Fire and Emergency
190.6	**65.2**
Complete findings report	Decision-making process

**In average days*

OUTCOME 4

Raising the bar on acceptable standards of conduct and behaviour

Case studies

New vetting requirements support a culture of trust

The introduction of event-based vetting and a self-disclosure amnesty has strengthened Fire and Emergency's commitment to creating a safe, positive and inclusive workplace for all our volunteers and employees.

This reporting period:

- Since 9 February 2026, personnel appointed or seconded for three months or more into people leader roles, roles with a broad span of influence, or positions with access to sensitive or confidential information have been subject to event-based vetting. This ensures additional scrutiny is applied when individuals move into roles that carry significant responsibility and trust.
- At the same time, a three-month amnesty provided personnel in Tier 1–4 roles, Assistant District Commanders, Volunteer Brigade Leaders and Ahikura Practitioners with an opportunity to self-disclose any previously undeclared criminal convictions, before the start of 10-year re-vetting for this group. The amnesty reinforced existing obligations under Te Tikanga Whanonga Our Code of Conduct while removing disciplinary barriers to coming forward.
- Some people took this opportunity to disclose previous convictions, demonstrating how the amnesty encouraged honesty, accountability and compliance with our vetting requirements while supporting a culture of trust and integrity.

Raising the bar on acceptable behaviour

A people leader made a complaint alleging bullying by two team members. Those team members also raised concerns about the people leader's conduct, alleging bullying and harassment.

An independent external investigation found that the people leader had sexually harassed the two team members. Following a formal process, Fire and Emergency determined that the conduct was serious enough to destroy the trust and confidence required for ongoing employment and dismissed the individual.

The behaviour was described by some as "workplace banter", and it is likely that several years ago it may not have been viewed or addressed in the same way. However, our understanding of the impact of such behaviour has evolved. Behaviour is not "workplace banter" when it causes harm, particularly when people have repeatedly asked for it to stop.

Creating a safe workplace requires us to challenge conduct that is offensive, intimidating, humiliating or harmful, and to hold people accountable when standards are not met. In this case, the conduct continued over an extended period despite repeated requests for it to stop and caused significant psychological harm to those affected.

This reporting period:

- The dismissal was challenged in the Employment Relations Authority (ERA). Although the ERA accepted that sexual harassment had occurred, it found the dismissal unjustified, primarily because Fire and Emergency had not suspended the individual during the investigation. The ERA ordered reinstatement.
- Fire and Emergency appealed that decision. We considered the conduct wholly unacceptable, particularly from someone in a leadership position, and believed we had a responsibility to protect our people from behaviour that causes harm.
- The Employment Court upheld the appeal, confirming that dismissal was an appropriate response. The ERA's reinstatement decision was overturned and the dismissal reinstated.
- That decision is now being appealed. Fire and Emergency will continue to defend its position because every person who works or volunteers with us deserves a safe and respectful environment.

Appendix: Complaints dashboard guidance

Complaints dashboard guidance

Service Usage: A count of total contacts with Fair Way either complaints or general enquiries.

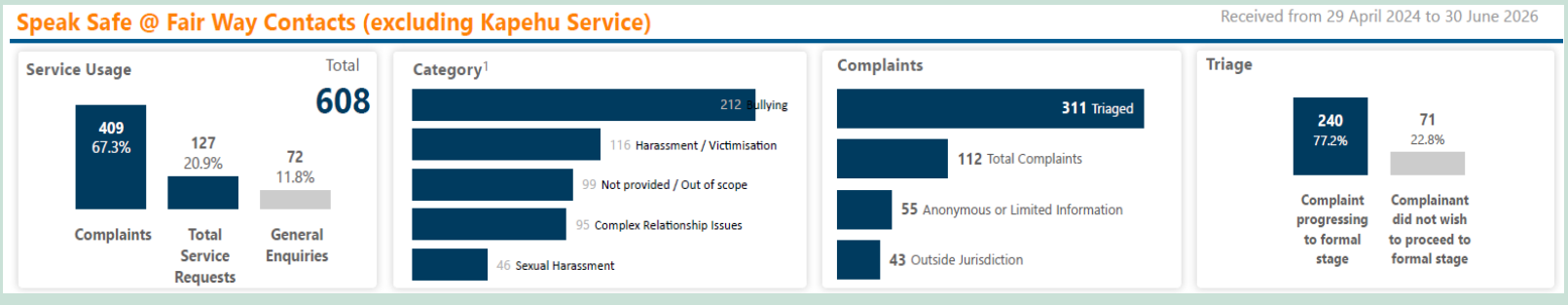
Category of Fair Way complaints: The count of complaints against the four jurisdiction areas. One complaint may relate to more than one category.

