EKE TAUMATA PROGRESS REPORT

Implementing the recommendations of the public service commission review

31 DECEMBER 2023

Introduction

This report details the progress that has been made, with a focus on the last six months, in delivering on the recommendations of the Te Kawa Mataaho/Public Service Commission review (the review) into Fire and Emergency's culture and complaints handling practices.

It provides an overview of the components that make up the programme of work to deliver substantive improvements in Fire and Emergency's culture, details what has been achieved to date to deliver the culture change necessary, and provides a progress update against each of the recommendations of the review. The diagram on the following page illustrates all of the components of our culture change programme, including implementation of the review recommendations.

The Eke Taumata work programme is made up of a number of workstreams focused on implementing the recommendations of the review, but also, more broadly, a comprehensive approach to making meaningful and lasting culture change across the organisation.

The review recommendations are being delivered across four core workstreams – Leadership, Diversity, Policy and Receiving and responding to complaints of Behaviour and conduct.

While good progress is being made, it is acknowledged that our culture change journey will be a long one, and our initial focus has been on building the core underpinning elements necessary for culture change, many of which relate directly to implementing the recommendations of the review.

Our Culture Change Work Programme

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 behavior

Te Kawa Mataaho/Public Service Commission Review Recommendations

Future focus areas	Leadership	Diversity	Policy	Receiving and Responding to Complaints of Behaviour and Conduct	Future focus areas

Our Culture Change Journey so far

Our Desired Culture definition establishes the goalposts for the environment we seek to provide for our people – one where they feel the belong, where they are supported to enable them to thrive, so they can focus on delivering service to their communities and each other. An environment that is safe, positive and inclusive.

Our culture change journey will take time – it requires us to align everything we do, and every decision we make, all of our policies, practices and actions – and it requires every member of Fire and Emergency to play their part. But it starts at the top – our Executive Leadership team own the accountability for ensuring a safe, positive and inclusive environment becomes a reality for every member of Fire and Emergency New Zealand.

In addition to the specific work focused on addressing the recommendations of the Te Kawa Mataaho/Public Service Commission's review into Fire and Emergency's culture and complaints handling practices (progress reporting on this can be found later in this report), every aspect of our organisation will be examined, refreshed and aligned to make that safe, positive and inclusive environment a reality.

We have established four key culture change themes to drive this alignment work. Over the last six months we have made significant progress against each of those themes. This progress is detailed on the following four pages.

Building Trust and Increasing Opportunities for Engagement and Influence

- The establishment of monthly forums between Executive Leadership Team members and our unions and associations to engage at a more strategic level on the future of Fire and Emergency, and to also joint problem-solve challenges and issues as they arise.

- The establishment of our Internal Advisory Rōpū, to guide our culture change work, made up of representatives from across the organisation, at all levels, career and volunteer.

- Our Whanaungatanga project, funded by Movember, focused on identifying and developing solutions to organisational factors that impact the health and well-being of our people – firefighter led but supported by our operational leaders working in partnership

- The first of a series of three annual pulse surveys was conducted – establishing a benchmark to measure our progress in shifting the dial on our culture – and engagement with teams on results and the identification of actions in response to the results

- The establishment of user groups across a range of programmes of work so that decision making is informed by the lived experience of our people

- Working groups on Staffing, Fleet, and Equipment – taking a joint approach with our people to develop strategies and medium-term plans for these three critical areas

- Established partnership with UFBA to progress Volunteer Engagement Model, a key enabler of strengthened relationships with our volunteers

- Strengthened opportunities for direct engagement with Board and senior leaders – through various Hui, Drop-In sessions, Branch stand-ups, Board and ELT district, station and communication centre visits, senior attendance at Brigade events including service honours awards.

- Co-design workshops focused on collaboratively building internal services that serve and support our people to undertake their roles effectively

- Cross-organisational enterprise risk forums

Strengthening Our People Leadership Capability

- Targeted leadership development initiatives at a Branch and Region level including workshops, targeted development programmes, the establishment of leadership team charters to focus and guide action and decision-making, putting our people at the centre of our actions and decisions.

- Executive Leadership Team Culture Playbook developed – providing guidance to ELT on their role in driving culture change across the organisation.

