EKE TAUMATA PROGRESS REPORT

1 July – 31 December 2024

Introduction

This report details the progress that has been made delivering on the recommendations of the Te Kawa Mataaho/Public Service Commission review into Fire and Emergency's culture and complaints handling practices.

This report covers the period 1 July – 31 December 2024.
It presents our:
- **Progress against our four culture change pillars**
- **Progress on the 20 Te Kawa Mataaho recommendations**
- **Examples of the work that is being completed**
- **The data and metrics we are using to track our progress.**

To create sustainable and embedded change, we know we need to go further than the specific recommendations of the Review and make sure every aspect of our organisation supports a safe, positive and inclusive environment.

We have established four key culture change themes to drive this work:

- 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.

Key highlights over the reporting period

- **Thirteen** of the **twenty** Te Kawa Mataaho recommendations are now complete. The remaining **seven** will be completed by July 2025.

- Our new **Code of Conduct** was launched. This is the first Code of Conduct to cover all 14,000 of Fire and Emergency's people. S*ee case study.*

- All relevant **'Pulse'** survey metrics are trending positively, suggesting the initiatives being delivered are having an impact.

In December 2024 our Chief Executive released a powerful video clearly setting out his expectations for culture and behaviour at Fire and Emergency.

The new volunteer leader support and development process was launched with excellent engagement at the United Fire Brigades Association hui in November 2024.

Our Culture Change Work Programme

Our desired culture

Fire and Emergency NZ is a place where all of our people can feel they belong. A place where they are supported and enabled 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.

Our culture change outcomes

- 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

Te Kawa Mataaho/Public Service Commission Review Recommendations

Leadership	**Diversity**	**Policy**	**Receiving and Responding to Complaints of Behaviour and Conduct**

Culture outcomes reporting

This section highlights achievements and metrics against our four culture change outcomes

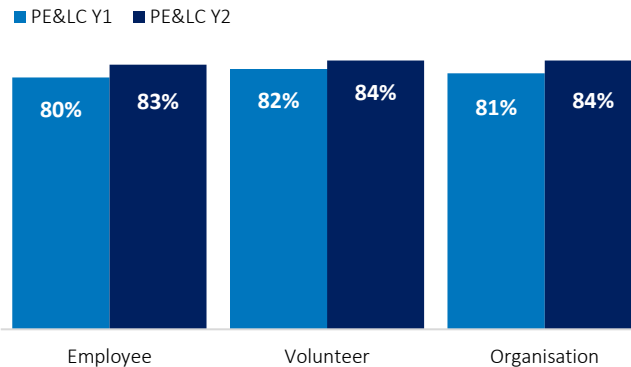# Building trust and increasing opportunities for engagement and influence

This outcome seeks to improve our communications and engagement, and in turn positively impact accountability, perceptions of organisational support, decision making and alignment.
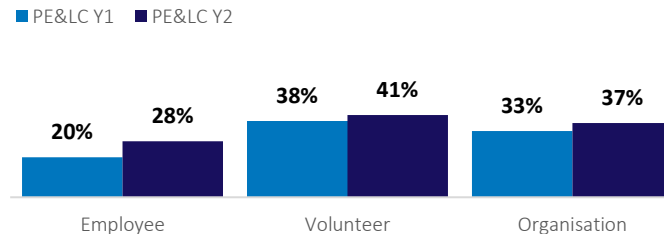
Measurement

We release three Pulse surveys each year to all our people. These are used to help us track our progress against the four outcomes.

In the graphs the **light blue** represents year 1 results, and the **dark blue** year 2 results.

In this reporting period we introduced the measure below for the first time. The result was one of the lowest in the survey.

This has helped inform the next phase of work on this outcome area which includes a focus on our decision making and authorising environment, leadership team visibility and communications, and identifying alternative mechanisms that may help engage our volunteers in decision making processes more meaningfully.

I feel my role contributes to success at FENZ

■ PE&LC Y1 ■ PE&LC Y2

	Employee	Volunteer	Organisation
PE&LC Y1	80%	82%	81%
PE&LC Y2	83%	84%	84%

I am confident my organisation will act on the results of this survey

■ PE&LC Y1 ■ PE&LC Y2

	Employee	Volunteer	Organisation
PE&LC Y1	20%	38%	33%
PE&LC Y2	28%	41%	37%

It is clear how decisions are made that impact my work as an employee or volunteer
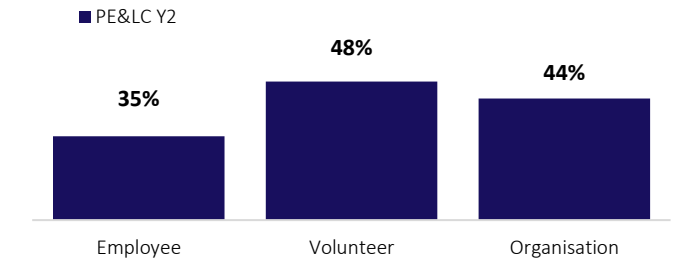
■ PE&LC Y2

	Employee	Volunteer	Organisation
PE&LC Y2	35%	48%	44%

PE&LC = People Experience and Leadership Capability Pulse survey

Building trust and increasing opportunities for engagement and influence

Case studies

Whanaungatanga

The Whanaungatanga Programme seeks to improve the wellbeing of our people by:

- Identifying and eliminating or minimising the organisational factors that contribute to mental ill-health.
- Identifying and promoting the organisational factors that contribute to wellbeing.
- Creating organisational changes that promote connection, trust, and a strong sense of value and belonging.

