



Port Hills Action Plan - Status as at 30 January 2018

ID	Status	Action	Accountability owner	Target completion	Revised completion	Actual completion	Progress Update
1: Fire and Emergency New Zealand adopts a single doctrine, the Australasian Inter-Service Incident Management System (AIIMS), for incident management. That the new organisation use this doctrine to train/exercise and develop people.							
1.1	Delayed < 3 months	Contact other agencies (particularly Civil Defence and Police) to indicate that a move to AIIMS is being considered as a response to the findings of the Port Hills review.	Chief Executive, supported by National Commander Urban and National Manager Rural.	21/12/2017	30/03/2018		12.01.2018: Discussions have commenced, and are continuing, with Police, MCDem and other agencies for an agreed Incident Control System for single and multi-agency responses in NZ. To date no agreement has been reached.
1.2	Completed	National Commander Urban/National Manager Rural (NCU/NMR) issue a joint statement to all operational personnel. Topics to include: <ul style="list-style-type: none"> · Reiterating the focus on working together. · Speaking up about safety, health and wellbeing and “calling out” unsafe behaviour (see action 11.1). · Incident management doctrine, including the use of a “critical friend” to support the Incident Controller (IC) in large incidents (see action 7.1). · Expectations for the upcoming fire season. · The importance of routing intelligence through a single control point (see action 10.3.). 	National Commander Urban and National Manager Rural.	31/10/2017		15/12/2017	09.01.2018: Joint statement was issued on 15.12.2017. Action is now deemed completed.
1.3	On track	Regions to conduct joint wildfire exercises (table top or in-field) involving rural and urban personnel. To include: <ul style="list-style-type: none"> · a refresher briefing in wildfire behaviour and risk management. · exercises to practice all communications going up through to the Incident Management Team (IMT). · the way we want to work as an integrated team and the behaviours we would expect of each other in that environment. Region managers (rural and urban) will jointly report and present exercise results at a national level.	Regional Managers (Fire Region Managers/Regional Managers Rural).	Within each region’s fire season and annually thereafter			09.01.18: Most regions completed exercised prior to Christmas. All exercise reports are yet to be received and consolidated.
	On track	Plan with other agencies the introduction of multi-agency wildfire exercises to improve interoperability across the sector.	National Manager Rural and Regional Managers (Fire Region Managers/Regional Managers Rural).	November to December 2018			12.01.2018: Planning has commenced for most regions for a multi-agency exercise.
1.4	Completed	Conduct Port Hills review sessions with regional leadership teams: <ul style="list-style-type: none"> · Regional managers to reinforce key messages and agree any specific actions within the fire season. 	Regional Managers (Fire Region Managers/Regional Managers Rural).	21/12/2017		21/12/2017	12.01.2018: Action plan reviewed and discussed at Regional Leadership teams.
1.5	Delayed < 3 months	Training in a single incident management system for: <ul style="list-style-type: none"> · Regional managers. · All other relevant Fire and Emergency personnel. · Other agencies (Fire and Emergency to assist with the training). 	Director Training.	December 2017 for regional managers Rollout January 2018 – June 2020	28/02/2018		12.01.2018: Delayed pending a decision on agreed Incident Control System for single and multi agency responses in NZ. (linked to 1.1)
1.6	Delayed < 3 months	Brief other agencies in the emergency sector on how our new organisation will operate during the fire season	National Manager Rural Operations/ National Operations Manager.	21/12/2017	31/01/2018		

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1.7	Delayed < 3 months	Roll-out of Command and Control policy training.	Regional Managers (Fire Region Managers/Regional Managers Rural).	To be confirmed – probable pilot in November or December 2017	1/03/2018		09.01.2018: On-line learning modules developed and going through the approval process.
