

International Conference Centre Action Plan Six-Monthly Progress Update

ID	Current RAG Status: April 2022	Action	Owner	Target Completion Date	Revised Target Completion Date (if timeframe has changed)	Actual Completion Date (once completed)	Progress Update (new updates in red text)
1.1	COMPLETED	Research other jurisdictions' approaches to issues with buildings under construction to find effective and efficient strategies which could work (or be adapted to work) in the New Zealand context.	National Manager Response Capability (Response Capability Advisor)	December 2022		30 April 2022	We have completed and published a Designers Guide to Firefighting operations for Construction sites and Sites under Demolition. An On-line learning module is now published on Learning Station. We conducted research in to our AFAC partner's approaches in the development of the Guide and associated training material. This action is now complete.
1.2		Engage with Local Authorities on the work they already undertake relating to health and safety matters on construction sites to attempt to include firefighting risks as part of this.	District Managers	October 2022			<p>Te Hiku: working with Auckland Emergency Management and Auckland City Council through advisory groups to raise awareness on construction and broader developments within the city.</p> <p>Ngā Tai ki te Puku: Not yet started</p> <p>Te Ūpoko: Three of the four districts are working with their respective local authorities. The remaining district is due to commence this work shortly.</p> <p>Te Ihu: We are engaging with the Master Builders Association on appropriate promotional material for construction sites. Engagement with Local Authorities surrounding health and safety matters is occurring as part of BAU activities.</p> <p>Te Kei: Not yet started</p>
1.3	COMPLETED	Work with the construction industry to incorporate fire risks into their site safety reports. The New Zealand Construction Industry Council is interested in working with us on producing a Code of Practice on construction site safety that would provide specific guidance.	National Manager Risk Reduction (Fire Engineering)	March 2022		March 2022	<p>The fire engineering unit has completed the design guide. Chapter 12 covers construction site safety.</p> <p>https://fireandemergency.nz/business-and-landlords/designers-guide-to-firefighting-operations/</p> <p>The Fire Engineering Unit has met with construction industry representatives and suggested they incorporate this in their Guide. We will continue to work with them as part of BAU activities.</p>
1.4	COMPLETED	Work with the Ministry of Business Innovation and Employment (MBIE) in attempt to influence updating the Building Act (Clause F5) to include fire safety during construction.	National Manager Risk Reduction (Fire Engineering)	March 2022		March 2022	Updating Clause F5 of the building code has been discussed with the building performance group of MBIE. Whilst they recognise its importance they have insufficient resources to progress a revision.

1.5		Develop a protocol and a recurring task in SMS to remind crews to undertake a familiarisation visit when a building under construction/alteration/deconstruction, known to Fire and Emergency engineers, reaches a certain threshold.	National Manager Risk Reduction (Fire Engineering)	March 2023			A proposal has been developed by Fire Engineering that generates a familiarity visit task for firefighters to undertake. This will involve utilising the current data gathered when building consents are issued. This proposal is currently being tested to ensure that the settings are correct before evaluating the options for implementation in all five regions.
1.6		Incorporate guidance and information on buildings under construction in to RD2 – Operational planning documents when undertaking the next review.	National Manager Response Capability (Response Capability Advisor)	June 2023			With the completion of action 1.3 above, we are now able to commence work on this action.
1.7		Special Response Zone's will be loaded into ICAD in our Communication Centres to enable predetermined attendance to be assigned based on the risk identified for particular sites.	District Managers	TBC			Te Hiku: Currently Special Response Zones are under review as to the number and effectiveness of them. Once this is completed the SRZ's will be used to enable pre-determined attendances based on risk. Ngā Tai ki te Puku: Not yet started Te Ūpoko: Complete, this occurs for all PDA's with a high-rise potential, attaching an aerial appliance. Te Ihu: Not yet started Te Kei: Not yet started
2.1		Research other jurisdictions approaches and undertake a literature review to identify possible thresholds for identifying when an urban incident may become a long duration event that could work, or be adapted to work, in a New Zealand context.	National Manager Response Capability (Response Capability Advisor)	December 2022	December 2023		This work has not yet commenced due to competing priorities for available resources.
2.2		Planning and Intelligence for multi-day incidents will be incorporated into the TAPs training program to Senior Firefighter rank to ensure that duration of incidents is incorporated in to thought processes as firefighters progress through the rank structure.	National Manager People and Workforce Capability	December 2022	TBC		Changes will be considered as part of the next review of the TAPS programmes, as prioritisation of training reviews and capacity allows.
2.3		Incorporate identification of long duration events and setting up appropriate command and control facilities into command and control training.	National Manager People and Workforce Capability	December 2022	December 2023		Changes to command and control training will be determined by the new Command and Control manual. This work has not yet been started (see 2.4). Changes will be considered as part of the next review of the TAPS programmes, as prioritisation of training reviews and capacity allows. The target completion date has been amended to take in to account the timeframe for completing the command and control