This reporting period we:

- Completed **six workshops** with Communications Centre to understand the factors impacting their wellbeing.
- **Completed** a Communications Centre Shift Manager and Operations Manager workshop.
- Developed a **new Intervention Development Team** and began developing interventions to respond to these findings
- Reshaped our **Governance** arrangements to add our partner unions to the governance table

Volunteer Voice

This project aims to set the foundations for a more sustainable and consistent approach of consulting and involving volunteers in our organisational decision-making.

This reporting period we:

- **Released new guidance documents** and resources to support teams when working on projects or initiatives that will impact on or affect volunteers.
- **Completed consultation** on an engagement mechanism called the **Volunteer Voice Network**, which aims to better connect the volunteer voices in our communities with teams across the organisation who are seeking volunteer involvement to inform their work.
- Over **200 volunteers** directly contributed to the development of this initiative.
- Consultation indicated strong support for the Network, and work is now underway to **implement this**.

Strengthening our people leadership capability

To achieve our culture goal, we recognise the vital role of leaders in creating a positive experience for their people. During this reporting period, a focus has been on the roll out of leadership development training. The data below indicates the reach achieved. Our Pulse metrics for this outcome (right column) show positive movement.

Measurement

Lead Self 2024
A one-day workshop open to all personnel covering self-awareness, values and feedback.

	Workshops	Attendees
Te Hiku	16	167
Nga Ta ki te Puku	24	155
Te Upoko	9	119
Te Ihu	14	177
Te Kei	9	95
NHQ	9	109
Total	**81**	**822**

Lead Teams 2024
A seven-month programme for first-line leaders covering self-awareness, high performing teams, communication skills and coaching conversations.

	Cohorts	Attendees
Te Hiku	2	32
Nga Ta ki te Puku	3	45
Te Upoko	2	43
Te Ihu	2	30
Te Kei	2	28
NHQ	3	2
Total	**12**	**214**

36 Workshops | 96 online sessions

Deeper Signals
A psychometric profile tool to help people increase self-awareness.

20% of FENZ has now completed Deeper Signals

2490 Have completed a profile

Deeper Signals has been used in all Leadership Development Programmes and Learning and Development partnerships

Embedding leadership into operational training
Leadership training is increasingly being embedded into operational training programmes to reinforce and align behaviours.

Incident Leader Development Course
4 Courses
41 Attendees

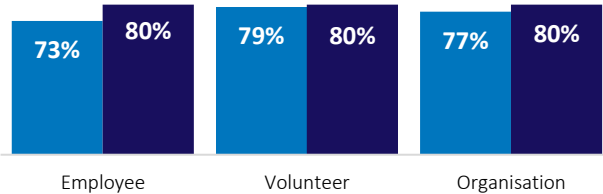**Career Recruit Course**
2 Courses
47 Attendees

Volunteer Executive Officer Course
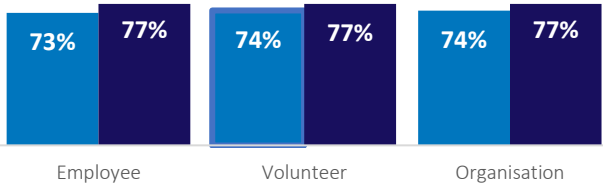12 Courses
137 Attendees

Pulse survey results

The person I report to values my contribution to FENZ
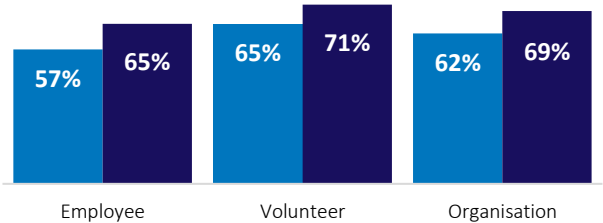- PE&LC Y1
- PE&LC Y2

	Employee	Volunteer	Organisation
PE&LC Y1	73%	79%	77%
PE&LC Y2	80%	80%	80%

The person I report to models FENZ's values
- PE&LC Y1
- PE&LC Y2

	Employee	Volunteer	Organisation
PE&LC Y1	73%	74%	74%
PE&LC Y2	77%	77%	77%

I can speak up and share a different view to others in FENZ
- PE&LC Y1
- PE&LC Y2

	Employee	Volunteer	Organisation
PE&LC Y1	57%	65%	62%
PE&LC Y2	65%	71%	69%

PE&LC = People Experience and Leadership Capability Pulse survey

Strengthening our people leadership capability

Case studies

Leadership development programmes

Our Lead Self and Lead Teams programmes are now embedded within the organisation, providing a consistent pathway for leadership development. Feedback from participants supports the individual impact these programmes are having (examples below).