1.8	On track	Depending on outcome of discussions with other agencies about AIIMS, determine how we will maintain interoperability with the Coordinated Incident Management System (CIMS) (both version 1.0 and 2.0).	National Manager Rural Operations/ National Operations Manager.	Following decision, and as required in this context			09.01.2018: A contractor has been engaged to lead this work. Initial discussions with Police and MCDEM re the AIIMS system have started. They will be engaging with other agencies across the sector this month.
1.9	On track	Design national and regional incident management team model, including: <ul style="list-style-type: none"> · Joint rural and urban teams. · Involvement of other agencies. · Common terminology. · Selection and systems for National IMT/Regional IMTs. · Resources for public information management. · Safety, health and wellbeing expertise. · Review of procedures for National Coordination Centre/Regional Coordination Centres (NCC/RCCs). The design will include multi-agency engagement to improve interoperability across the sector.	National Manager Rural Operations, National Operations Manager, Target Operating Model Workstream Lead2 and Safety Health and Wellbeing Workstream Lead.	30/04/2018			12.01.2018: This is being incorporated in the Target Operating Model which 80% of Co-Design Workshops completed to date.
1.10	To be started	Incorporate incident management doctrine capability into the new operating model, including resources for public information management, and a centre of excellence to support and manage the doctrine.	Target Operating Model Workstream Lead.	30/11/2018			
1.11	To be started	Work with partner agencies to define and agree the transition from response to recovery in large incidents, including clarity, consistency and external communications on roles.	Leadership across the Sector Workstream Lead.	30/11/2018			
2: Fire and Emergency New Zealand along with other agencies who also work in New Zealand communities, implements an annual exercise programme to ensure that personnel involved in IMTs fully understand their roles and can operate at a high level of							
		See actions under Recommendation 1.					
3: A Community Based Wildfire Risk assessment methodology be developed and implemented along the process of the previously prepared Strategic Tactical Fire Management Planning (STFMP).							
3.1	On track	Develop risk tools using a community-based approach, including: <ul style="list-style-type: none"> · Wildfire threat analysis. · STFMP. · Wildfire prone areas. · Community-based fire management. · Fire Smart refresh. · Fire Wise refresh. 	Resilient Communities Workstream Lead/National Risk Reduction Manager.	30/11/2018			
3.2	On track	Design Local Advisory Committees (LACs) to operate with a strong community-based risk approach.	Resilient Communities Workstream Lead.	30/11/2018			
3.3	On track	Use the LAC trial in Hawke's Bay to grow experience of community-based risk approaches, and an Area Manager/Principal Rural Fire Manager trial of a community engagement model.	Resilient Communities Workstream Lead.	30/09/2018			12.01.2018: LAC Candidates for Pilot LAC membership (Hawkes Bay) submitted for Board Approval
3.4	To be started	Identify higher risk areas within the regions, that could benefit from a community-based risk approach: <ul style="list-style-type: none"> · Use the existing tools, e.g. Fire Smart and Fire Wise. · Consult with Fire Risk Management Officers (FRMOs). 	Regional Managers (Fire Region Managers/Regional Managers Rural).	30/05/2018			

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3.5	On track	Ensure the Target Operating Model has a strong emphasis on reduction.	Target Operating Model Workstream Lead	30/11/2018			
4: Fire and Emergency New Zealand develops a genuine community engagement model to implement planning strategies including reduction, readiness, response and recovery.							
4.1	On track	Engage with community representatives and residents in Canterbury and other high-risk areas to identify the best way to engage with residents to prepare for the fire season and to understand their communication needs during a fire.	Regional Managers (Fire Region Managers/Regional Managers Rural). - Region 4	21/12/2017 30/06/2018	30/06/2018		12.01.2018: Region 4 staff have begun face-to face communication and consultation with key individuals on the Port Hills fire-scape in discussion of fire-break recovery work and reducing the fire risk on individual properties. This work is being undertaken in conjunction with resource consent approval work for these modifications. It has been agreed to extend the timeframe of this action as a 9 month engagement is more appropriate than 3 months. New timeline - 30/06/2018.