Complaints: A count of total complaints that have moved through the triage process at Fair Way.

Triage: Count of complaints progressing to formal stage following triage. This is a self-led process, with the complainant agreeing to proceed or not.

Speak Safe @ Fair Way Contacts (excluding Kapehu Service):

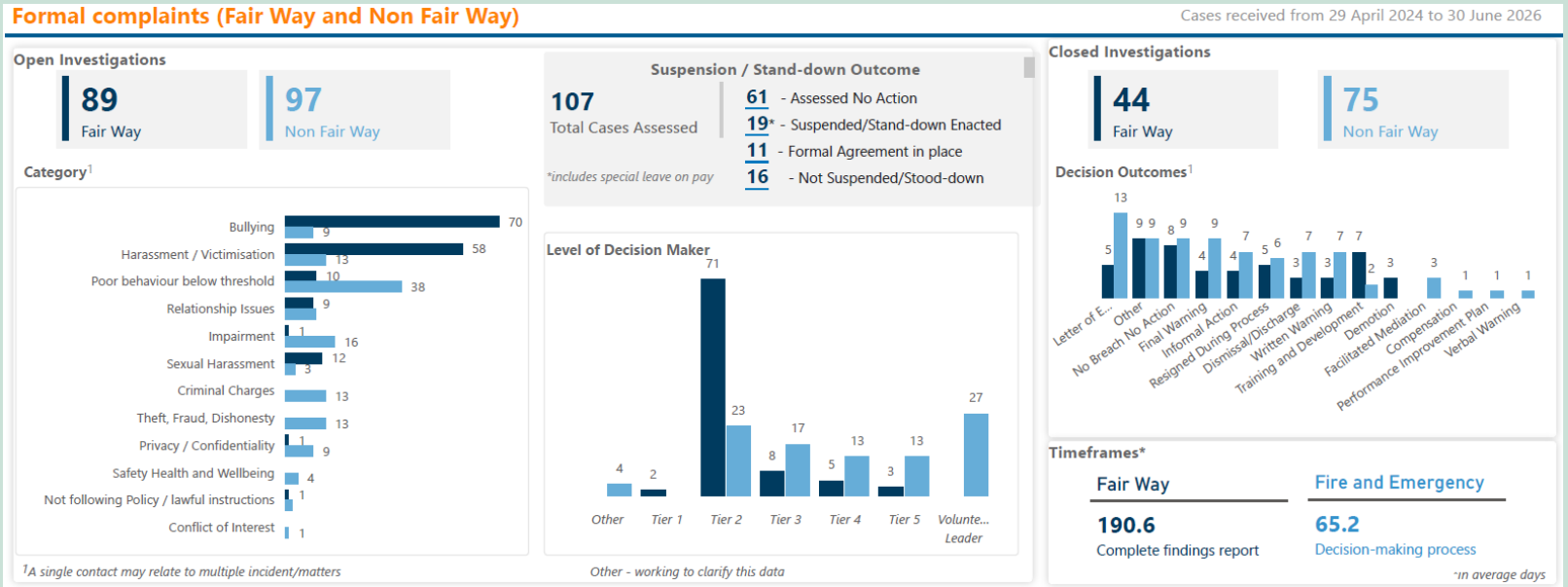
This section is reporting only on Fair Way data.



Received between: Time period for the data in this report.

Formal complaints (Fair Way and Non Fair Way):

This section is reporting on both Fair Way and non Fair Way formal complaint data.



Closed Investigations: Number of complaints closed in the time period split between Fair Way and non Fair Way. A case is considered 'closed' when both the investigation and decision-making process are finalised and all parties have been notified.

Decision Outcomes: Results from closed investigations. A single complaint may have multiple outcomes. Some options do not show on this list such as 'dismissed' if this was not an outcome during the period.

Opened investigations: Count split by Fair Way and non Fair Way.

Category of formal complaints: Count when raised split by Fair Way and non-Fair Way. A single complaint may refer to multiple categories.

Suspension Decision Outcome: Number of complaints considered for suspension or stand-down and outcome.

Level of Decision Maker: Position level of Fire and Emergency personnel assessing the complaint.

Timeframes - Complete findings report: Average days from 'Open Investigation' to Fire and Emergency receiving the findings report.

Additional timeframe information will be added as we improve our reporting. This will include average days for decision making and show the split between Fair Way and non Fair Way cases.



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