This reporting period we:

- Continued the rollout of **Lead Self, Lead Teams and Deeper Signals**
- Began the first **Lead Leaders** programme, with high potential organisational leaders invited to participate.
- Formalised the use of **360s for leaders**, to increase self-awareness and accelerate development.
- Began **embedding** leadership development content into operational training courses

> *The Lead Teams programme is building a new generation of people throughout the organisation that are viewing leadership as a specific skill that needs to be developed and nurtured.*

> *Our team was known as the team no one wanted to be in or deal with. Leadership development with Lead Self and Lead Teams has shown us how to turn this around to be the team others want to be like now.*

Volunteer leader support and development

We established a new system and consistent processes to set Volunteer Brigade leaders up to succeed and to provide for more structured succession planning and smoother leadership transitions when required.

The **Volunteer Brigade Leader Development and Review Process** includes a five-year term for newly appointed volunteer brigade leaders, which is renewable if they meet brigade leadership expectations, wish to continue in their role, and if the brigade is functioning well.

This was Recommendation 6 in the Te Kawa Mataaho | Public Service Commission Review.

This reporting period we:

- **Launched** the initiative at the United Fire Brigade Association conference, following extensive engagement, communication and formal consultation

- **Launched a suite of tools, training and support** to ensure both volunteer brigade leaders and their Group Managers are equipped to navigate the changes with confidence.

- **Launched** a new succession planning e-learning module.

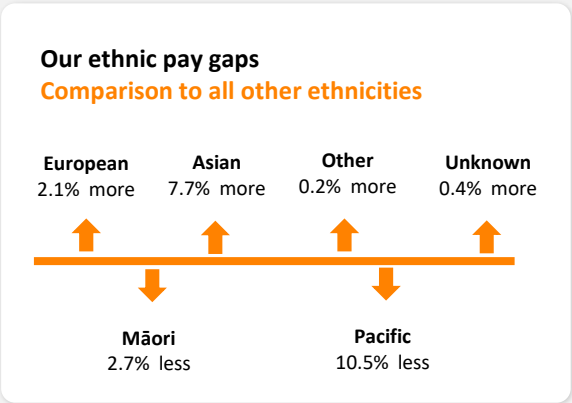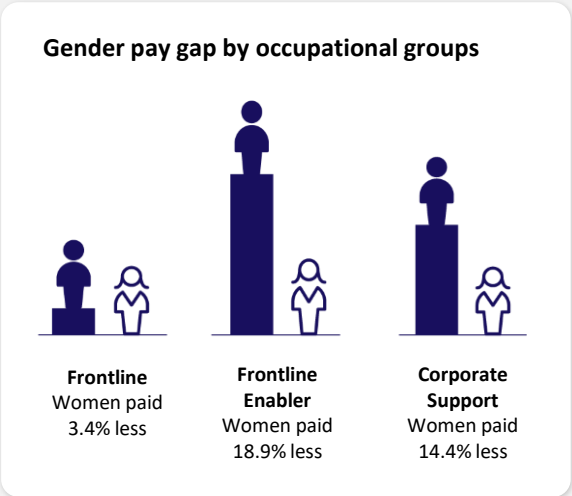# Providing a safe, positive and inclusive environment

This outcome looks at the systems, policies and procedures we need to implement or revise in order to support our goal of being a safe, positive and inclusive organisation.

Measurement

During this period, we published our Kia Toipoto gender and ethnic pay gap analysis. The high-level results indicate pay gaps remain in all workforce groups for our women. Analysis has shown these gaps are largely due to the length of tenure and seniority of roles occupied by women. For similar reasons we see a pay gap for our Pacific workers.
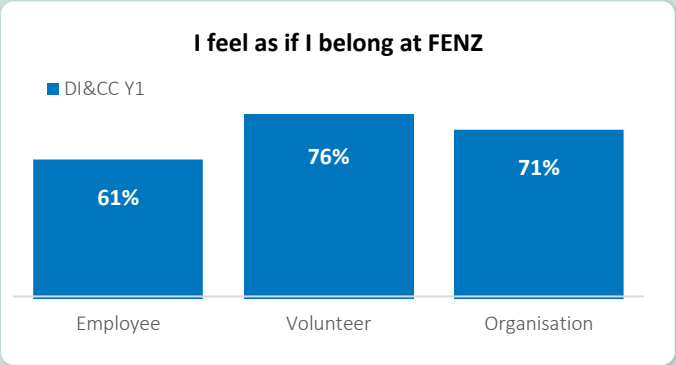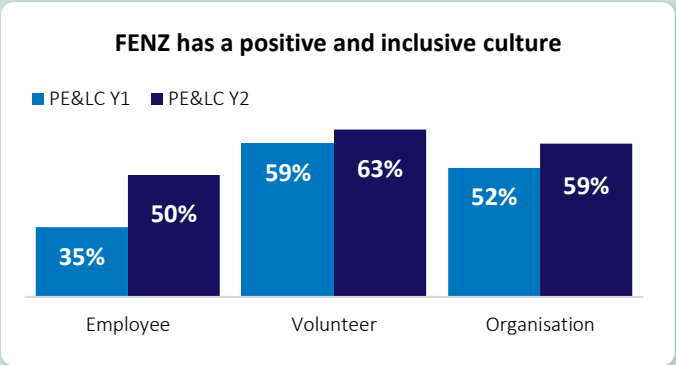
As we continue to evolve our systems to support our future culture, we will continue to monitor these gaps to see where they begin to close. Through our work in diversity and inclusion we will also be looking at the barriers for progression for these groups.