						manual and allow time to develop relevant training. This action is also dependent on 2.1 being completed.
2.4		Incorporate identification of long duration events and setting up appropriate command and control facilities in the development of a new Command and Control manual.	National Manager Response Capability (Response Capability Advisor)	June 2023		Not yet started Note: This action was categorised as one that is subject to further consideration and organisation prioritisation in the Action Plan.
2.5		Include competency for identification of and managing multi-day events in the development of the Technical Competency Framework for Fire Commander and Assistant Fire Commander ranks.	Region Manager Nga Tai ki te Puku / National manager People and Workforce Capability	July 2023		Under development. This will be reflected in learning materials and assessment criteria once developed as part of the Paearu Mahi (formerly known as Technical Competency Framework) programme of work. This is currently scheduled to be piloted in November 2022
3.1		Review the Officer notebooks and through this work include the role and responsibilities of a Sector Commander and a Water Supply Officer.	National Manager Response Capability (Response Capability Advisor)	TBC	October 2022	The Officer Notebook has been updated and is in the process of being designed for publication. Note: This action was categorised as one that is subject to further consideration and organisation prioritisation in the Action Plan.
3.2		Review the Executive Officer training modules and through this work include the role and responsibilities of a Sector Commander.	National Manager People and Workforce Capability	December 2022	June 2023	This work has not yet started due to competing priorities.
3.3		Review existing, relevant training materials that have been developed and look to collate, update and implement proposed changes. For example, there has been some work completed previously on a new command and control technical manual which has not been launched.	National Manager People and Workforce Capability	TBC		Changes will be considered as part of the next review of the TAPS programmes, as prioritisation of training reviews and capacity allows.
3.4		Develop the requirements for training on sector command and implement training accordingly.	National Manager Response Capability (Response Capability Advisor) / National Manager People and Workforce Capability	Stage 1 December 2022 Stage 2 June 2023		We have commenced work on our Incident Management system now that we have a newly appointed Senior Incident Management Specialist. Phase 1 is currently on track and is being considered by a newly establish Incident Management working group. Note: This action was categorised as one that is subject to further consideration and organisation prioritisation in the Action Plan.
3.5		Incorporate sector command in the development of a new Command and Control manual.	National Manager Response Capability (Response Capability Advisor)	TBC	June 2023	This will be completed at the same time as the Incident Management work. Note: This action was categorised as one that is subject to further consideration and organisation prioritisation in the Action Plan.
3.6		Incorporate crew accountability into the major industrial incident exercise that Fire and Emergency will hold in 2022/2023 (as	National Manager Response Capability	June 2023		Initial work is underway to review international crew accountability models.

		part of the government's National Exercise Program).	(Response Capability Advisor)				Note: This action was categorised as one that is subject to further consideration and organisation prioritisation in the Action Plan.
4.1		Undertake a stock-take of technological solutions that have been or will be implemented internationally to address accountability challenges.	National Manager Response Capability (Response Capability Advisor)	March 2023			This work will be informed by actions underway in response to 3.6 as well as a targeted literature review which is currently being sourced by our Te Ao Marama Team. Note: This action was categorised as one that is subject to further consideration and organisation prioritisation in the Action Plan.
4.2		Develop guidance regarding systems/methods to take "respite" within hot zones for trial in Auckland.	National Manager Response Capability (Response Capability Advisor) / Project Lift Workstream leads	December 2022			A Post Fire Management trial is underway in Auckland, Palmerston North and Christchurch. Outcomes from this trial will inform guidance. Note: This action was categorised as one that is subject to further consideration and organisation prioritisation in the Action Plan.
4.3		Accountability will be incorporated into regular exercises at a local level, including inter-agency and inter-station/brigade exercises.	District managers	December 2022	December 2023		Te Hiku: Existing accountability systems of nominal roll tallies and entry control are already well established. Additionally we are working through accountability and lead agency challenges with Auckland Emergency Management during recent weather events (South Auckland Tornado, Auckland west flooding) to ensure our staff and partners understand accountability responsibilities. Ngā Tai ki te Puku: Not yet started. Te Ūpoko: Existing accountability systems are nominal roll tallies and BA entry control and are well established. The Hawke's Bay District is also trialing an accountability procedure. Te Ihu: Not yet started. Te Kei: Not yet started.
5.1		Complete the review of the Aerial Strategy.	National Fleet Manager	March 2022	December 2022		A draft strategy has been completed and key concepts have been discussed with Fire and Emergency's Region Managers. An Initial costing of the strategy needs to be undertaken before the final draft can be completed for wider consultation. It is intended that consultation will commence in late August 2022
6.1	Completed	Group Managers are to make sure that the high-rise competency for relevant brigades is turned on in OSM to ensure that they train to and maintain this competency and to provide assurance that this is the case.	District Managers	April 2022		March 2022	Te Hiku: Completed Ngā Tai ki te Puku: Completed Te Ūpoko: High rise competency is turned on in OSM for relevant brigades on a risk-based approach. Districts with high rise buildings have high rise procedures and plans. Completed

