# EKE TAUMATA PROGRESS REPORT

## 1 January – 30 June 2025

# Introduction

This report details progress to deliver the recommendations in the Public Service Commission | Te Kawa Mataaho review into Fire and Emergency's culture and complaints handling practices.

It also details ongoing work to create a safe, positive and inclusive environment for all Fire and Emergency people.

It covers the period 1 January – 30 June 2025 and presents:
- Progress against our four culture outcomes
- Progress on the 20 Public Service Commission recommendations
- Our new Fire and Emergency culture work programme
- Examples of initiatives to support our culture journey
- The data and metrics we are using to track our progress.

# Key highlights this reporting period

- **Our Strategic Direction | Tā Mātou Ahunga Rautaki 2025 – 2030,** launched May 2025, puts culture at the heart of everything we do.



- We completed the **first year of qualitative research** on our culture journey, giving us a deeper understanding and insights to help us continue to improve.

- We completed an **independent review of our complaints management system,** including Speak Safe @ Fair Way, to ensure it is effective and meets the needs of our people.

- **Fire and Emergency's Organisational Culture Plan,** which brings together our Branch culture plans and organisation-wide actions, was approved by our Executive Leadership Team.
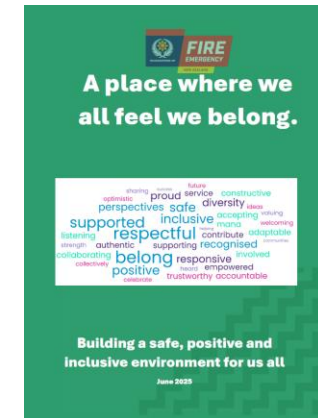


- We launched our new **Diversity and Inclusion strategy for 2024-2034,** to guide Fire and Emergency over the next decade towards creating a more diverse and inclusive organisation.

# Progress to deliver Public Service Commission | Te Kawa Mataaho recommendations

# Eke Taumata Programme – recommendations

This section provides milestone reporting against the 20 recommendations in the Public Service Commission | Te Kawa Mataaho review (2022). Our reporting also shows the alignment between the recommendations and 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 |
|---|---|---|---|---|

| Activity | Status | Comments | Culture Outcome |
|---|---|---|---|
| **Rec 1:** Performance Expectations for leaders | **COMPLETE** | Volunteer Brigade Leader Development and Review Project has been completed. Performance expectations for all new volunteer leaders are now defined and monitored as part of the new processes rolled out in response to Recommendation 6, with tools and support; Group Managers are being provided training. | ● (blue) |
| **Rec 2:** Clear culture plan and a way to measure success | **COMPLETE** | The Fire and Emergency Culture Plan was approved in June 2025; this closes recommendation two. This plan outlines the vision for our desired organisational culture, priority actions for the ELT, and incorporates aspects from 2025/26 Branch culture plans. It also defines how the organisation will continuously improve its culture and how cultural outcomes will be monitored and measured. | ● ● ● ● (navy, blue, orange, magenta) |
| **Rec 3, 4, 5:** Reporting on progress | **COMPLETE** | Reporting processes are all complete, with regular reporting published at the agreed timelines. | ● ● (blue, orange) |
| **Rec 6:** All new CFO appointments to be 5-year terms | **COMPLETE** | Launched November 2024, all new Volunteer Brigade Leaders (VBL) since then have been appointed on a five-year term. E-modules to guide managers through the process have also been launched. Opt-ins for current volunteer brigade leaders are now available upon request. | ● ● (navy, orange) |
| **Rec 7:** Revision of Volunteer Executive Officer Course | **COMPLETE** | The Volunteer Executive Officer course has been updated to increase its focus on people leadership and ensure delivery is high quality and consistent for every attendee. A review identified key areas for enhancement; resources have been developed to ensure the course meets the needs of our volunteer leaders. It now also includes "Mastering Difficult Conversations" content (Rec 19). | ● (navy) |
| **Rec 8:** Establishment of Independent Advisory Committee | **COMPLETE** | Committee established and operating successfully. The group includes representation from across government, emergency service organisations and the private sector. | ● ● (navy, orange) |

# Eke Taumata Programme – recommendations

| 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 |
|---|---|---|---|---|

| Activity | Status | Comments | Culture Outcome |
|---|---|---|---|
| **Rec 9:** Single code of conduct for all FENZ personnel | **COMPLETE** | Launched July 2024, all Fire and Emergency people are expected to complete our Code of Conduct \| Te Tikanga Whanonga online module to understand the Code, the behaviours expected of them, and how to be an upstander. Facilitated workshops have been developed to support volunteer brigades to engage with the Code of Conduct and the values that form part of it. | ● ● ● |
| **Rec 10:** Zero tolerance policy for bullying and harassment | **COMPLETE** | Launched July 2024, with the Code of Conduct. | ● ● |
| **Rec 11:** Remove authorisation to respond when serious misconduct occurs | **COMPLETE** | Incorporated into new policies and Code of Conduct, as well as new Complaints Management processes. Embedded through new decision-maker process for allegations of serious misconduct. Also incorporated into the Managing Inappropriate Behaviour and Conduct Policy launched December 2024. | ● ● |
| **Rec 12:** Criminal conviction vetting | **IN PROGRESS** | Planning is underway to launch the Vetting Policy in 2025, along with a summary of the key themes and outcomes from consultation in September 2024, followed by a phased implementation beginning mid to late 2025 to allow adequate time to plan, test and successfully introduce this new approach and to manage the change impact on our people. The policy is due for approval in July.<br>Fire and Emergency already completes criminal conviction screening of operational and non-operational personnel during the initial recruitment process; we are now adding 10-yearly and event-based re-vetting into our processes. | ● ● ● |
| **Rec 13:** Policy on standdown when charged with criminal offence | **COMPLETE** | Launched the Managing Inappropriate Behaviour and Conduct Policy in December 2024. Clear policy statements included in new Code of Conduct. | ● ● |
| **Rec 14:** Independent investigation of conduct complaints | **COMPLETE** | New complaints management system, Speak Safe @ Fair Way, launched April 2024. | ● ● ● |