More positively, our Pulse survey metrics (right column) for this outcome indicate positive progress and high levels of agreement on key areas of focus. Some measures have only been surveyed once, creating a baseline. A second survey will be completed prior to the next six-month report to allow for comparison.

Gender pay gap by occupational groups

Frontline
Women paid
3.4% less

Frontline Enabler
Women paid
18.9% less

Corporate Support
Women paid
14.4% less

Our ethnic pay gaps
Comparison to all other ethnicities

European
2.1% more

Asian
7.7% more

Other
0.2% more

Unknown
0.4% more

Māori
2.7% less

Pacific
10.5% less

PE&LC = People Experience and Leadership Capability Pulse survey
DI&CC = Diversity, inclusion and cultural capability Pulse survey

Pulse survey results

FENZ has a positive and inclusive culture

- ■ PE&LC Y1
- ■ PE&LC Y2

	Employee	Volunteer	Organisation
PE&LC Y1	35%	59%	52%
PE&LC Y2	50%	63%	59%

I feel as if I belong at FENZ

- ■ DI&CC Y1

Employee	Volunteer	Organisation
61%	76%	71%

People from diverse backgrounds are welcomed in my team

- ■ DI&CC Y1

Employee	Volunteer	Organisation
85%	83%	83%
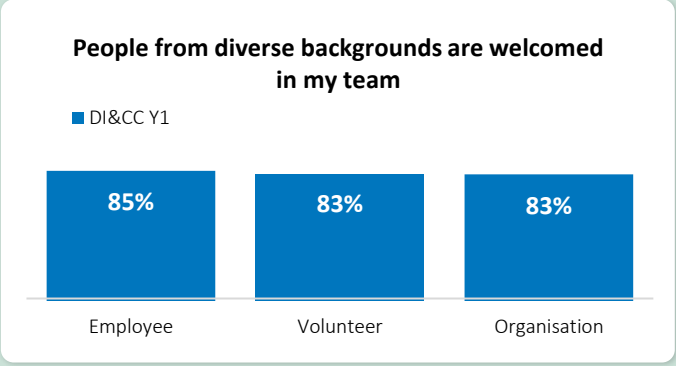
Providing a safe, positive and inclusive environment

Case studies

Mastering Difficult Conversations

Difficult conversations are an inevitable part of leadership, and navigating them is crucial for, respectful and inclusive teams. We developed comprehensive 'Mastering Difficult Conversations' training for people leaders.

This reporting period we:

- **Started the delivery** of a 3.5 hour in-person workshop on Mastering Difficult Conversations

- In total **17 workshops** were delivered in Northland, Waitemata, Auckland and Counties Manukau, Waikato, and Bay of Plenty, attended by **270 people leaders** in total.

Feedback from attendees has been very positive:

> "
> *Good to understand the importance of not going beyond my skill level - ask for assistance if needed. I will have more refined and structured conversations moving forward.*

> "
> *Discussions on knowing your own personality type to help with conversations was great and I can see this as being beneficial in all levels of the organisation.*

- The Mastering Difficult Conversations learning outcomes have also been included in other leadership courses and an e-learning module is in development to increase the reach of this important learning.

Diversity maturity model developed

We aim to be a place where people feel included and safe; where they feel they belong and can thrive. To help guide this we developed a **Diversity and Inclusion Framework**, which is built around a **diversity and inclusion maturity model** and **five priority areas**.

A number of initiatives, detailed in our **Diversity and Inclusion Action Plan**, will guide us to make progress against the priority areas.

This reporting period we:

- **Finalised** the Diversity and Inclusion framework
- **Developed a draft** 10-year Action Plan which is currently going through final approvals
- Scoped the work required for a **review of our operational recruitment processes** with a diversity and inclusion lens.

This mahi takes its lead from Recommendation 17 in the Te Kawa Mataaho | Public Service Commission Review.