- Cascading leadership personal statements on culture change to demonstrate clear ownership, commitment and action

- Individualised development planning and branch succession planning initiatives to build leadership capability to meet future needs

- Establishment of a Tier 3 Steering group for our Tier 3 leader cohort to better engage this group in strategy, action and influence across the organisation – creating a stronger sense of ownership, commitment and alignment across this critical leadership tier

- The establishment of Executive Leadership Team Sub-Committees – engaging our tier three leaders in direction setting across critical areas such as Safety, Health, Wellbeing and Security; External Partnership and Relationships; and Financial Sustainability

- Afi Pasefika Leaders Fono

Providing a Safe, Positive and Inclusive Environment

- The establishment of a formal policy to support Employee Led Networks – with the first two networks established, and executive sponsors in place

- Unification initiatives focused on ensuring our operational policies are inclusive and appropriate to all personnel – addressing the divide between career and volunteer, urban and rural

- Tikanga days for recruits and a range of work teams across Fire and Emergency

- Cultural discovery Wānanga

- The conduct and publication of research on the barriers women face within Fire and Emergency, and an action plan in response to the research findings, which focuses on six key themes: workplace environment, leadership, training and development, work/family balance, and equipment and infrastructure.

- Unconscious bias training for Executive Leadership team, all tier three and some tier four leaders rolled out.

- Establishment and review of policies that focus on equal opportunity and access for all of our people e.g. Deployment approach and practice

- Integration of Women's Development Network into our broader Diversity and Inclusion work programme to deliver greater alignment across these key programmes of work

- Values-based recognition programme and awards focused on the demonstration of our values

- Region wananga – 2023 focus Whakawhanaungatanga: supporting our people to feel confident, capable and proud to be involved in working with Māori communities

- Regional diversity and inclusion groups and action plans

- Training camps to support diversity in our recruitment pools – providing potential applicants with a safe space to prepare for, better understand, and gain support from others in our recruitment process

- Improved information on accessing wellbeing support pathways

- Our Kia Toipoto action plan, and our year one progress report demonstrate our commitment to reducing gender inequities across our organisation

- Matariki celebrations nationwide, bringing together Fire and Emergency personnel from across different branches – strengthening unity

Raising the Bar On Acceptable Standards of Conduct and Behaviour

- New sexual harm policy published

- Revised business processes for the handling of concerns and complaints related to inappropriate behaviour and conduct

- Strengthen the support available to people leaders dealing with instances of inappropriate behaviour and conduct through the establishment of a people business partnership model, and improved people support function

- Our "Leads Self" development programmes and associated initiatives – focused on supporting people to have greater levels of self-awareness, knowledge and understanding of how their actions may impact others, to support a positive workplace culture, and self-responsibility for your own behaviour and actions

- Values sessions – focused on building a deeper understanding of our values and what they mean in practice – the behaviours that align with, and work against, those values, and encouraging our people to be upstanders in supporting our culture change journey by calling out behaviour that doesn't align with our values

- Brigade level culture surveys – to develop a deeper understanding of individual brigade culture and identify and act on opportunities for improvement

- Shout-out Boards – publicly acknowledging individuals or teams who have gone above and beyond

Implementing the Review Recommendations progress to date

The following four pages provide an overview of our progress in implementing the recommendations of the review. Most recommendations are on track, and where delays have occurred, these have either been as a result of a deliberate decision to pause the work to manage interdependencies or ensure successful implementation.

Delays to the implementation of an independent complaints management process have been as a result of the procurement processes necessary to secure an independent provider.

This has now been completed and the new independent process will be stood up in April 2024.

Following the four-page summary of progress, more detail on achievements to date and planned next steps can be found.

Te Kawa Mataaho/Public Service Commission Review Recommendations

Overall Progress

Recommendation 1
Performance expectations for leaders

30% Complete

On Track
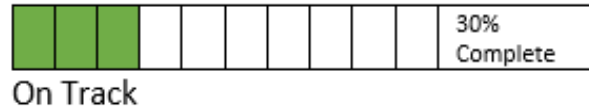
Draft performance expectations for volunteer leaders drafted as part of Brigade Leader 5-year term recommendation. Consultation starts in April.

Recommendation 2
Clear culture change plan and a way to measure success

70% Complete

On Track

Stage one plan developed and new pulse surveys introduced to establish baseline metrics and monitor progress. Desired culture definition developed.

Recommendation 3
Six-month report to Board on achievements
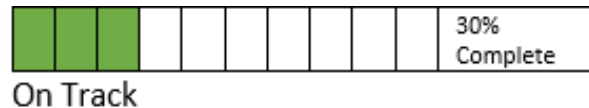
100% Complete

Complete

Complete

Recommendation 4
Six-monthly reporting to Minister for 3 years

30% Complete

On Track

2 of 6 six-monthly reports completed. Next report will cover 6 months up to 30 June 2024.

Recommendation 5
Reporting to Minister on Board's actions

30% Complete

On Track

Incorporated into six-monthly reporting. 2 of 6 completed.