# Eke Taumata Programme – recommendations

| 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 |
|---|---|---|---|---|

| Activity | Status | Comments | Culture Outcome |
|---|---|---|---|
| **Rec 15:** Development of clear complaint handling policies | COMPLETE | Developed as part of Speak Safe @ Fair Way stand up. | 🔴 🟣 |
| **Rec 16:** Safe-guarding the wellbeing and safety of complainants | COMPLETE | Safety and wellbeing have been factored into the design of the complaints management system. Speak Safe @ Fair Way ensures all people engaged in the service can access wellbeing support, providing referrals and undertaking regular check-ins for wellbeing, whilst ensuring privacy and security of complainants and their information. Ongoing engagement with unions, associations and people-led networks to seek opportunities for improvement. | 🔵 🔴 |
| **Rec 17**: Comprehensive 10-year diversity plan | COMPLETE | 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, released May 2025. These documents outline how we will work together to make Fire and Emergency a place where people feel genuinely accepted, valued, and have a sense of belonging. | 🔵 🔴 |
| **Rec 18:** Enhanced selection and promotion of leadership roles | COMPLETE | Launched August 2024. As of 30 June 2025, 257 people have completed the selection panel modules. | 🔵 🔴 |
| **Rec 19:** Comprehensive training for people leaders | COMPLETE | The Mastering Difficult Conversations e-learning module was launched June 2025; it complements learning delivered in person via dedicated workshops and as part of leadership development programmes. More than 1,000 people (majority are people leaders) received this training between mid-2024 and 30 June 2025. | 🔵 🔵 |
| **Rec 20:** Work with UFBA to prioritise capability development | COMPLETE | An external evaluation is planned to review the services provided by the UFBA through the Conditional Grant Agreement. The findings will be used to identify and inform future volunteer capability responsibilities between Fire and Emergency and UFBA. As of June 2025, 165 volunteers have completed Lead Self, 59 volunteers have attended Lead Teams, and 1 volunteer is participating in Lead Leaders. More than 540 volunteers have attended a Mastering Difficult Conversations in-person workshop. There are currently 31 Volunteer Brigade Leaders on a five-year term. | 🔵 🔵 |

# Our culture work programme supports delivery of Our Strategic Direction

# Our culture work programme

**Improving our organisation's culture requires a whole-of-organisation effort.**

Fire and Emergency's Eke Taumata Culture Plan builds on work delivered in response to the Public Service Commission | Te Kawa Mataaho review recommendations, which has given us a strong foundation to keep improving from.

To develop the organisational culture plan, each branch completed their own culture plans with targeted initiatives.

Some of these actions are time bound i.e. will deliver specific outcomes and then conclude, however many are enduring i.e. are changed practices, approaches or specific actions and commitments that need to be sustained and continued ongoing.

All actions and initiatives support delivery of Our Strategic Direction | Tā Mātou Ahunga Rautaki 2025-2030.

Progress against specific initiatives will be detailed in the next six-month report.

## Our Goal

Fire and Emergency NZ is a place where all of our people can feel they belong. A place where they are supported to enable them to thrive, so that collectively we can deliver service to our communities and each other.
We seek to provide an environment for our people that is safe, positive and inclusive, where we all are adaptable, responsive, respectful, accountable, trustworthy and committed to service.

## Shifting the Dial on our culture – the environment we provide for our people

| Building trust and increasing opportunities for engagement and influence. | Strengthening our people leadership capability. | Providing a safe, positive and inclusive environment. | Raising the bar on acceptable standards of conduct and behaviour. |
|---|---|---|---|

**Organisational Systems and Practices**

**Executive Leadership Team Commitments**

**Leader-Led Initiatives and Actions**

**Individual Accountability for Conduct and Behaviour**

**Supporting Programmes, Initiatives and Actions**

| Diversity | Leadership | Policy | Responding to Behaviour and Conduct Complaints |
|---|---|---|---|

**Te Kawa Mataaho/Public Service Commission Review Recommendations**

# Culture outcomes reporting

# Outcomes Measurement Framework

Organisational culture is driven from many places, so our measurement framework (below) uses a range of different data sources to measure our people's experiences of working and volunteering at Fire and Emergency and the progress we are making to improve that experience.

This section highlights achievements and metrics against our four culture outcomes

| Overarching data sources | | |
|---|---|---|
| **People metrics** | **Pulse survey questions 'your say'** | **Qualitative research** |
| **Data sources by culture outcome** | | |
| Building trust and increasing opportunities for engagement and influence. | Strengthening our people leadership capability | Providing a safe, positive and inclusive environment | Raising the bar on standards of conduct and behaviour |
| • 'your say' pulse surveys<br>• Qualitative research<br>• Whanaungatanga Wellbeing Survey | • 'your say' pulse surveys<br>• Qualitative research<br>• Leadership development data | • 'your say' pulse surveys<br>• Qualitative research<br>• Kia Toipoto gender and ethnic pay gap analysis<br>• People data | • 'your say' pulse surveys<br>• Qualitative research<br>• Speak Safe @ Fair way complaints management data<br>• Health, Safety and Wellbeing data |

## Qualitative research adds depth and insights

To help us gain a deeper understanding of our progress, we have contracted an independent research and evaluation firm to undertake qualitative research work for three years from 2025.

In early 2025, a random sample of personnel was invited to participate, with individuals representing frontline, frontline enabler and corporate support roles. Online 1:1 interviews and small focus groups were conducted between March and May 2025.

The same themes emerged repeatedly across sessions, suggesting the strengths and issues raised are shared by people across different parts of Fire and Emergency.

The research findings highlighted a number of strengths, areas of inconsistency, and risks to our culture journey, which were tested and verified by our Eke Taumata Internal Internal Advisory Rōpū in May 2025.

Rōpū members come from across Fire and Emergency and meet quarterly, in person, to provide advice, information and feedback based on their knowledge and experience.

The research confirms that the current initiatives being delivered are starting to make a difference, although improving culture in a large and complex organisation like ours takes time.

The findings from this first survey have given us a benchmark and highlighted specific areas for focus in the next period.

We expect to see further shifts in the 2026 research after another year of initiatives to improve the experience people have working or volunteering at Fire and Emergency.

# Building trust and increasing opportunities for engagement and influence

## "Your say" pulse survey results

### I enjoy working or volunteering at Fire and Emergency
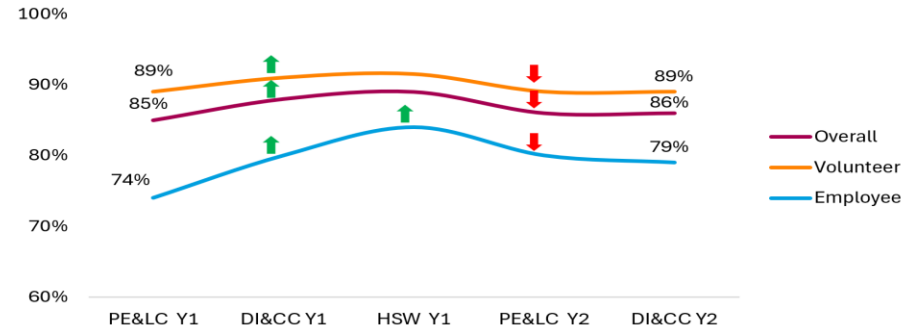


### I recommend working or volunteering at Fire and Emergency



### "Your Say" Response rate



⬆ = significantly higher than previous data point
⬇ = significantly lower than previous data point