Our Diversity and Inclusion Framework

Our maturity model

| Awareness | Emerging | Momentum | Rhythm | Thriving |
| Te Kākano | Te Pihinga | Te Māhuri | Te Puāwaitanga | Te Puāwai |

Raising the bar on acceptable standards of conduct and behaviour

This outcome is about building a comprehensive approach to managing and maintaining acceptable standards of conduct and behaviour.
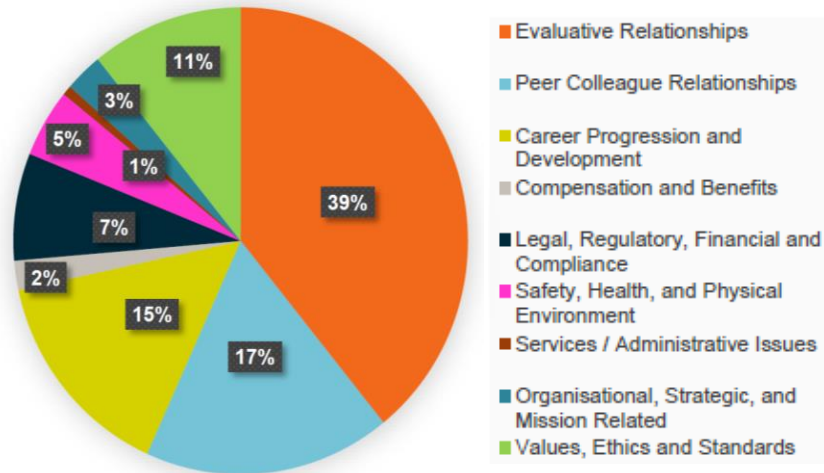
We have benchmark Pulse survey results (right column) and will survey this topic again in the next six-month period. Measurement of the Speak Safe @ Fair Way independent complaints management process also provides insights for this outcome.

Measurement

One component of the Speak Safe @ Fair Way service is Kāpehu a telephone-based service, run independently from Fire and Emergency.

This service provides support for people experiencing issues at work and coaching support on next steps. While the service is completely confidential, in this period high-level themes were provided to Fire and Emergency. These will help inform future work. Feedback from users of the service suggests it is being received positively.

Reporting categories

Pie chart legend:
- Evaluative Relationships — 39%
- Peer Colleague Relationships — 17%
- Career Progression and Development — 15%
- Compensation and Benefits — 2%
- Legal, Regulatory, Financial and Compliance — 7%
- Safety, Health, and Physical Environment — 5%
- Services / Administrative Issues — 1%
- Organisational, Strategic, and Mission Related — 3%
- Values, Ethics and Standards — 11%

HSW = Health, Safety and Wellbeing

Pulse survey results

I feel safe to report unwanted personal behaviour

■ HSW Y1

Employee	Volunteer	Organisation
63%	74%	71%
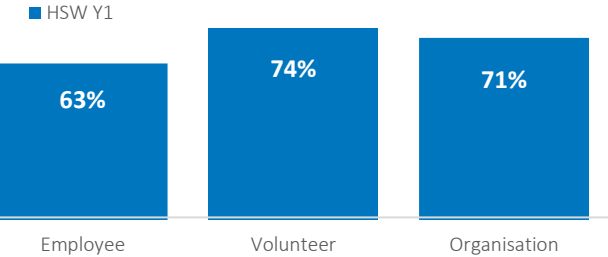
FENZ has processes that allow bullying and harassment to be dealt with effectively

■ HSW Y1

Employee	Volunteer	Organisation
40%	56%	51%
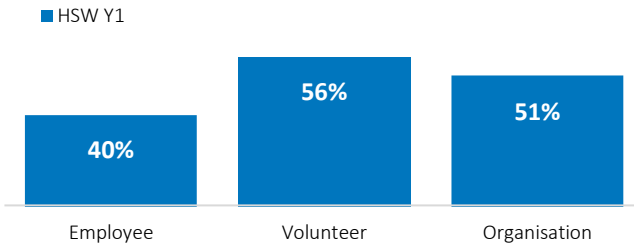
If I did report unwanted interpersonal behaviour, I think it would be taken seriously

■ HSW Y1

Employee	Volunteer	Organisation
48%	62%	58%
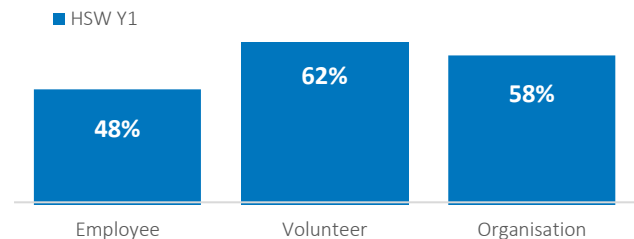
Raising the bar on acceptable standards of conduct and behaviour

Case studies

Te Tikanga Whanonga | our Code of Conduct

Te Tikanga Whanonga | our Code of Conduct is the foundation of our culture change work.

This reporting period we:

- **Launched the Code** which describes the behaviour and conduct expected of all Fire and Emergency people and sets out what will happen if they act outside those expectations.

- **Launched an e-learning module** which all personnel are asked to complete.

- By late December 2024, **four of eight branches had achieved more than 90% completion of the e-module**, with a further three at more than 70%.

A suite of policies have been developed to help us take a fair and consistent approach to deal with anyone who behaves in ways that are contrary to the Code.

- We **launched a Bullying, Harassment and Victimisation Policy and Unacceptable Behaviours Schedule** and a **Managing Inappropriate Behaviour and Conduct Policy.**

Together, these initiatives address Recommendation 9, 10, 11 and 13 in the Te Kawa Mataaho | Public Service Commission Review.