4.2		See actions under Recommendation 2					
5: Current fire plans be reviewed and aligned with new Fire and Emergency New Zealand legislation							
5.1	Delayed < 3 months	Refresh current fire plans to make compliant with Fire and Emergency New Zealand Act.	Regional Managers, Rural and Principal Rural Fire Officers.	21/12/2017	28/02/2018		12.01.2018: Confirmation yet to be received that all Fire Plan have been updated.
5.2	On track	Design of Fire Plans to evolve into Local Plans (that also roll up to Regional and National Plans). Fire Plans need to include: · Community risk and need. · Engagement with communities. · Urban and rural areas. · Fire and non-fire incident types. · Advice provided by LACs.	Resilient Communities Workstream Lead.	30/11/2019			
6: A public warning system be developed as the single source of the truth for all incidents and that this system be supported with a comprehensive warning/advisory system and public information strategy							
6.1	Completed	Investigate how Fire and Emergency New Zealand can provide better warning information online (on our channels when we are the lead agency, or link to the lead agency's channels), coordinating with other agencies on national warnings where appropriate. For example: · Website (including possible options such as National status, real-time fires, etc. e.g. emergency.vic.gov.au). · Facebook. · Twitter. · Other platforms.	National Communications Manager	21/12/2017		21/12/2017	09.01.2018: Agreement with MCDEM re use of mobile emergency alert. Using Facebook and Twitter to provide update on major incidents during current fire season (e.g. Rolleston and Wanaka fires). Template web pages created for activation during a significant fire that requires ongoing public information. Publicity campaign using Check Its Alright website as single source of information about fire season status. Agreement to use local websites (generally Council) as key information channel unless very significant national level event. Note from ComCen - the SouthCom Manager is working to establish an automated twitter feed from the Comcen for certain event types. This will align with the automated twitter feeds generated now by NZ Police and St John.
6.2	Completed	Find out whether the Emergency Mobile Alert will be up and running within the next fire season and how it could be used for wildfire incidents.	National Operations Manager	21/12/2017		21/12/2017	09.01.2018: On the 12 Dec 2107 the MCDEM lead initiative for EMA formerly moved into BAU. Fire & Emergency NZ are key partners in this capability. Fire and Emergency via the Comcen are the only point of contact to send a EMA through the Shift Managers. Personnel have been advised this capability is available through the leaders update Nov 2017. Draft policy, procedure, SOP and templates are all with National Operations for approval.

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6.3	Delayed < 3 months	Develop a short-term public information strategy, engaging with other agencies (including where Fire and Emergency New Zealand will lead, and where Fire and Emergency New Zealand will support others). This will include agreeing: <ul style="list-style-type: none"> · the availability of resourcing for public information management and other forms of support from local territorial authorities and other emergency services in the event of a major incident in high-risk areas. · a single point of communication for 'fire emergency information' and accessible communication channels for communities, the media and the political environment, communicated widely prior and during any fires both within this and future fire seasons. 	National Communications Manager/National Operations Manager/ National Manager Rural Operations/ Fire Region Manager, Region 4/Regional Manager Rural.	21/12/2017	31/01/2018		09.01.2018: Draft short term strategy and PIM resourcing plan developed and being discussed with key internal stakeholders. Liaison with Councils, DOC, MCDEM and others about PIM function and resource underway. Discussions include consideration of the best 'single source' for different communities (also see 6.2 for actions underway)
6.4	Delayed < 3 months	Identify opportunities for improvement of Public Information Management (PIM) during Port Hills review sessions (refer 1.4 above). Consider: <ul style="list-style-type: none"> · Fire and Emergency New Zealand capacity. · Does PIM need to be onsite? · Do we need to augment / replace Territorial Authority responsibilities? · Increased awareness of the importance of PIM. · Specialist PIM resources. 	Regional managers (Fire Region Managers/Regional Managers Rural).	21/12/2017	28/01/2018		12.01.2018: Arrangements are in place in at national and some regional and local levels to ensure we have adequate PIM coverage from the beginning of any incident through to its completion.