HSW = Health, Safety and Wellbeing Pulse Survey
PE&LC = People Experience and Leadership Capability Pulse survey
DI&CC = Diversity, inclusion and cultural capability Pulse survey
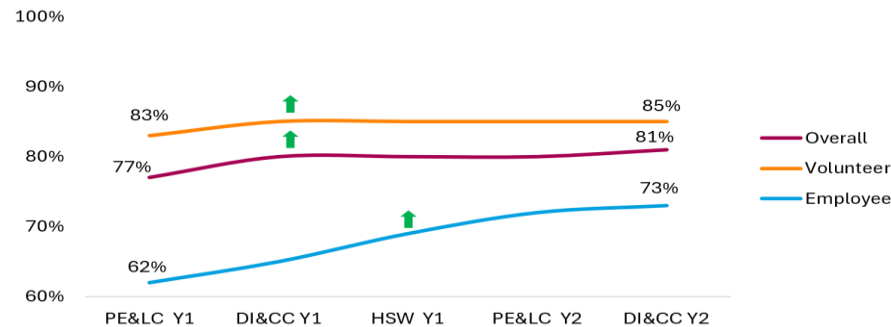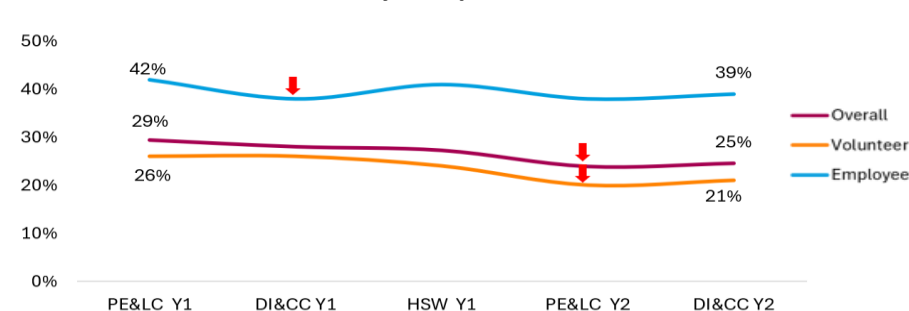
## Key insights

'Your Say' pulse survey data is gathered via three different surveys each year. Since the last report we completed the Diversity, Inclusion and Cultural Capability pulse survey.

Overall, our scores for enjoyment of working or volunteering at Fire and Emergency, and willingness to recommend, have improved since last year, indicating positive progress on our culture journey.

However, a decline in the survey response rate may reflect ongoing challenges with organisational trust, and some personnel perceiving that leadership does not act on survey results.

As we share how we are using people's feedback to improve our culture journey, guided by our culture plan and strategic direction, response rates should improve from 2026.

**Qualitative research insights: Fragile trust due to inconsistent engagement**

Some leaders are making efforts to connect with their teams; however, many feel their voices are not genuinely heard. Ongoing issues such as lack of accountability, hierarchical decision-making, complex systems, and a fragmented workplace continue to erode trust.

Engagement initiatives are present but are often seen as inauthentic or misaligned with personnel needs, hindering efforts to restore trust across the organisation.

# Building trust and increasing opportunities for engagement and influence

## Case studies

## Community Mapping

The Community Mapping tool is an integral part of community readiness and recovery planning. Community mapping helps us better understand our communities, enabling us to engage with them in the right way. Fire and Emergency's community mapping tool covers Built, Natural, Social and Economic environments, History and Individuals, and the Rural and Cultural lenses.

By running sessions with brigade members who are active in their communities, we gain a deeper understanding of how to best serve them. The conversation also gives District teams insights into a community's unique set of values and key risks, while also providing insight into the District's operating environments.

**This reporting period:**

- The National Community Readiness and Recovery team delivered community mapping tools, templates and training to all Community Readiness and Recovery Advisors, Risk Reduction Advisors and Community Risk Managers (CRMs).

- The West Coast District's CRM team piloted the community mapping process with the Kumara Volunteer Fire Brigade in June. During the session, Kumara Brigade members shared insights from their own perspectives and were actively engaged in the conversation. They have requested the final community map for their station wall, where they can reflect on the different aspects of their community and mark up any changes as the community evolves.

Following the pilot on the West Coast, Community Risk Management teams around the country will continue to run community mapping sessions with brigades in their Districts.

## Te Ihu Region portfolio working groups

In Te Ihu Region (Canterbury, West Coast, Nelson/Marlborough), an expression of interest process in mid-2024, calling for people to be part of working groups across five Region Portfolios, attracted 142 applications from a variety of roles and locations - a testament to the passion and expertise of people across the Region.

The Portfolios provide a strong, well-connected and innovative approach to achieving Fire and Emergency's key focus areas. They bring together people, systems, and information on Regional priorities, and are co-led by members of the Region Leadership Team. Each Portfolio has a number of working groups, involving District representatives and people who are passionate about helping to shape the Region.

These five Portfolios guide decision-making in Te Ihu:

- Safety Health and Wellbeing
- Response Capability
- Eke Taumata, He Tangata
- Volunteerism
- Community Risk Management and External Engagement

**This reporting period:**

- Workflows created to support the movement of business cases from the working and governance groups through to the Te Ihu Region Leadership Team, to inform decision making.

- Working groups generally met every four to six weeks to discuss and progress initiatives relating to their Portfolios.

- Regular reporting established, with all Portfolios Leads (RLT members) providing bi-monthly updates at RLT Strategic Meetings, and quarterly milestone reporting to the National Strategy and Reporting Team.