"Enough is enough" says Chief Executive

In December 2024, Chief Executive Kerry Gregory released a strong and direct video message to address the issue of ongoing inappropriate behaviour within pockets of our organisation. In it, he urged all Fire and Emergency people to engage with Te Tikanga Whanonga | our Code of Conduct, reflect on their own behaviour, and act as upstanders when witnessing inappropriate actions.

The video created strong engagement. Internally, the all-personnel message outperformed the average open rate for CE emails at 34.5%, and externally, the Facebook post attracted one of the highest number of comments for any of our posts in 2024 and the video was viewed around **14,000 times**; on Kerry Gregory's LinkedIn, the video was viewed more than **6,300 times**.

Feedback via LinkedIn was overwhelmingly positive, for example:

> *Impressive and powerful message! Thank you for sharing this publicly as well as within FENZ.*

> *Excellent and clear tone from the top, Kerry. I will hold myself accountable as much as we hold each other to account.*

Facebook comments were more balanced, including:

> *Best example of real leadership I have seen in years. Well done, Kerry.*

> *Talk the talk, now walk the walk! I've heard this for too many years and nothing changes!*

> *There needs to be real change, not just words like we've all heard before. After 33 years, I walked out because of the culture. I'll be emailing Kerry to thank him for his acknowledgment.*

The clip also attracted media interest with follow up interviews or mentions via **Radio New Zealand, TVNZ Breakfast, NZ Herald and Newstalk ZB.**

Progress against Te Kawa Mataaho — Public Service Commission recommendations

This section provides milestone reporting against the 20 recommendations of this review. Our reporting this period also shows the alignment between the recommendations and the overall culture change outcome areas.

Eke Taumata Programme – Completed 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 3, 4, 5: Reporting on progress	COMPLETE	Reporting processes are all complete, with regular reporting published at the agreed timelines.	● (1)
Rec 6: All new CFO appointments to be 5-year terms	COMPLETE	Launched November 2024. The next phase of this work will include the ability for leaders to 'opt in' to the process.	● ● (2,3)
Rec 8: Establishment of Independent Advisory Committee	COMPLETE	Committee established and operating successfully. The group includes representation from across, government, emergency service organisations and private sector.	● ● (1,3)
Rec 9: Single code of conduct for all FENZ personnel	COMPLETE	Launched in July 2024 (see case study). The next phase of embedding the Code and associated policies is planned throughout 2025.	● ● ● (1,3,4)
Rec 10: Zero tolerance policy for bullying and harassment	COMPLETE	Launched 10 July 2024, to coincide with Code of Conduct launch.	● ● (3,4)
Rec 11: Remove authorisation to respond when serious misconduct occurs	COMPLETE	Launched November 2024. 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 Managing Misconduct and Serious Misconduct policy consulted on in August/September 2024.	● ● (2,4)
Rec 13: Policy on standdown when charged with criminal offence	COMPLETE	Launched stand down/suspension and misconduct and serious misconduct policy in November 2024. Clear policy statements included in new Code of Conduct. New code finalised and approved by the Board.	● ● (3,4)
Rec 14: Independent investigation of conduct complaints	COMPLETE	New complaints management system stood up on 29 April 2024.	● ● ● (1,3,4)
Rec 15: Development of clear complaint handling policies	COMPLETE	Developed as part of stand up of Speak Safe @ Fair Way. As of December 2024, 205 total service requests have been raised since the service was implemented.	● ● (3,4)
Rec 16: Safe-guarding the wellbeing and safety of complainants	COMPLETE	Safety and wellbeing have been factored into the co design of the complaints management system, launched April 2024. The independent external service, Speak Safe @ Fair Way ensures all people engaged in the service can access wellbeing support, providing referrals and undertaking regular check ins for well being, whilst ensuring privacy and security of complainants and their information. Ongoing engagement with unions, associations and employee led networks to provide opportunities for feedback and continuous improvement.	● ● (2,3)
18: Enhanced selection and promotion of leadership roles	COMPLETE	Successfully launched August 2024. As of December 2024, 220 people have completed the selection panel modules.	● ● (2,3)

Eke Taumata Programmes – recommendations underway

| 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	Comments	Completion date	Culture Outcomes
Rec 1: Performance Expectations for leaders	Volunteer Support and Development Project has been completed and moved to BAU. This project means there will be defined and monitored performance expectations for all future volunteer leaders. Managers of volunteer leaders have been provided training to support this implementation. Organisation-wide development training is rolling out from January 2025, with updated templates, education resources and training tools being implemented.	June 2025	●
Rec 2: Clear culture plan and a way to measure success	Fire and Emergency's Organisational Culture plan outlines our desired organisational culture and ELT's priority actions for 2024/5. It also details how culture outcomes will be monitored over time and how the organisation will continuously improve its organisational culture. Work is underway to carry out the actions led by ELT.	June 2025	● ● ● ●
Rec 7: Revision of Volunteer Executive Officer Course	New materials have been developed and will be piloted in February 2025.	31 March 2025	●
Rec 12: Criminal conviction vetting	Consulted on a draft Criminal Conviction Vetting policy during September 2024. Comprehensive feedback from consultation collated for consideration. Plan to finalise and launch this policy in 2025 to allow adequate time to develop the processes and organise resources to successfully implement the new approach.	July 2025	● ● ●
Rec 17: Comprehensive 10-year diversity plan	10-year action plan is in its final stages of approval. Work has begun on a comprehensive review of recruitment processes to support diversity and inclusion.	June 2025	● ●
Rec 19: Comprehensive training for people leaders	Leadership development programmes and workshops scheduled for the year ahead with new programmes being piloted before wider roll out. Completion Date: 30 June 2026. As of December 2024, 270 people have attended the Mastering Difficult Conversations face to face workshop. One-module refresher is in development.	June 2025	● ●
Rec 20: Work with UFBA to prioritise capability development	This work is underway supported by the new Strategic Relationship Manager role dedicated to enhancing Fire and Emergency's relationship with the UFBA.	June 2025	● ●