Te Kawa Mataaho/Public Service Commission Review Recommendations

Overall Progress

Recommendation 6
All new CFO appointments to be five-year terms

60% Complete

On Track

New appointment processes and associated support and development programme drafted. Will be released for consultation in April.

Recommendation 7
Revision of Volunteer Executive Officer Course

0% Complete

On Track

Not yet started. Dependent on other leadership-focused training recommendations being completed first to ensure alignment

Recommendation 8
Establishment of Independent Advisory Committee

100% Complete

Complete

Committee established and operating.

Recommendation 9
Single code of conduct for all FENZ personnel

50% Complete

Plan to get back on track in place

New code drafted and out for consultation. Consultation commenced later than planned due to need to align with ELT desired culture definition work.

Recommendation 10
Zero tolerance policy for bullying and harassment

70% Complete

On Track

Clear policy established by Board. Incorporated into code of conduct and new policies released for consultation in February 2024.

Te Kawa Mataaho/Public Service Commission Review Recommendations

Overall Progress

Recommendation 11
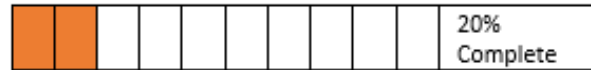Remove authorisation to respond when serious misconduct occurs

60% Complete
On Track

Incorporated into new policies and Code of Conduct, as well as new Complaints Management processes. Consultation February 2024.

Recommendation 12
Criminal Conviction Vetting

20% Complete
Behind schedule

Delayed due to scoping work recommending additional vetting beyond review recommendation, and additional approval steps required. Policy being drafted now.

Recommendation 13
Policy on standdown when charged with criminal offence

70% Complete
On Track

Clear policy statements included in new Code of Conduct. Consultation February 2024

Recommendation 14
Independent investigation of conduct complaints

50% Complete
Behind schedule

New complaints management process to be stood up in April 2024. Delayed due to procurement process for provider selection.

Recommendation 15
Development of clear complaint handling policies

60% Complete
Behind schedule

Dependent on provider selection process being completed. Will be completed February 2024

Te Kawa Mataaho/Public Service Commission Review Recommendations

Overall Progress

Recommendation 16
Safe-guarding the wellbeing and safety of complainants

60% Complete
On Track

Changes to current practices made. Incorporated into new business processes for independent complaints process being stood up in April.

Recommendation 17
Comprehensive 10-year diversity plan

30% Complete
Delayed

Diversity Framework developed and being submitted to ELT for approval on 8 May.

Recommendation 18
Enhanced selection and promotion for leadership roles

40% Complete
Delayed

New selection criteria and assessment methodologies developed, guidelines and procedures being developed. Selection panel e-module being developed.

Recommendation 19
Comprehensive training for people leaders

40% Complete
On Track

Three-year multi-faceted development programme planned. First year successfully completed.

Recommendation 20
Work with UFBA to prioritise capability development

50% Complete
On Track

Partnership with UFBA established across multiple review recommendations and broader culture change programme. Annual contract with UFBA incorporates strong focus on capability development.

Detailed Progress Overview – Review Recommendations by Workstream

Workstream	Progress	Next Steps
Shifting the Dial on Our Culture		
Desired Culture Definition – Establishing our goalpost (Recommendation 2)	• Comprehensive desired culture definition developed, incorporating over-arching vision, key pillars, and expected (and unacceptable) behaviours • Incorporated into draft Te Tikanga Whanonga: Our Code of Conduct • Incorporated into revised policies • Incorporated into collective negotiations strategy • Incorporated into key internal communications messaging	• Further develop and refine with Internal Advisory Rōpu • Embed in policy review framework • Embed in internal communications framework and approach • Embed into organisational decision-making processes
One Code of Conduct (Recommendation 9)	• Draft Te Tikanga Whanonga: Our Code of Conduct developed – focuses on three key pillars of expected behaviour and conduct – our obligations as part of the State sector, our values, and our individual and collective role in shifting the dial on our culture • Pre-consultation leader engagement, and consultation, plan developed • Communications plan developed	• Consultation over February and March • Finalisation and Roll-Out April/May
ELT Culture Playbook (Recommendation 2)	• Draft Culture Playbook developed – to guide ELT in its leadership role across our culture change journey • ELT commitments to branch actions established	• Further develop and refine playbook • Broaden its applicability to tier 3 leaders
Volunteer Engagement Model (incorporating model rules of association)	• Established FENZ/UFBA Partnership Approach to deliver enhanced engagement model • Draft Commitment statement, aspirations, aims, objectives and scope developed and workshopped with representatives from both organisations	• Finalise and sign commitment statement • First meeting of working group
Engagement Surveys (Recommendation 2)	• New approach to engagement surveys developed and embedded – establish benchmarks and measure shifts in culture change journey • First pulse survey completed, results analysed and communicated, and actions developed • Second pulse survey planned	• Second pulse survey released • Planning for third pulse survey