# Strengthening our people leadership capability

**Leadership Development Programme Attendees**

- 2023  - 2024  - 2025

| Programme | 2023 | 2024 | 2025 |
|---|---|---|---|
| Lead Self | 63 | 818 | 294 |
| Lead Teams | 126 | 174 | 241 |
| Volunteer Executive Officer Course | 69 | 162 | 38 |
| Incident and Leadership Development Programme* | 72 | 41 | 2 |
| Volunteer Leadership development Programme** | 209 | | 71 |
| Mastering Difficult Conversation | | 281 | 729 |
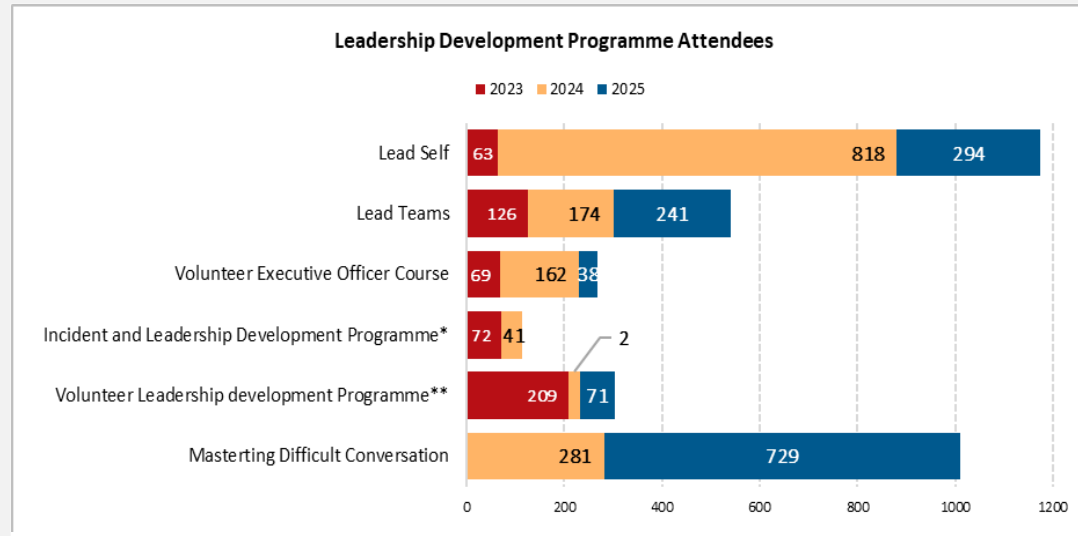
**Qualitative research insights: Leadership capability remains uneven despite new development efforts.**

Fire and Emergency's new and revised leadership development programmes are starting to show positive results. However, these efforts are not sufficient to address gaps in leadership capability. Leadership remains inconsistent across the organisation – some teams thrive while others struggle. Legacy promotion practices based on tenure and operational experience, rather than leadership skill, have contributed to current challenges. Existing or aspiring leaders are missing out on capability development opportunities, and not all participants demonstrate meaningful change. Poor leadership remains unaddressed in areas. There is also a need to strengthen engagement with external groups, including unions and iwi, to support broader leadership improvements.

**Lead Self Programme**
- Embedded into the Career Recruit Firefighter Course.
- First pilot for integrating into the Senior Station Officer Programme (May 2025).
- 1,175 course completions

**Lead Teams Programme**
- Programme reviewed and refreshed for 2025 delivery.
- 10 cohorts almost complete (540+ participants).

**Lead Leaders Programme**
- Pilot cohort underway with 20 participants.

**Volunteer Executive Officer Course**
- Complete refresh of the leadership development content completed.

**Volunteer Brigade Leader support and development**
- 31 Volunteer leaders on a five-year term.

**Mastering Difficult Conversations**
- 106 workshops have been delivered to 1,000+ attendees
- Ongoing integration into existing leadership programmes.

**Deeper Signals**
- More than 20% of the organisation (3,088+ participants) have completed their profile.

# 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% of professional development. One way to measure this is through opportunities to act up, promotion and secondments.

## Employees

**Internal Movements by Appointment Type**

Acting Up · Job Change · Promotion · Secondment

| | Jul – Dec (FY 22/23) | Jan – Jun (FY 22/23) | Jul – Dec (FY 23/24) | Jan – Jun (FY 23/24) | Jul – Dec (FY 24/25) | Jan – Jun (FY 24/25) |
|---|---|---|---|---|---|---|
| Acting Up | 17 | 28 | 35 | 32 | 32 | 19 |
| Job Change | 50 | 57 | 57 | 56 | 42 | 37 |
| Promotion | 172 | 128 | 154 | 130 | 136 | 117 |
| Secondment | 85 | 91 | 104 | 101 | 129 | 122 |

**Promotion Rate by Gender**

Female · Male

| | Jul – Dec (FY 22/23) | Jan – Jun (FY 22/23) | Jul – Dec (FY 23/24) | Jan – Jun (FY 23/24) | Jul – Dec (FY 24/25) | Jan – Jun (FY 24/25) |
|---|---|---|---|---|---|---|
| Male | 6.7% | 4.6% | 5.6% | 4.6% | 5.1% | 4.3% |
| Female | 3.2% | 3.2% | 3.6% | 3.3% | 2.2% | 2.0% |

## Key insights

Data shows an increase in secondments but a decrease in promotions since FY 2022/23, indicating a focus on temporary roles to address short-term needs or to provide staff with broader experience.

The gap in promotion rates between female and male employees narrowed between FY 2022/23 and FY 2023/24; However, a widening gap has emerged in the latest FY 2024/25. This disparity may be influenced by factors such as male employees having a longer average length of service compared to their female counterparts. Furthermore, female employees are more likely to take career breaks which can delay promotions and slow career progression.

## Volunteers

**Volunteer Internal Movements by Appointment Type**

Acting Up · Job Change · Promotion · Secondment

| | Jul – Dec (FY 22/23) | Jan – Jun (FY 22/23) | Jul – Dec (FY 23/24) | Jan – Jun (FY 23/24) | Jul – Dec (FY 24/25) | Jan – Jun (FY 24/25) |
|---|---|---|---|---|---|---|
| Acting Up | 8 | 12 | 13 | 4 | 14 | 17 |
| Job Change | 167 | 162 | 166 | 145 | 188 | 153 |
| Promotion | 859 | 787 | 911 | 775 | 813 | 602 |
| Secondment | 4 | | | | | 1 |

**Volunteer Promotion Rate by Gender**

Female · Male

| | Jul – Dec (FY 22/23) | Jan – Jun (FY 22/23) | Jul – Dec (FY 23/24) | Jan – Jun (FY 23/24) | Jul – Dec (FY 24/25) | Jan – Jun (FY 24/25) |
|---|---|---|---|---|---|---|
| Female | 8.1% | 7.4% | 8.0% | 6.6% | 7.2% | 6.6% |
| Male | 7.2% | 6.5% | 7.6% | 6.5% | 6.7% | 4.7% |

## Key insights

On average more 80% of internal movements are attributed to internal promotions (rank). There is only a minor difference in the promotion rates between female and male volunteers since the start of FY 2022/23, suggesting that female volunteers receive equal or slightly more opportunities for promotion within the volunteer workforce.

# Strengthening our people leadership capability

## Case studies

## New Station Officers in Auckland Districts trained for challenging conversations

When new Station Officers are appointed in one of the three Auckland | Tāmaki Makaurau Districts, they attend a four-day induction covering a range of important topics, including station management plans, Community Risk Management, working with the media, role of the union, and about people processes.

Recent inductions have added a half-day session dedicated to giving these new leaders the tools and confidence to successfully navigate a challenging conversation – using material from the Mastering Difficult Conversations learning suite. Feedback from attendees has been very positive.

**This reporting period:**

- The third "difficult conversations" half-day workshop was held as part of a Station Officer Induction for newly appointed officers across the three Auckland Districts – Waitemata, Auckland City and Counties Manukau.

- We extended the reach of this learning by inviting Region and Community Risk Management staff to attend the session.