Complaints management dashboard

This section provides a dashboard report on how complaints management, including the nature of complaints received, and the timeframes associated with different steps of the process.

The dashboard covers the period 29 April – 31 December.

Speak Safe @ Fair Way Contacts (excluding Kapehu Service)

Service Usage

Total
205

- **177** 86.3% — Complaints
- **28** 13.7% — General Enquiries

Category[1]

- **87** Bullying
- **52** Harassment / Victimisation
- **48** Complex Relationship Issu
- **41** Not provided / Out of scope
- **19** Sexual Harassment

Complaints

- **137** Triaged
- **22** Anonymous or Limited Information
- **18** Outside Jurisdiction

Triage

- **104** 75.9% — Complaint progressing to formal stage
- **33** 24.1% — Complainant did not wish to proceed to formal stage

Formal complaints (Fair Way and Non Fair Way)

Opened Investigations

36 Fair Way

43 Non Fair Way

Suspension Decision Outcome

Suspension Decision Outcome	Total
Stand-down considered	74
Stand-down enacted	4
Not Suspended	1

Closed Investigations

0 Fair Way

30 Non Fair Way

Decision Outcomes[1]

- **8** Other
- **4** Informal Action
- **4** Letter of Expectations
- **4** Written Warning
- **3** Final Warning
- **3** Resigned During Process
- **2** Facilitated Mediation
- **2** No Breach No Action

Category[1]

Category		
Bullying	32	6
Harassment / Victimisation	21	16
Poor behaviour below threshold	2	21
Relationship Issues	7	
Privacy / Confidentiality		13
Criminal Charges		9
Sexual Harassment	3	
Impairment		5
Safety Health and Wellbeing		3
Theft, Fraud, Dishonesty		3
Conflict of Interest		1
Not following Policy / lawful instructions		1

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

Level of Decision Maker

- Other: 6, 1
- Tier 1
- Tier 2: 28, 9
- Tier 3: 3, 6
- Tier 4: 2, 7
- Tier 5: 2, 3
- Volunteer Leader: 12

Other - working to clarify this data

Timeframes*

Fair Way

167 Complete findings report

*In average days.

Appendix - Complaints dashboard guide
for the period 29 April – 31 December

This section provides additional information on our complaints dashboard including a glossary of terms and Frequently Asked Questions (FAQs).

Complaints dashboard
**for the period
29 April – 31 December**

Why are we doing this?

Te Kawa Mataaho | Public Service Commission's review into Fire and Emergency's culture and complaints handling practices recommends 'improved communication around complaint handling.'

To support this, we've developed a complaints dashboard. We want to improve visibility of our complaints data and information to make sure that complaints' insights, behaviour and patterns can be interpreted and addressed.

The complaints dashboard aims to:

- Build trust by transparently sharing the nature and frequency of complaints.

- Identify trends; by visualising complaint data we can identify patterns and recurring issues and prioritise improvements. Over time, as we gather more data, we will update the dashboard to show year on year trends across the system.

- Monitor performance particularly around the length of time cases remain open.

- Promote continuous improvement by regularly reviewing data and making changes based on feedback and trends.

To help you interpret the dashboard, our dashboard guide slide below provides a glossary of terms used along with frequently asked questions. There are also more <u>frequently asked questions page on the Portal</u>.

Complaints dashboard guide

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.

for the period
29 April – 31 December

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)

Service Usage — Total **205**
- 177 / 86.3% — Complaints
- 28 / 13.7% — General Enquiries

Category[1]
- 87 Bullying
- 52 Harassment / Victimisation
- 48 Complex Relationship Issue
- 41 Not provided / Out of scope
- 19 Sexual Harassment

Complaints
- 137 Triaged
- 22 Anonymous or Limited Information
- 18 Outside Jurisdiction

Triage
- 104 / 75.9% — Complaint progressing to formal stage
- 33 / 24.1% — Complainant did not wish to proceed to formal stage

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.

Formal complaints (Fair Way and Non Fair Way)

Opened Investigations
- 36 Fair Way
- 43 Non Fair Way

Suspension Decision Outcome — Total
- Stand-down considered — 74
- Stand-down enacted — 4
- Not Suspended — 1

Closed Investigations
- 0 Fair Way
- 30 Non Fair Way

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.