						<p>Te Ihu: Completed.</p> <p>Te Kei: High rise competency is turned on for relevant brigades. Completed.</p>
7.1		Incorporate the role of liaison officers in the implementation of AIIMS and ensure it aligns with the CIMS system used for multi-agency national incidents and with the definition developed by the Incident Management Reference Group.	National Manager Response Capability (Response Capability Advisor)	December 2022		<p>A National Specialist Incident Management Advisor was appointed in January 2022 and has started this work.</p> <p>Note: This action was categorised as one that is subject to further consideration and organisation prioritisation in the Action Plan.</p>
7.2		Incorporate the Liaison Officer role into interagency exercises. Learning from these exercises about threshold triggers and CIMS/AIIMS roles will be considered in the work to move to AIIMS.	National Manager Response Capability (Response Capability Advisor)	December 2022	June 2023	<p>A National Specialist Incident Management Advisor was appointed in January 2022 and has started this work.</p> <p>Note: This action was categorised as one that is subject to further consideration and organisation prioritisation in the Action Plan.</p>
7.3	Completed	Group and District Manager inductions will reinforce they are empowered, enabled and encouraged to establish and maintain relationships at a local level, which should make liaison activities easier when incidents happen.	Region Managers	October 2022		<p>April 2022</p> <p>Te Hiku: All District Managers in Te Hiku have been briefed on their accountabilities and are regularly reviewed at 1 on 1 meetings. Completed</p> <p>Ngā Tai ki te Puku: Completed</p> <p>Te Ūpoko: High Performing Teams workshops with Catapult have been undertaken at Region and District Leadership Team level. The Region Manager visits each District to meet with their leadership teams on a regular basis. Completed</p> <p>Te Ihu: This action is complete and will be ongoing as part of BAU work.</p> <p>Te Kei: This is regular discussion at Region and District Leadership Team meetings and is included within staff Performance and Development Plans as a key component. This is ongoing as part of BAU.</p> <p>Te Kākano, which is our ongoing induction programme for our new roles established in September 2021, is continuing. Empowerment and stakeholder relationships are both on the agenda for a DM/CRM hui in early June. We have also released a suite of documents and established an engagement hub on the Portal which is a one stop show for all things engagement. Documents include a Relationship framework policy and guidelines, external stakeholders schedule, engagement plan templates, etc. Work is also being developed on an engagement plan. This work is now part of BAU activities within</p>

							the Comms and Engagement and Community Readiness and Recovery national teams. A support function for district staff is in place to assist and support districts to ensure best practice is followed.
7.4		New formal arrangements will outline how we will operate in an emergency situation: i.e. the use of the CIMS or AIIMS model and that a liaison officer from that agency needs to be established.	National Manager Response Capability (Response Capability Advisor)	This will be ongoing as formal arrangements are negotiated/renewed.			This will be completed at the same time as the Incident Management work.
7.5	Completed	Review the Officer notebooks and through this work include the role and responsibilities of a Liaison Officer.	National Manager Response Capability (Response Capability Advisor)	October 2022		April 2022	This work has been completed. It is now with our design team to prepare the document for publishing. Note: This action was categorised as one that is subject to further consideration and organisation prioritisation in the Action Plan.
7.6		Incorporate liaison activities in the development of a new Command and Control manual.	National Manager Response Capability (Response Capability Advisor)	TBC	June 2023		This will be completed at the same time as the Incident Management work. Note: This action was categorised as one that is subject to further consideration and organisation prioritisation in the Action Plan.
7.7		Develop a Recovery Manager/Liaison Officer pack, similar to the Safety Officer pack, which includes all of the information and tools needed to undertake the role.	National Manager Community Readiness and Recovery (Principal Advisor Recovery)	TBC	December 2023		We are currently working through clarifying the concept of recovery for Fire and Emergency and what our roles and responsibilities are in this regard. A research project is underway to gather lessons and experiences which will support the best way to embed the recovery role into the operational process in both the built and natural environment. The Principal Advisor is working with the key people who were involved in the ICC fire in the Recovery role to inform this work. Note: This action was categorised as one that is subject to further consideration and organisation prioritisation in the Action Plan.
8.1		Undertake a stocktake of the capability/capacity of relevant agencies in New Zealand to undertake atmospheric monitoring with a view to developing Memorandums of Understanding (MoUs) approach with Regions and Districts having a greater capability.	National Manager Response Capability (Response Capability Advisor)	TBC			This work is within the Carcinogen program terms of reference.
8.2		Discuss with our monitoring agency (Department of Internal Affairs) the need for a policy decision on ownership and responsibility for atmospheric monitoring.	National Manager Strategy and Performance	April 2022	December 2022		We have had initial discussions with our monitoring agency and are now working through matters arising from that meeting before further discussions can be had.