These new Station Officers are some of the 1000+ people across Fire and Emergency who had received Mastering Difficult Conversations training by 30 June 2025.

Future Station Officer Inductions will include the Mastering Difficult Conversations e-module, launched June 2025.

## Lead Leaders

Lead Leaders is a six-month third tier development programme in our Leadership Development Framework (LDF), specifically aimed at those who lead other leaders and designed to build leadership capability at a strategic level and strengthen organisational leadership bench strength.

**This reporting period:**

- We selected the inaugural cohort of 20 participants for the programme, who come from a diverse range of ranks and roles across all Regions and National Headquarters.

- The programme kicked off in February with individual coaching sessions to explore self-awareness and current leadership reputation using a 360-degree feedback assessment.

- The first of three in-person workshops in March covered a variety of topics relating to building our culture that participants found practical and relevant.

- The second face-to-face workshop in May focused on collaborating with others.

- After each workshop the participants ran self-led reflective sessions where they shared how they had been applying their learning so far and provided peer coaching to each other. One-on-one coaching sessions with an external coach further supported their leadership development.

Participants have described the content as immediately applicable to their roles, with clear examples of how they are using what they've learned to lead more effectively. This includes applying new coaching techniques, improving communication, and adopting a more strategic leadership mindset.

> "
> *Lead Leaders embraces authenticity so that we can come together and collectively grow our leadership impact across Fire and Emergency.*

> "
> *There's been a good blend of practical and theoretical, and we get to take that away and apply it to our leadership journeys*

# Providing a safe, positive and inclusive environment

## "Your Say" Pulse survey results

### I feel as if I belong at FENZ



■ DI&CC Y1  ■ DI&CC Y2

- Employee: 61% (Y1), 63% (Y2)
- Volunteer: 76% (Y1), 76% (Y2)
- Organisation: 71% (Y1), 72% (Y2)
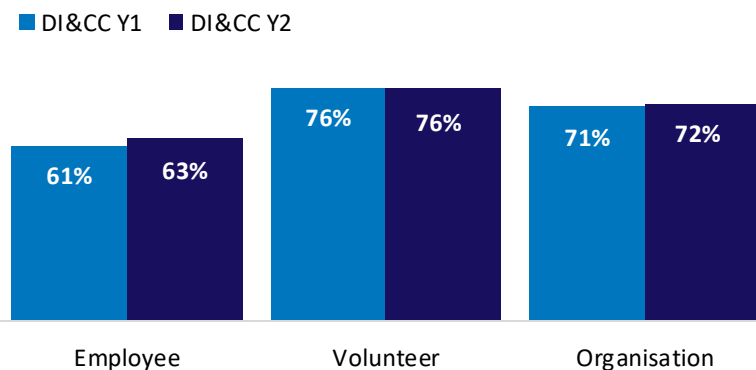
### People from diverse backgrounds are welcomed in my team



■ DI&CC Y1  ■ DI&CC Y2

- Employee: 85% (Y1), 84% (Y2)
- Volunteer: 83% (Y1), 82% (Y2)
- Organisation: 83% (Y1), 83% (Y2)
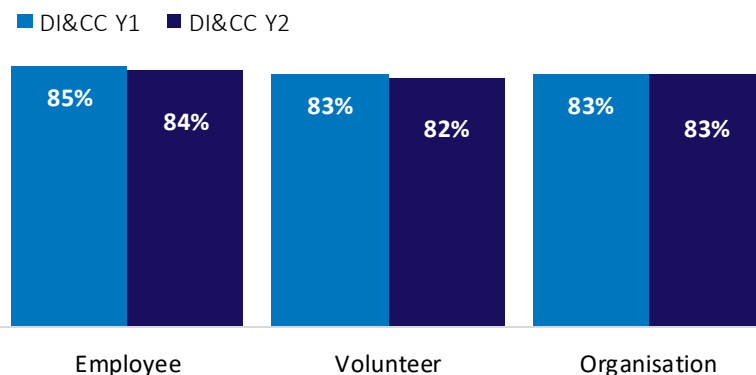
**DI&CC** = Diversity, inclusion and cultural capability Pulse survey

## Key Insights

Culture change takes time, especially in a large and complex organisation such as Fire and Emergency.

In our latest Diversity, Inclusion and Cultural Capability survey, our results for feeling as though I belong have increased with Employees, however people from diverse backgrounds* being welcomed teams has declined by one percentage point.

With our newly launched Diversity and Inclusion Strategy for 2024-2034, we expect improvements to these measures, with the strategy outlining efforts and actions we will take over the next 10 years to create a more diverse and inclusive organisation.

*Diversity includes, but is not limited to, cultural backgrounds, ethnicity, nationality, and national origin. It also includes age, gender identity, ability, sexual orientation, religious beliefs, education, and lifestyle.*

**Qualitative research insights: Foundations for inclusion are in place, but progress is inconsistent**

Strong team relationships and a shared sense of purpose are helping to foster belonging in some areas. However, ongoing problem behaviours – and an inconsistent approach to addressing them – are affecting trust and morale. High workloads also impact wellbeing and reduce openness to improving culture.

While foundations for improvement exist, progress is slow, and change remains uneven and poorly communicated. Pockets of excellence show what's possible, but these remain isolated.

## Providing a safe, positive and inclusive environment

### Case studies

## Menopause Support Service

Many women experience menopause and perimenopause symptoms that have a significant impact on their daily lives, including on their ability to work. The impact of menopause can be so great that some women have considered leaving Fire and Emergency.

The menopause support service offers a confidential and accessible way for personnel to connect with experts, access resources, and develop personalised strategies to navigate through menopause. Championed by our Wellbeing Team, this free service is offered for all personnel through Vitae, our Employee Assistance Programme provider.

The service includes:

- An initial assessment and planning session with a nurse practitioner.
- Three further sessions tailored to meet the person's requirements.
- A written summary and referral letters to GPs where required.
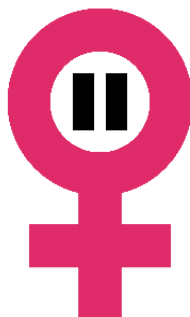
**This reporting period:**

- This service has supported dozens of personnel, and feedback has been overwhelmingly positive. Some have referred to the service as "amazing" and "life changing."

- Many women referred to this service were volunteers planning to leave Fire and Emergency due to the impacts of their menopause. After being referred, they have decided to continue volunteering with Fire and Emergency.

- The service was shared broadly to all personnel through organisation-wide communications.

## Honouring Matariki and Puanga around the motu

Matariki marks the start of the Māori New Year and is celebrated with the rising of the Matariki cluster of stars (Pleiades) and in some regions, the star Puanga (Rigel). This year's theme of 'Matariki mā Puanga' promoted inclusion and highlighted the different ways iwi celebrate.

