



Port Hills Action Plan as at 30 June 2018

ID	Previous status - Jan 2018	Current status - June 2018	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	Completed	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	30/06/2018	30/06/2018	29.03.2018: Conversations are continuing, with partner agencies. To date no decision has been made. 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	Completed	National Commander Urban/National Manager Rural (NCU/NMR) issue a joint statement to all operational personnel. Topics to include: · 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	On track	Regions to conduct joint wildfire exercises (table top or in-field) involving rural and urban personnel. To include: · 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			14.06.2018: Exercises on track to be completed by 30 June 2018. 29.03.2018: On track to be completed by 30 June. Fire responses at the time of planned exercises has meant a delay to some exercises. These have been rescheduled to be completed before the end of June. 09.01.18: Most regions completed exercised prior to Christmas. All exercise reports are yet to be received and consolidated.
	On track	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			14.06.2018: 4 out of 5 regions completed. The final region will complete their exercise in July 2018. 29.03.2018: Large fire responses in some regions have fulfilled this action. Other regions have exercises planned. 12.01.2018: Planning has commenced for most regions for a multi-agency exercise.
1.4	Completed	Completed	Conduct Port Hills review sessions with regional leadership teams: · 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.

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1.5	Delayed < 3 months	On hold	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 28/02/2018 Rollout January 2018 – June 2020	30/06/2020		14.06.2018: Delayed start pending a decision on agreed Incident Control System for single and multi agency responses in NZ. (linked to 1.1) Agreed standardisation of approach and developing principle based agnostic IMT Training material Developer has been assigned to develop materials for organisational IMT roles but not the Single IMT system at this point - this is still being scoped 29.03.2018: Delayed start pending a decision on agreed Incident Control System for single and multi agency responses in NZ. (linked to 1.1) Agreed standardisation of approach and developing principle based agnostic IMT Training material Developer has been assigned to develop materials for Rural IMT roles but not the Single IMT system at this point - this is still being scoped 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	Completed	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		28/02/2018	29.03.2018: Note sent to partner agencies as well as a verbal update at the Hazard Risk Board Senior Officials Group.
1.7	Delayed < 3 months	On track	Roll-out of Command and Control policy training.	Regional Managers (Fire Region Managers/Regional Managers Rural).	To be confirmed	30/09/2018		14.06.2018: Progressing with the target of 30 September for completion. 29.03.2018: Training rolled out on 14.03.2018 with expectation that personnel complete by 30 September 2018. 09.01.2018: On-line learning modules developed and going through the approval process.
1.8	On track	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			29.03.2018: This action is ongoing as decision on ICS is outstanding. 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	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 Lead and Safety Health and Wellbeing Workstream Lead.	30/04/2018 30/11/2018			29.03.2018: This action point has been included in the Incident Management Programme of work - a programme to ensure all pieces of work relating to incident management are brought together. Points of this action are already in progress (e.g. NCC) however a number of other points depend on the ICS decision. High Level Design of Operating Model Complete. Draft Detailed Design on track for 30 June. 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	On track	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			23.05.2018: Operating Model development on track for Detailed Design Draft and consultation process 10.04.2018 High Level Design of Operating Model Complete. Draft Detailed Design on track for 30 June. 12.01.2018: Detailed Design scope
1.11	To be started	On track	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			23.05.2018 External Engagement Model being drafted and an Interim Relationship Function endorsed by Senior Leadership 10.04.2018 New resource recruited to undertake this work. Work has been initiated though slightly behind schedule due to workload of workstream and late start. 12.01.2018: The wider Partnership for service delivery project is currently in the scoping and detailed planning phase.

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 competency.