6.5	To be started	With other agencies, design a national strategy and framework for public information management which builds on the initial steps taken by December 2017. Incorporate this framework into our new operating model and our incident management doctrine, supported by training.	National Communications Manager and Director Training.	30/05/2019			
7: Predictive services be utilised to define strategic management, consequence management, and options analysis for both incident and community advisories							
7.1	Completed	NCU/NMR issue a joint statement to operational personnel (refer 1.2 above) to include use of a "critical friend" to support the Incident Controller (IC) in large incidents.	National Commander Urban and National Manager Rural	30/10/2017		15/12/2017	09.01.2018: Joint statement was issued on 15.12.2017. Action is now deemed completed.
7.2	Delayed < 3 months	Deliver predictive services refresher: <ul style="list-style-type: none"> · Regional training/briefing. · Review checklist: <ul style="list-style-type: none"> o IC Daily. o Situation unit prioritisation. 	Regional Managers (Fire Region Managers/Regional Managers Rural).	21/12/2017	28/02/2018		12.01.2018: Most regions have confirmed the refresher has been delivered. The other regions will be completed by end of Feb.
7.3	To be started	Predictive services working group to develop recommendations for improved practice.	National Manager Rural Operations /Regional Managers Rural.	30/05/2019			
7.4	On track	Review current training programmes for National IMT, Regional IMTs including exercises and simulations.	Director Training	30/11/2018			12.01.2018: Review started. Learning resources gaps identified and a plan to remedy underway. SIMEXs review underway that supports national consistency, interoperability and international alignment.
7.5	To be started	Introduce a refreshed annual training programme for IMTs (National and Regional) including the introduction of planned intensive exercises and simulations.	Director Training	30/05/2019			
8: In the developing stages of the fire, complete a risk assessment (with partner agencies) that profiles initial attack, values at risk, monitoring and patrol requirements as well as community expectations.							
		See actions under Recommendation 6					
9: All future traffic cordons be managed as a functional sector under the Incident Controller.							

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9.1	Delayed < 3 months	Prepare (and possibly publish on our website) guidance for Fire and Emergency IMTs on the use of cordons (before a Civil Defence emergency is declared), this to include: · Focus on getting people home. · Placement of cordons. · Staffing of cordons. · Invoking cordons. · Removing/re-siting of cordons. · Public information about cordons.	National Operations Manager/ National Manager Rural Operations	21/12/2017	28/01/2018		12.01.2018: In progress
9.2	To be started	Prepare joint guidance on the use of cordons after a Civil Defence emergency is declared. Fire and Emergency to work closely with agencies with authority, including: · Civil Defence. · Police. · New Zealand Defence Force.	National Operations Manager/ National Manager Rural Operations.	30/05/2019			
9.3	Delayed < 3 months	Conduct regional refreshers on the use of cordons (as for previous recommendations).	Regional Managers (Fire Region Managers/Regional Managers Rural).	21/12/2017	31/03/2018		12.01.2018: In progress. 2 regions completed, other 3 to carry out refresher by end of March.
10: All intelligence relevant to the operation and planning functions of the fire be routed through a single point to assure relevant and timely distribution of that information within the Incident Control Point (ICP).							
10.1	On track	Conduct joint "Tactical Command" training for Region Managers, Area and Assistant Area Managers/Principal and Deputy Principal Rural Fire Officers (AMs, AAMs/PRFOs, DPRFOs) (Senior Officers).	Director Training	30/05/2018 for Regional Managers, and 31/10/2018 for Ams, AAMs/PRFOs, DPRFOs course			12.01.2018: Organisation's new Tactical Command course currently being developed, the basic principles of this course will form part of this training programme.