Fire and Emergency people celebrated the rising of Matariki and Puanga by hosting 12 whāngai i te hautapu ceremonies around the country.

**This reporting period:**

- Te Hiku Region (Northland and greater Auckland) held several hautapu ceremonies, with some stations holding a Matariki event for the first time this year.

- Ngā Tai ki te Puku Region (Waikato, Bay of Plenty and Tairāwhiti) held a series of events, including a weaving workshop led by a master weaver n Tauranga and hautapu ceremonies in Gisborne, Rotorua, and Te Rapa.

- At the Te Ūpoko (lower North Island) hautapu in Pōneke | Wellington, personnel from Thorndon Station lit the brazier, and Fire and Emergency's Executive Leadership Team recited karakia for each star. The names of 95 Fire and Emergency personnel were read out to acknowledge those lost since last Matariki. Whānau of personnel were included in the celebration.

- In Te Ihu, at the annual Matariki celebrations in Māwhera | Greymouth, firefighters from the Runanga, Brunner, Greymouth, and Hokitika brigades set up the community brazier at the entrance of the local polytechnic, with attendees from the wider community.

- More than 50 people attended a hautapu ceremony in Te Kei (Otago and Southland), including colleagues from Region, District and partner agencies.

# Raising the bar on acceptable standards of conduct and behaviour

## Code of Conduct e-module completions



Completions by personnel type

Non-Operational · Career Firefighter · Volunteer · Board · Non FENZ

Board, 6
Non FENZ, 20
971
317
3,065



Completion statistics
Completion rates and total completions by branch

| Branch | Completion rate | Total completions |
| --- | --- | --- |
| Service Delivery Operations | 27% | 3,690 |
| Service Delivery Design | 64% | 170 |
| People | 96% | 151 |
| Kaupapa Maori & Cultural Communities | 100% | 16 |
| Finance & Business Operations | 99% | 87 |
| Organisational Strategy & Capability Dev | 92% | 173 |
| Office of the CE | 97% | 66 |
| FENZ Board | 100% | 6 |

## Key Insights

Since our Code of Conduct | Te Tikanga Whanonga launched mid-2024, the related online e-module has been a key tool to ensure all personnel understand the principles outlined in the Code, recognise inappropriate behaviours and how to report them, and where to go for support.

Module completion has remained steady, with numbers much higher in teams based predominantly in national headquarters and region offices. Group completions, such as completing the e-module together during brigade training nights, continue to bolster engagement with over 3,065 completions by volunteers. Overall, the completion rate stands at 42% for the paid workforce.

A new focus on ensuring new starters have completed the module within their first week (once they have access to Learning Station) has seen a significant improvement in those figures to 71% (for management and support new starters), up from 52%. Activities to support this have included sharing the Code and setting expectations in the offer pack, including module completion in the week one activities in the Whakatau Tangata Induction, and follow-up emails to people leaders of new starters where completion hasn't been logged.

**Qualitative research insights: Problem behaviours persist due to inconsistent responses.**

Poor behaviour continues across Fire and Emergency and is not being addressed in a consistent or effective way. Some participants noted signs of positive intent and early changes. However, responses often rely on individuals with strong personal values rather than clear, organisation-wide systems. The current approach is seen as unclear, and many members of personnel lack the confidence or capability to challenge misconduct, particularly when they do not trust the process or outcome. Union dynamics and in-groups are seen critical barriers to progress and accountability in this area.

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

Received from 29 April 2024 to 30 June 2025

## Service Usage
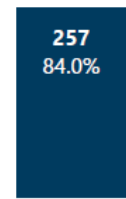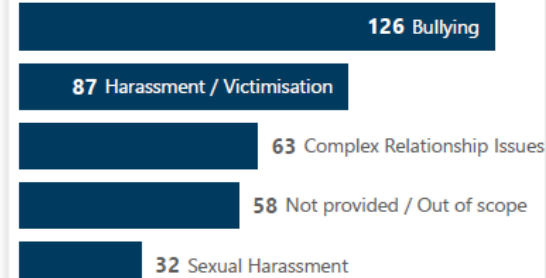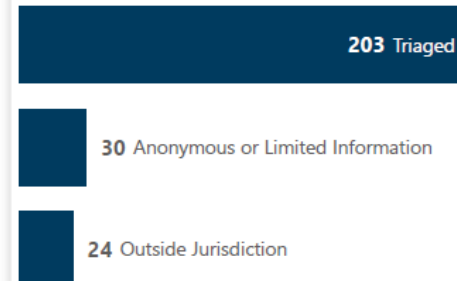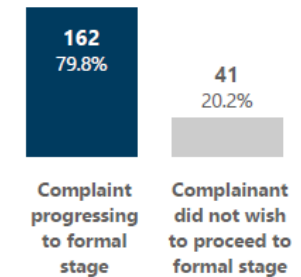
**Total**
**306**

- Complaints: **257** 84.0%
- General Enquiries: **49** 16.0%

## Category[1]

- **126** Bullying
- **87** Harassment / Victimisation
- **63** Complex Relationship Issues
- **58** Not provided / Out of scope
- **32** Sexual Harassment

## Complaints

- **203** Triaged
- **30** Anonymous or Limited Information
- **24** Outside Jurisdiction

## Triage

- **162** 79.8% Complaint progressing to formal stage
- **41** 20.2% Complainant did not wish to proceed to formal stage

# Formal complaints (Fair Way and Non Fair Way)

Cases received from 29 April 2024 to 30 June 2025

## Open Investigations as at 30 June 2025

- **46** Fair Way
- **63** Non Fair Way

### Category[1]

- Bullying: 37 / 9
- Harassment / Victimisation: 25 / 11
- Poor behaviour below threshold: 6 / 26
- Relationship Issues: 7
- Criminal Charges: 10
- Impairment: 1 / 8
- Sexual Harassment: 6 / 3
- Privacy / Confidentiality: 1 / 6
- Theft, Fraud, Dishonesty: 4
- Safety Health and Wellbeing: 3
- Not following Policy / lawful instructions: 1