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			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	On track	Develop risk tools using a community-based approach, including: · 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			23.05.2018: A scoping workshop was held on 17.4.18. High level design work deferred due to reprioritisation of resources to Operating Model work. This project to be picked up by Risk Reduction W-Stream from 1 July. 10.04.2018: Scoping workshops being held in mid April to progress High Level designs. 12.01.2018: December: Draft High Level design available for consultation
3.2	On track	On track	Design Local Advisory Committees (LACs) to operate with a strong community-based risk approach.	Resilient Communities Workstream Lead.	30/11/2018			23.05.2018: LAC Trial completed on 16.5.18, a final report with design, findings and recommendations to the Board in mid-June. Anticipated that LAC Boundaries will be set by the Board at end of June, commence establishing first of the LAC's in July/Aug. 10.4.2018 Design for the LACs has been developed in order to strengthen and supplement Fire and Emergency's existing connections with the community and leverage the communities knowledge of local risks and needs. This is being undertaken as part of the Trial LAC in the Hawke's Bay. 12.01.2018: Detailed Design ready for Trialing
3.3	On track	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			23.05.2018: Trial completed and full findings will be presented in Board report by 30 June. The work to establish LACs will be done by the Implementation & Change W-Stream from 1 July. 10.04.2018: Trial has identified additional communities of interests and methods for engaging that will help Area Managers and Principal Rural Fire Managers to supplement their existing connections with the community and become better informed on local risks and needs. 12.01.2018: LAC Candidates for Pilot LAC membership (Hawkes Bay) submitted for Board Approval
3.4	To be started	Delayed < 3 months	Identify higher risk areas within the regions, that could benefit from a community-based risk approach: · 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			14.06.2018: 1 region has completed this action with the remaining 4 regions actively working on it. 29.03.2018: All regions have commenced this work.
3.5	On track	On track	Ensure the Target Operating Model has a strong emphasis on reduction.	Target Operating Model Workstream Lead	30/11/2018			23.05.2018: Operating Model development on track for Detailed Design Draft and consultation process 10.04.2108 High Level Design completed. Risk Reduction is foundation functional input into the Detailed Design of the Model which is under development. 12.01.2018: High Level Design of Operating Model by January '18.
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	Completed	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	14.06.2018: The activity is ongoing and being emedded into business as usual process. 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 undertaking 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	Completed	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	29.03.2018: All regions have updated fire plans. 12.01.2018: Confirmation yet to be received that all Fire Plan have been updated.

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5.2	On track	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: <ul style="list-style-type: none"> · 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			23.05.2018: the final of the High Level Design for Local Planning was approved by the CE on 22.5. Work will commence on detailed design including templates for local plans. The local planning project will be picked up by the Risk Reduction W-Stream as at 1 July. 10.04.2018: A template for the local plan has been developed as part of the detailed design. This template was used in local planning and performance in conjunction with local knowledge from the area manager and PRFO from Area 11 to develop a test 'local plan' for the Hawke's Bay local area. The trial LAC used this as a mechanism upon which to trial their engagement processes. 12.01.2018: Local Planning Process designed by July '18. High Level Design underway.
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	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: <ul style="list-style-type: none"> · 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	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.
6.3	Delayed < 3 months	Completed	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		30/03/2018	30.03.2018: Actions for the 2017/18 Fire Season are complete. TA resource has been used for several events including the Wanaka and Burnside fires. An MOU to formalise agreements with TA's is in progress. The FENZ website and social media accounts have been used in conjunction with TA sites during relevant incidents (also see 6.2 for actions underway). Worked with Forest Owners Association and DOC on 'Check Its Alright' campaign to raise awareness about risks of wildfires. This has contributed to a large increase in permit applications and increased awareness of fire risks. PIM training package in development 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	On track	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 30/05/2018	30/07/2018		14.06.2018: 3 out of 5 regions have completed with the final region have PIM training planned for July 2018. 29.03.2018: Regions are looking at this as part of an ongoing piece of work and are working with NHQ. 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.