10.2	On track	Ensure that our Leadership Programmes embed the required behaviour changes that are identified through the Review.	Director Training	30/06/2019			12.01.2018: Leadership behaviours are introduced across all Leadership Programmes. New Strategic Leadership course to rollout June 2018.
10.3	Completed	NCU/NMR issue joint statement (refer 1.2 above) to include message about routing intelligence through a single point.	National Commander Urban and National Manager Rural	31/10/2017		15/12/2017	09.01.2018: Joint statement was issued on 15.12.2017. Action is now deemed completed.
10.4	On track	Joint exercises to include: · Use of Local Coordination Centres (LCCs)/Urban Search and Rescue (USAR) facilities. · Command units as sectors – single IAP. · Updates to IMT (from command units). · IMTs involving all sectors in briefings. · Use of Communication Centres (ComCen) as a resource as part of IMT structure. · Use of field observers. · Incident ground radios used rather than mobile phones. · Suitable ICP locations for the fire season and required facilities.	Regional Managers (Fire Region Managers/Regional Managers Rural).	Within each region's fire season			12.01.2018: 2 regions have completed joint exercises. The other regions on track to complete within the fire season.
	On track	Plan with other agencies the introduction of multi-agency wildfire exercises to improve interoperability across the sector.	National Manager Rural Operations and Regional Managers (Fire Region Managers/Regional Managers Rural).	31/10/2018			12.01.2018: Exercise planning has commenced.

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10.5	To be started	Incident Management system training to reinforce key concepts: · Common language, e.g. command vs control. · Multi-agency. · Planning & intelligence. · Standardised forms and templates.	Director Training	Rollout January 2018 –June 2020			
10.6	On track	RMRs and PRFOs visit ComCen for familiarisation.	National ComCens & Medical Response Manager/National Operations Manager.	Within each region's fire season			09.01.18: National Communication Centres & Medical Response Manager sent email to all RMRs, PRFOs and DPRFOs inviting them to contact their local ComCen to organise a visit.
10.7	To be started	Schedule leaders to take part in overseas deployments as active members of IMTs: · Include AAMs/DPRFOs and above.	Director Training/National Operations Manager/National Manager Rural Operations.	From May 2018 to November 2020			
10.8	To be started	Rollout new dual band radios to rural.	Director ICT.	30/11/2018			
10.9	To be started	Investigate the deployment of IMT infrastructure in fire stations in areas where there is a high wildfire risk, so they can be used as ICPs if required.	Director ICT.	30/11/2018			
11: A single process be adopted and implemented for incident or 'near miss' reporting, which includes reporting and monitoring of actions and outcomes.							
11.1	Completed	NCU/NMR issue joint statement (refer 1.2 above) in conjunction with unions and associations including messages of: · Speaking up about safety, health and wellbeing. · "Calling out" unsafe behaviour.	National Commander Urban and National Manager Rural	31/10/2017		15/12/2017	09.01.2018: Joint statement was issued on 15.12.2017. Action is now deemed completed.
11.2	To be started	Introduce New Safety, Health & Wellbeing IT based system, including rollout of guidance and training.	Director People and Capability and Safety, Health and Wellbeing Workstream Lead, supported by Director ICT and Infrastructure and Technology Workstream Lead.	30/05/2018			
11.3	To be started	Develop some case studies of good and bad practice (as evidenced by the Port Hills fire) to be shared with operational personnel.	Director Training	21/12/2018			
11.4	On track	Educate operational personnel on safety, including wildfire behaviour and risk management.	Director Training	Within each region's fire season (priority areas) November 2018 for full rollout			12.02.2018: Ongoing training is occurring at local and regional level.
12: Fire and Emergency New Zealand develops and implements a comprehensive and measurable plan to put these recommendations in place.							
12.1	On track	This plan is the start of Fire and Emergency New Zealand responding to this recommendation		Ongoing			09.01.2018: Monitoring of completion of the action plan is in progress. Reporting processes has been developed.