[1]A single contact my relate to multiple incident/matters
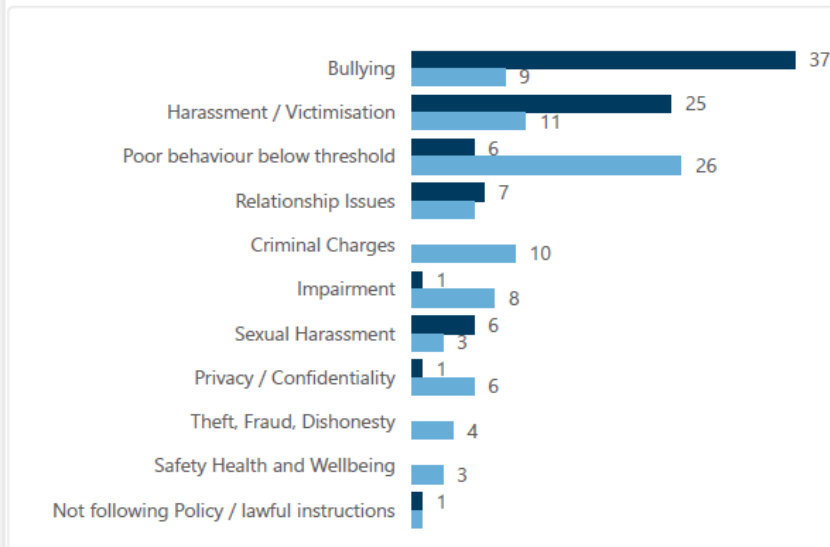
## Suspension / Stand-down Outcome
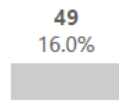
**63** Total Cases Assessed

- **31** - Assessed No Action
- **15*** - Suspended/Stand-down Enacted
- **10** - Formal Agreement in place
- **7** - Not Suspended/Stood-down

*includes special leave on pay

### Level of Decision Maker

- Other: 2
- Tier 1: 2
- Tier 2: 37 / 15
- Tier 3: 4 / 7
- Tier 4: 3 / 11
- Tier 5: 2 / 10
- Volunteer Leader: 16
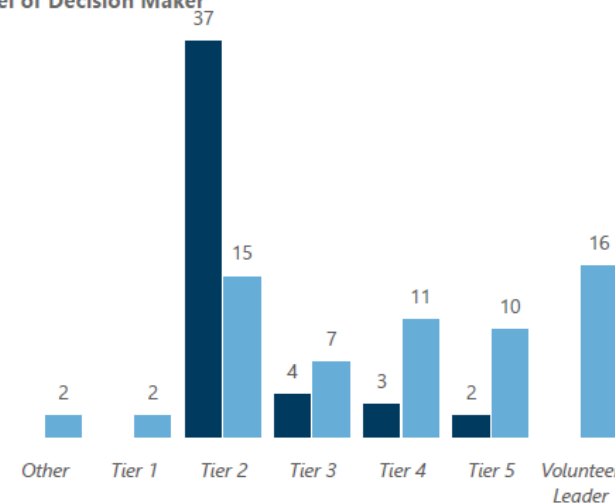
Other - working to clarify this data

## Closed Investigations

- **19** Fair Way
- **47** Non Fair Way

### Decision Outcomes[1]

- No Breach ...: 5 / 9
- Letter of Expectatio...: 2 / 7
- Other: 4 / 5
- Final Warning: 3 / 5
- Informal Action: 2 / 5
- Written Warning: 1 / 6
- Resigned During Process: 1 / 4
- Training and Development: 4 / 1
- Dismissal/Discharge: 2 / 2
- Demotion: 3
- Facilitated Mediation: 2
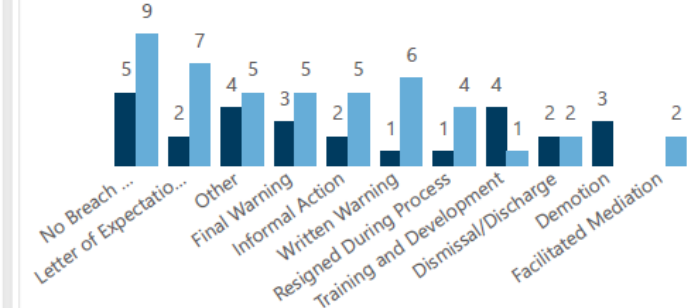
## Timeframes*

**Fair Way**
**126.2**
Complete Findings Report

**Fire and Emergency**
**42.3**
Decision-Making Process

*In average days

EKE TAUMATA PROGRESS REPORT

# Raising the bar on acceptable standards of conduct and behaviour

## Case studies

## Supporting a culture of respect at East Auckland Brown Watch

Senior Station Officer (SSO) Eddie Randall was concerned with some of the standards and behaviours that were being left unchallenged within the East Auckland brown watch cluster when he first arrived in 2021. The eastern cluster (group of stations) he is responsible for includes Mt. Wellington, St. Heliers and Remuera.

To bring about positive change, he tasked Senior Firefighters (SFFs) with embedding a culture of respect and professionalism in his cluster. He has empowered them to step into mentorship roles with the junior firefighters and to take ownership for addressing issues early on.

In situations where behaviours don't meet the expected values, SFFs step in and have initial discussions with more junior firefighters. If needed, the SSO steps in to have additional conversations if the behaviour does not improve. Senior firefighters actively work to enforce positive culture change that is in line with the cluster's values of inclusiveness, respect and integrity. This approach has proved effective because the junior firefighters look up to the senior firefighters as their role models.

### This reporting period:

- No incidents were escalated to the Senior Station Officer.

- Senior firefighters addressed issues around conduct and behaviour with junior firefighters.

- Eddie has seen the culture at the station shift in the last three years to be more inclusive, and respectful of all personnel.



## Kāpehu coaching service

A key aspect of raising the bar on behaviour and conduct is supporting our people to address any issues early. Sometimes, the best first step is an off-the-record conversation to talk through the issue, create a plan, and to seek guidance.

Kāpehu (meaning compass) is an independent, confidential coaching service, available at Speak Safe @ Fair Way, that anyone at Fire and Emergency can contact for support. It's a safe place to get guidance about work issues, challenges, and conflicts.

### This reporting period:

- 34 people accessed the Kāpehu service, the same number as the previous six months.

- 50 coaching conversations were delivered by phone, compared with 42 calls the previous six months.

Since the service launched late April 2024, a total of 82 people have accessed Kāpehu and 122 coaching calls have been delivered.

Half of the conversations through Kāpehu since it launched have related to interpersonal relationships – either between colleagues, or team members and people leaders. Themes include, for example, lack of respect and honesty, quantity and quality of communication, abusive and threatening behaviour, and appropriateness and volume of work tasks.