Detailed Progress Overview – Review Recommendations by Workstream

Workstream	Progress	Next Steps
Leadership		
Volunteer CFO Five-Year Term (Recommendation 6)	• Proposed approach, guidance, supporting policy and documentation developed	• Review by Internal Advisory Rōpu • Consultation in April (can potentially be brought forward)
Leadership Programme Roll-Out (Recommendation 19)	• Unconscious Bias training for ELT and Tier 3/4 people leadership roles complete • 103 participants completed Lead Self Development programme - 9 workshops in total • 125 participants completed Lead Teams development programme – 8 cohorts, 18 workshops, 57 online sessions • 209 attendees on Volunteer Leadership Development Programme – 23 workshops in total • 12 participants in mentoring programme pilot • 1080 people have completed Deeper signals psychometric profile and associated feedback/development session	• Further Lead Self and Lead Teams programmes • Design and pilot of Lead Leaders programme • Evaluation of Mentoring Programme pilot • Continuation of District Manager Development Programme
Leader Selection and Promotion (Recommendation 18)	• Information gathering and benchmarking across other agencies almost complete • Draft selection criteria developed • Proposed psychometric assessments identified, work on other selection tools commenced	• Review by Internal Advisory Rōpu • Finalise selection criteria, tools, process and documentation

Detailed Progress Overview – Review Recommendations by Workstream

Workstream	Progress	Next Steps
Diversity		
Kia Toipoto Action Plan (Recommendation 17)	• Year one action plan completed • Year two action plan developed and finalised • Year two reporting completed and published	• Implement year two action plan
10-Year Diversity Plan (Recommendation 17)	• Modelling complete • Potential interventions identified	• Discussion with People and Culture – how far and how fast to push • Development of 10 and 30-year plans
Women's Development Research and Action Plan (Recommendation 17)	• Progression research completed, presented at AFAC, published • Response action plan developed – focused on the six themes identified in the research that can create barriers to women's progression- workplace environment, leadership, training and development, work/family balance, equipment and infrastructure, organisation	• Implement action plan

Detailed Progress Overview – Review Recommendations by Workstream

Workstream	Progress	Next Steps
Policy		
Zero-Tolerance to Bullying, Harassment and Victimisation (Recommendation 10)	Bullying, Harassment and Victimisation policy revisions drafted to incorporate zero-tolerance stance, structured around six clear policy rules, and aligned to Te Kawa Mataaho/Public Service Commission advice. Six policy rules are: 1. We are all responsible for understanding what behaviours constitute bullying, harassment and victimization 2. You must not engage in any of the three behaviours – zero tolerance stance 3. You must act on or report instances of any of the three behaviours – be an upstander 4. You must not knowingly make false allegations 5. We will apply the principles of natural justice and treat all parties fairly, with respect, and support them through any formal or informal process 6. Any formal investigation might lead to a finding of misconduct or serious misconduct	• Review with Internal Advisory Rōpu • Consultation in February/March
Stand Down Policy (Recommendation 13)	• Incorporated into Te Tikanga Whanonga: Our Code of Conduct and Bullying Harassment and Victimisation policy – clear statements that standing someone down while an investigation occurs is a possibility, that anyone accused of criminal activity will be stood down pending an internal investigation, and any allegatons of criminal conduct will be reported to the Police	• Incorporate into over-arching Misconduct and Serious Misconduct Policy and Process • Manager education • Incorporate into business processes being established in stand up of SpeakSafe@Fairway
Consequences of Misconduct and Inappropriate Behaviour (Recommendations 10 and 11)	• New polcies and Te Tikanga Whanonga: Our Code of Conduct include clear statements about the potential consequences of proven misconduct and inappropriate behaviour, including potential dismissal, in the case of employees, or removal of authorisation to respond, in the case of volunteers	• Consideration of Decision-Maker changes for most serious allegations • Education for decision-makers
Criminal Conviction Vetting (Recommendation 12)	• Standardised Vetting Approach Approved by ELT* subject to seeking further guidance in one area relating to regular re-vetting, which would deviate from report recommendations	• Seek Board Guidance on re-vetting • Finalise policy and guidance • Consultation