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6.5	To be started	On track	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			12.06.2018: RCC exercises being rolled out, with PIM training completed in Region 2 and 4. Region 1 PIM training scheduled for July. Region 3 and 5 training to be organised. PIM training package (through Synapses) tracking well; involving experienced Council PIM practitioners in development. Planning for 18/19 fire season communications underway with partners - kick off meeting held in late May to develop objectives. 29.03.2018: Development of PIM materials now underway. First PIM training being delivered in Region 4 on April 13, ahead of first RCC exercise. Synapses hired to develop AIIMS based package. Initial discussions with partners underway about 18/19 fire season communications.
7: Predictive services be utilised to define strategic management, consequence management, and options analysis for both incident and community advisories								
7.1	Completed	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	Completed	Deliver predictive services refresher: · Regional training/briefing. · Review checklist: o IC Daily. o Situation unit prioritisation.	Regional Managers (Fire Region Managers/Regional Managers Rural).	21/12/2017 28/02/2018		29/03/2018	29.03.2018: Refreshers have been completed. 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	Completed	Predictive services working group to develop recommendations for improved practice.	National Manager Rural Operations /Regional Managers Rural.	30/05/2019		14/06/2018	14.06.2018: The Predictive Services Advisory Group is overseeing the activities for improvement. They will provide direction and support for these and any further identified improvements. 21.03.2018: The Predictive Services Advisory Group has identified the following activities which could lead to further improvement were: 1) Improved access to portable weather stations which could be positioned at large incidents to improve the quality of weather observation data available to the IMT. In the case of large fires like the Port Hills fire the ability to position multiple weather stations. This project is underway a number of new portable weather stations have been ordered and changes are underway to the NIWA fire weather website to access this information. 2) Greater understand of who the Fire Behaviour Specialists are around the country, what training they have currently and what training and tools they need to produce the quality of information the IMT need to inform their decision making. This project has been started with capturing who the current Fire Behaviour specialist are around the country. 3) Better access to specialist site specific weather forecast information during incidents, discussion are currently underway with NIWA to look at how this can be achieved. 4) Greater access to predictive information such as fire growth maps and fire behaviour information when incidents occur. SCION are currently developing an automated system that as soon as a notification is received of a fire a Prometheus fire growth model map is produced and available to IMT's/IC.

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7.4	On track	On track	Review current training programmes for National IMT, Regional IMTs including exercises and simulations.	Director Training	30/11/2018			14.06.2018: 2 Exercise Planning personnel to be recruited - JD's developed and approved June 18 29.03.2018: Review of Training material started. Learning resources gaps identified and a plan to remedy underway. SIMEXs review underway that supports national consistency, interoperability and international alignment. 2 Exercise Planning personnel to be recruited - JD's under development 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	On track	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			14.06.2018: 2 Exercise Planning personnel to be recruited - JD's developed and approved June 18 29.03.2018: Pending completion of 2017/2018 SIMEXs and review 2 Exercise Planning personnel to be recruited - JD's under development 12.01.2018: Pending completion of 2017/2018 SIMEXs and review.
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.								
9.1	Delayed < 3 months	Completed	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	30/05/2018	30/05/2018	14.06.2018: National notice (017/2018) on cordon management was issued on 28.05.2018. This notice cover both and after a CD declaration. 29.03.2018: This requirement to provide guidance on cordons has been slow to be circulated because developing one process to cover all scenarios where cordons could be used proved difficult. The National Manager Operations and National Manager Rural Operations will release expectations for cordon management by the end of May 2018.
9.2	To be started	Completed	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		30/05/2018	14.06.2018: National notice (017/2018) on cordon management was issued on 28.05.2018. This notice cover both and after a CD declaration. 29.03.2018: This will be actioned as part of the Incident Management Programme of Work.
9.3	Delayed < 3 months	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 31/06/2018	31/08/2018		14.06.2018: Following the issue of the national notice, 3 of 5 regions have included cordon management into IMT exercises. The remaining 2 regions will undertake cordon management refreshers by 30 August 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	On hold	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			14.06.2018: Concepts consideration with Officer Development team - additional engagement required 29.03.2018: Organisation's new ILDP currently being developed First full pilot course to be run before the end of the financial year. 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.