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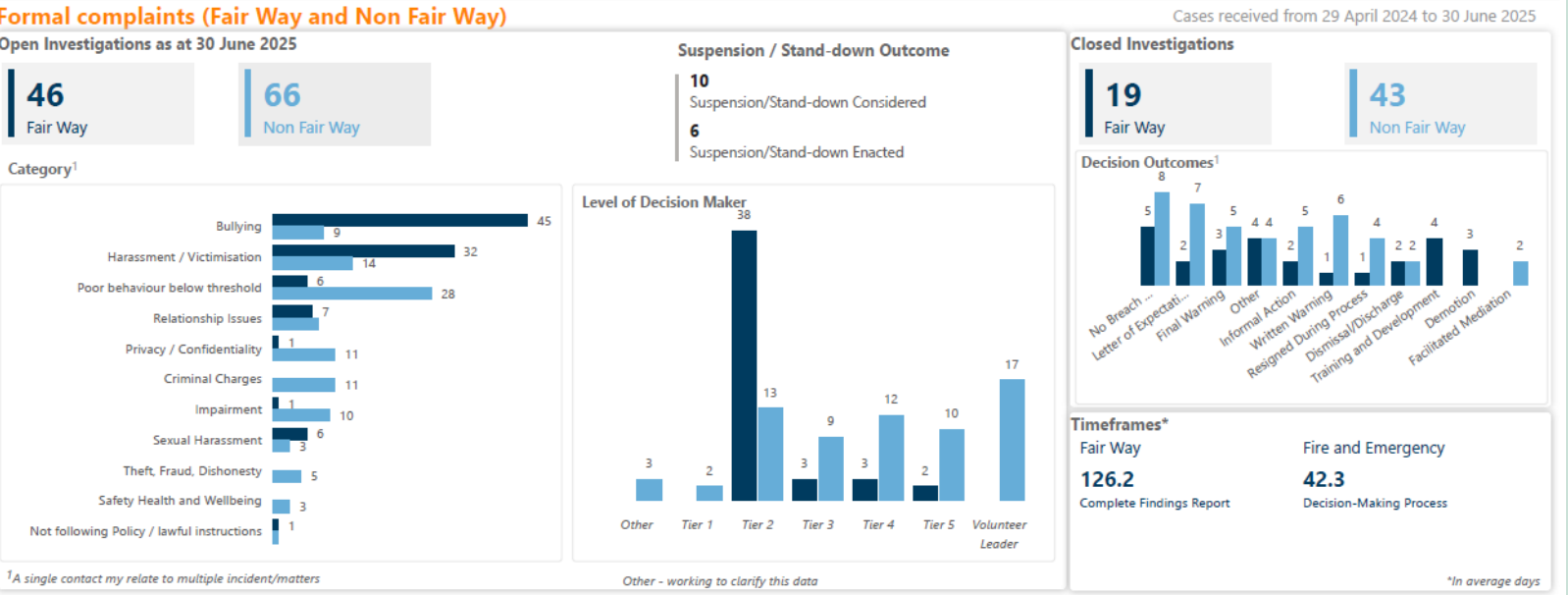
**Triage**: Count of complaints progressing to formal stage following triage. This is a self-led process, with the complainant agreeing to proceed or not.

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

This section is reporting only on Fair Way data.

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

Received from 29 April 2024 to 30 June 2025
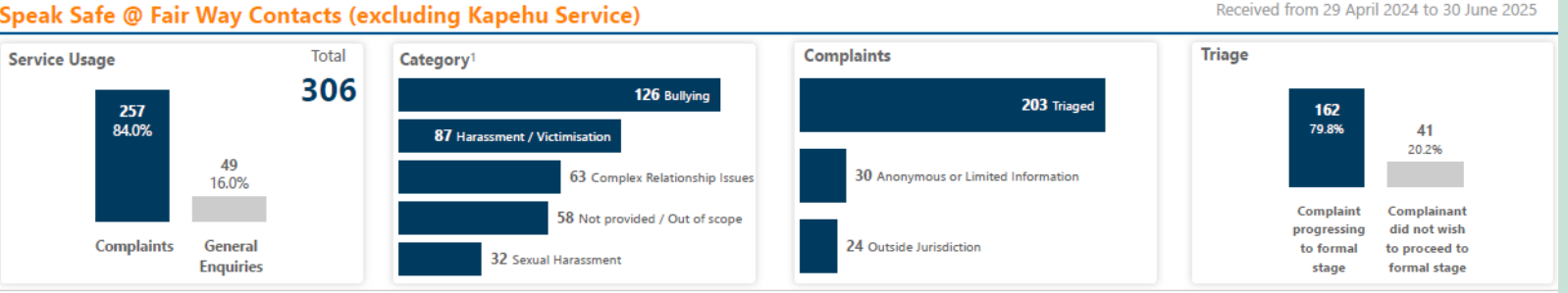
**Received between**: Time period for the data in this report.

### Service Usage
Total **306**

- Complaints: 257 — 84.0%
- General Enquiries: 49 — 16.0%

### Category[1]
- 126 Bullying
- 87 Harassment / Victimisation
- 63 Complex Relationship Issues
- 58 Not provided / Out of scope
- 32 Sexual Harassment

### Complaints
- 203 Triaged
- 30 Anonymous or Limited Information
- 24 Outside Jurisdiction

### Triage
- 162 — 79.8% Complaint progressing to formal stage
- 41 — 20.2% Complainant did not wish to proceed to formal stage

**Formal complaints (Fair Way and Non Fair Way):**

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

## Formal complaints (Fair Way and Non Fair Way)

Cases received from 29 April 2024 to 30 June 2025

### Open Investigations as at 30 June 2025
- **46** Fair Way
- **66** Non Fair Way

### Category[1]

| Category | Dark | Light |
|---|---|---|
| Bullying | 45 | 9 |
| Harassment / Victimisation | 32 | 14 |
| Poor behaviour below threshold | 6 | 28 |
| Relationship Issues | 7 | |
| Privacy / Confidentiality | 1 | 11 |
| Criminal Charges | | 11 |
| Impairment | 1 | 10 |
| Sexual Harassment | 6 | 3 |
| Theft, Fraud, Dishonesty | | 5 |
| Safety Health and Wellbeing | | 3 |
| Not following Policy / lawful instructions | 1 | |

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

### Suspension / Stand-down Outcome
- **10** Suspension/Stand-down Considered
- **6** Suspension/Stand-down Enacted

### Level of Decision Maker

| | Other | Tier 1 | Tier 2 | Tier 3 | Tier 4 | Tier 5 | Volunteer Leader |
|---|---|---|---|---|---|---|---|
| Dark | 3 | 2 | 38 | 3 | 3 | 2 | |
| Light | | | 13 | 9 | 12 | 10 | 17 |

Other - working to clarify this data

### Closed Investigations
- **19** Fair Way
- **43** Non Fair Way

### Decision Outcomes[1]

| Category | Dark | Light |
|---|---|---|
| No Breach ... | 5 | 2 |
| Letter of Expectati... | 8 | 3 |
| Final Warning | 7 | 5 |
| Other | 4 | 4 |
| Informal Action | 2 | 5 |
| Written Warning | 1 | 6 |
| Resigned During Process | 4 | 1 |
| Dismissal/Discharge | 2 | 2 |
| Training and Development | 4 | |
| Demotion | 3 | |
| Facilitated Mediation | 2 | |

### Timeframes*

| Fair Way | Fire and Emergency |
|---|---|
| **126.2** Complete Findings Report | **42.3** Decision-Making Process |

*In average days

**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.

fireandemergency.nz