Detailed Progress Overview – Review Recommendations by Workstream

Workstream	Progress	Next Steps
Complaints Management (Recommendations 14, 15 and 16)		
	• Secured a preferred independent external service provider • Drafted Master Services Agreement schedules • Developed a target operating model for complaints management between service provider and Fire and Emergency • Recruited and appointed a Relationship Manager for Complaints Management • Developed a detailed implementation plan • Developed a communications and engagement plan	• Process development to document interface between service provider and Fire and Emergency • Privacy and Security assessments of processes • Implement communications & engagement plan supported by People Branch training plan • Go-Live with new independent enquiries and complaints service • Disestablish BCO and undertake associated activities (eg records management, archiving)

Our results so far

From our leadership and overall experience pulse survey

The first of three pulse surveys we will run each year was conducted in October/November 2023 and provides a useful guide, and benchmark, in assessing progress in our culture change journey.

At a high level, over three quarters of our personnel would recommend Fire and Emergency as a great place to work or volunteer, and 85% of all personnel enjoy working or volunteering at Fire and Emergency. These are very pleasing results and show we are making progress towards creating an environment that our people want to be a part of.

The breakdown of these results, below, show that we still have some work to do in rebuilding trust with our employees, which was significantly impacted by the prolonged, and difficult, collective negotiations with the New Zealand Professional Firefighters Union in 2021, through until the end of 2022. We are taking a significantly different approach to negotiations this year, having reflected on lessons learned from the last round of collective negotiations.
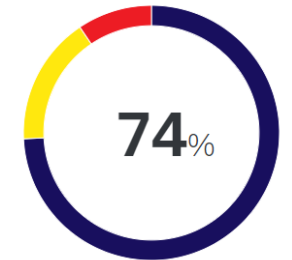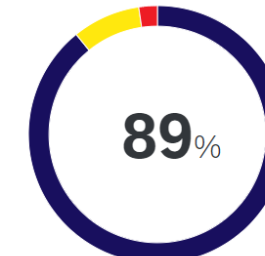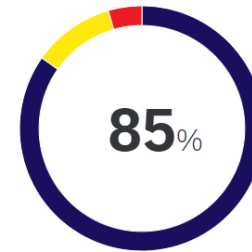
	Whole Organisation	Volunteer	Employee
I would recommend Fire and Emergency as a great place to work or volunteer	77%	83%	62%
I enjoy working or volunteering at Fire and Emergency	85%	89%	74%
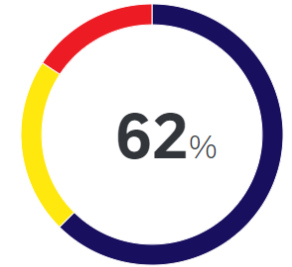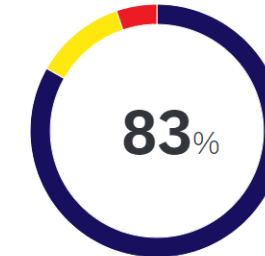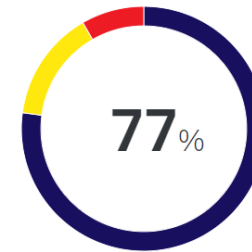
When reviewing results across all aspects of the survey, it is clear that the strengthening engagement and building trust, and providing a safe, positive and inclusive environment, elements of our culture change journey are the critical areas for us to focus on next, and our efforts in 2024 will be in these areas.

It is clear that our focus on strengthening people leadership capability is having impact, with almost three quarters of personnel believing the person they report to models our values, and more than three quarters feel that their people leader values their contribution.

Statement	Favourable	Neutral	Unfavourable
I enjoy working or volunteering at Fire and Emergency	85%	11%	4%
I would recommend Fire and Emergency as a great place to work or volunteer	77%	15%	8%
I am confident Fire and Emergency will act on the results of this survey	33%	34%	33%
Fire and Emergency has a positive and inclusive culture	52%	26%	22%
I can speak up and share a different view to others in Fire and Emergency	62%	20%	18%
The person I report to provides feedback which assists me in my role	66%	19%	15%
I receive the training and development I need to do my role	66%	17%	16%
The person I report to provides learning and development opportunities for me	70%	17%	14%
I can be myself at Fire and Emergency	72%	16%	12%
The person I report to models Fire and Emergency's values	74%	17%	10%
The person I report to values my contribution to Fire and Emergency	77%	15%	8%
My team works well together	80%	11%	8%
I feel my role contributes to the success of Fire and Emergency	81%	14%	5%
I enjoy working or volunteering at Fire and Emergency	85%	11%	4%
I understand the expectations of me in my role	88%	7%	5%

■ Favourable   ■ Neutral   ■ Unfavourable