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10.2	On track	On track	Ensure that our Leadership Programmes embed the required behaviour changes that are identified through the Review.	Director Training	30/06/2019			14.06.2018: Leadership behaviours and expectations continue to be built into Training programmes across the organisation Integrated Leadership Development Programme in development with first walk through planned for July 2018 29.03.2018: Leadership behaviours and expectations continue to be built into Leadership Training programmes across all levels of leadership 12.01.2018: Leadership behaviours are introduced across all Leadership Programmes. New Strategic Leadership course to rollout June 2018.
10.3	Completed	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	Completed	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 - 30/06/2018		14/06/2018	14.06.2018: All regions hve completed exercises. 29.03.2018: Joint exercise remain on track for completion by June 2018. A number of large responses during the fire season have been used for the same purposes. 12.01.2018: 2 regions have completed joint exercises. The other regions on track to complete within the fire season.
	On track	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			14.06.2018: 4 out of 5 regions completed. The final region will complete their exercise in August 2018. A small pool of personnel (9 in total) from NHQ, operational SSO's, and the Operational Efficiency team have been trained through the National Centre for Emergency Management Studies (NCEMS) Victoria to evaluate exercises. The National Manager Operational Efficiency coordinates an evaluation team for each RCC exercise which are being evaluated by a three-person team from this pool. Regions 2, 3, 4, and 5 have been completed and Region 1 is scheduled for 16 August. A report will be written once all the exercises have been completed. This team will also be able to evaluate other exercises such as IMT's and USAR. 12.01.2018: Exercise planning has commenced.
10.5	To be started	On hold	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			14.06.2018: On hold awaiting direction from workstream. Where possible, changes are being actioned as material is reviewed or developed 29.03.2018: Links to AP1.5. On hold awaiting direction from workstream Will be actioned as material is reviewed or developed
10.6	On track	Completed	RMRs and PRFOs visit ComCen for familiarisation.	National ComCens & Medical Response Manager/National Operations Manager.	Within each region's fire season		14/06/2018	14.06.2018: A number of visits have been conducted. The invitation will remain open to all personnel. 20.03.18: Feedback from all three Comcens that the visits are progressing. Region 5 is the only region still to commence visits with Southcom however this was hampered a little with the move into the new Te Omeka building. 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.

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10.7	To be started	On track	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			14.06.2018: Ongoing. To date no international requests for assistance have been received. 29.03.2018: The International Wildfire Deployment project is reviewing and updating the processes, policies and resources required for International Wildfire Deployments. This includes professional development and how this can be undertaken in conjunction within our agreement the Host Country.
10.8	On track	On track	Rollout new dual band radios to rural.	Director ICT.	30/11/2018			23/05/18: Northland radio deployment completed. Region 3 planned to complete by end June 18. The completion order of the remaining regions is under review by the Rural management team. 19.03.18: Allocation policy agreed for all stations. Equipment ordered with the first 1,000 radios delivered and the remaining 1,560 radios to be delivered by end April 18. Northland will receive new equipment end of April that will complete all of Region One (urban and rural). Planning for Canterbury and Wellington is underway that will determine which location receives the new equipment by end June 18. It should be noted that all PRFO/DPRFO's were provided new radios late last year.
10.9	To be started	On track	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			29.03.2018: This action has largely been resolved by the formation of Fire and Emergency NZ in that the previous rural fire fighters now have full access to (as was NZFS) Co-ordination Centres and Hazmat Command Units. We proposed that this action be closed as above but that the following two recommendations are made. *The rural incident management are fully trained on the capability and management of existing coordination centres and Hazmat Command vehicles. *That National Operations review requirements of itinerant coordination centre equipment. In the first instance this could be deployable cases of the equipment currently identified as Tier 2 coordination centre equipment https://portal.fireandemergency.nz/documents/m1-4-sca-operations-centres-equipment-schedule/
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	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	Delayed < 3 months	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	30/08/2018		30/05/18: Safe@Work Pilot commenced 21st May - delayed due to temporary systems instability issues now resolved. Pilot to run for four to six weeks to have sufficient data to analyse, evaluate and inform planning for national roll out. Early systems indications and feedback from users are positive. "Salmon cards" still being used for rural reporting, but when Safe@Work is available nationally we can encourage the "single process ...for incident and near miss reporting" as required in the action plan. 20.03.18: The new ICT reporting and investigation SHW System - Safe@Work – will be piloted in four areas of Region 4, including rural volunteers, urban volunteers and operational and non-operational employees starting from 11th April 2018. The pilot will run until there is sufficient data to test in-field implementation of the system effectively - likely to be six to eight weeks. Implementation roll-out to the rest of the organisation will be based on pilot feedback.

ID	Previous status - Jan 2018	Current status - June 2018	Action	Accountability owner	Target completion	Revised completion	Actual completion	Progress Update
11.3	To be started	On track	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			29.03.2018: Case studies to be developed and included in the revised learning resources. (refer 7.4 + 7.5) Case study are included in the development roadmap, but have yet to be scoped and assigned. 12.01.2018: Case studies to be developed and included in the revised learning resources. (refer 7.4)
11.4	On track	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	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.