Category[1]
- Bullying — 6 / 32
- Harassment / Victimisation — 16 / 21
- Poor behaviour below threshold — 2 / 21
- Relationship Issues — 7
- Privacy / Confidentiality — 13
- Criminal Charges — 9
- Sexual Harassment — 3
- Impairment — 5
- Safety Health and Wellbeing — 3
- Theft, Fraud, Dishonesty — 3
- Conflict of Interest — 1
- Not following Policy / lawful instructions — 1

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

Level of Decision Maker
- Other — 6 / 1
- Tier 1 — 28
- Tier 2 — 9
- Tier 3 — 3 / 6
- Tier 4 — 2 / 7
- Tier 5 — 2 / 3
- Volunteer Leader — 12

Other - working to clarify this data

Decision Outcomes[1]
- Other — 8
- Informal Action — 4
- Letter of Expectations — 4
- Written Warning — 4
- Final Warning — 3
- Resigned During Process — 3
- Facilitated Mediation — 2
- No Breach No Action — 2

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.

Timeframes*
Fair Way
- 167 Complete findings report

*In average days.

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

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

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.

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

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

Complaints dashboard

**for the period
29 April – 31 December**

Glossary of terms and Frequently asked questions

Glossary of terms

Complainant – a person who has made a complaint.

Jurisdiction – refers to the four areas that are in scope for Fair Way to investigate which are bullying, harassment, sexual harm/harassment, complex relationship issues.

Non Fair Way complaints – these are complaints that Fire and Emergency deal with. They are complaints that fall outside of Fair Way's scope.

Other – where you see *'other'* on the dashboard, this represents missing or incorrect data. This is being addressed and the category will reduce over time.

Poor behaviour below threshold – this category encompasses behavioural complaints that may not meet the severity of the four areas that Fair Way investigate which are bullying, harassment, sexual harm/harassment, complex relationship issues.

Suspension / Stand-down – both mean removing a volunteer or employee from their role or duties for a period of time. The word 'suspension' is used for employees and 'stand-down' for volunteers. However, both terms can be used interchangeably.

Triage process – this is the process that occurs after contact with Fair Way and is the act of assessing the nature and severity of the allegations in a complaint.

Frequently asked questions

Please also refer to the [FAQs on the portal](#) for more information about Speak Safe processes.

What would be considered out of scope under the Fair Way categories?

Out of scope means that the issue/complaint did not fall within the four areas that Fair Way investigate which are bullying, harassment, sexual harm/harassment, complex relationship issues. For example, poor performance or privacy breaches would be deemed out of scope.

What's considered to be a general enquiry if it's not Speak Safe @ Fair Way's Kāpehu enquiries and coaching service?

Examples of a general enquiry may include, people wanting to understand the service and how it works as well as brigades or stations wanting to order posters for their noticeboards.

Why might the count of triaged complaints progressing to formal stage not reflect the same number of open investigations?

There may be a few different reasons for this, for example:
- More than one complainant is involved in a single investigation
- Not all complainants consent to proceeding to investigation
- Some complainants want more time to consider their options and whether to proceed to investigation
- Fair Way require more information to proceed to investigation but have identified that the nature of the complaint warrants an investigation

Complaints dashboard

**for the period
29 April – 31 December**

Frequently asked questions

Why do I see the categories bulling / victimisation /sexual harassment etc. showing against Fire and Emergency when these fall under within Fair Way's scope?

These categories are recorded at the time a complaint is raised. A complaint can have multiple allegations across several categories. Where you see Fire and Emergency show against a category that is normally in Fair Way's scope it will be because it is a secondary issue has been noted in the complaint and not the main issue. We are working to report on the main issue only, but this will take some time.

What is a findings report?

A findings report is a formal document that summarises the outcome of an internal investigation into the issue. This could involve allegations of bullying, harassment, discrimination, or other concerns involving employees or volunteers. The purpose of the report is to present the investigator's conclusions based on evidence gathered, interviews conducted, and policies reviewed — and to inform decision-makers about whether the allegations were substantiated, unsubstantiated, or inconclusive.

Why are there other decision makers listed, we were told Deputy Chief Executive's were the decision makers?

Cases that are not classified as serious misconduct will be assigned to a decision maker in accordance with the Human Resources Delegations Schedule. Currently, four Deputy Chief Executives (DCEs) are the designated decision makers for all allegations involving serious misconduct.

Why does the number of complaints considered for suspension or stand-down, and outcome not match? Do we have 69 considerations still pending?

The use of suspension or stand down is considered for all formal complaints. This is telling us that of the 79 cases, 74 were considered and no process was required. Four moved through our suspension process and the outcome was suspension. One move through the suspension process and the outcome was no suspension. Often when suspension or stand-down is not used, there is a safety plan in place as an alternative.

This data will be reported more clearly in the future.

Note: Suspension and stand-down both mean removing a volunteer or employee from their role or duties for a period of time.

What is a complex relationship issue, why does it have its own category?

Complex relationship issues are one of the four categories covered by Fair Way. Complex relationship issues involve power imbalances, often multiple issues embedded in the complaint, and/or may refer to a single incident that isn't related to victimisation, harassment or bullying.

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