8.3		Issue general public safety information around what to do around smoke: e.g. turning off air conditioning units, shutting windows, etc.	National Manager response Capability (Response Capability Advisor) / National Manager Comms and Engagement	June 2023			
9.1		Collate existing documents and tools (policies, procedures, training) together into a safety and wellbeing at incidents policy which incorporates fatigue management, catering (incl. special dietary requirements), toilets, BA training, etc. This policy will include triggers for when welfare needs to escalate.	National Manager Response Capability (Response Capability Advisory) / National Manager People Experience (Health and Safety) / Chief Advisor HSW	Will commence when 9.2 has been completed			The critical risk management framework programme of work commenced in February 2022. Fatigue will be considered as part of critical control protocol recommendations in relation to our critical roles. A review of the Fatigue management policy will occur as a result of this work Note: This action was categorised as one that is subject to further consideration and organisation prioritisation in the Action Plan.
9.2		Review the fatigue management policy with a view to making the policy the overarching doctrine for fatigue management. This will incorporate some of the suggestions made in the report for example shift lengths, BA procedures, work rest guidelines, returning safely home or to station after long duration events, ongoing wellbeing support etc.	National Manager Response Capability (Response Capability Advisor) / National Manager People Experience (Health and Safety) / Chief Advisor HSW	Will commence in 2023			As per the commentary for 9.1 above. Note: This action was categorised as one that is subject to further consideration and organisation prioritisation in the Action Plan.
10.1		Incorporate recovery in the development of a new Command and Control manual to ensure that recovery is considered from the outset of an incident.	National Manager Response Capability (Response Capability Advisor) / National Manager Community Readiness and Recovery (Principal Advisor Recovery)	TBC	December 2023		This action relates to Incident Management work started in May 2022 will and include updating the Command and Control manual. Note: This action was categorised as one that is subject to further consideration and organisation prioritisation in the Action Plan.
10.2		Produce a framework for what “recovery” is for Fire and Emergency.	National Manager Community Readiness and Recovery (Principal Advisor Recovery)	December 2021	June 2023		The Te Ao Marama Team are conducting a Readiness and Recovery Formative Evaluation project. The purpose of this project is to: 1. Understand the current models of recovery within Fire and Emergency – their links and how they are linked with response, readiness and risk reduction. 2. Develop a logic model of the ideal state of recovery outcomes intended, including the role of readiness in achieving these. 3. Agree on meaningful indicators of the intended outcomes, and any specific outputs

						<p>(this includes consideration of how best to collect data to populate indicators, and whether our existing database are appropriate).</p> <p>4. Evaluate the current state of readiness and recovery activities and outcomes undertaken by Fire and Emergency.</p> <p>5. Understand what actions are required to shift towards the ideal state, and who would be involved in the work proposed.</p> <p>Once this project has been completed, we will have a clear understanding on how our 'family documents' (strategic plan, guidelines, and a toolbox of templates, processes, check sheets, considerations etc.) will look and feel to best suit the organisation at a national, region, and local level.</p>
10.3		Provide guidance to personnel on tactics to improve immediate and short-term recovery outcomes.	National Manager Community Readiness and Recovery (Principal Advisor Recovery)	June 2022	June 2023	A project is underway to look at the best practice on up skilling our organisation on the understanding and importance of how both readiness and recovery fit into the work we do.
10.4		Produce a pro-forma handover form.	National Manager Community Readiness and Recovery (Principal Advisor Recovery)	Pilot within 1 district prior to March 2022	June 2023	This form will be developed as of the suite of tools stated in 10.2.
10.5		Educate Officers in Charge (OIC), Incident Controllers, and the wider organisation on the importance of recovery as a function and provide practical training in accordance with the framework developed in 10.2.	National Manager Community Readiness and Recovery (Principal Advisor Recovery)	June 2022	December 2023	<p>This work is part of 10.3 and 10.2 above.</p> <p>*Note this work will need to be part of the wider training development to make sure we have readiness and recovery embedded into training new recruits and not just for our Community Readiness and Recovery teams but also our operational teams.</p>
10.6		The position of Deputy Incident Controller Recovery will be considered as part of the intended work to move to AIIMs.	National Manager Response Capability (Response Capability Advisor)	December 2022	June 2023	<p>This is part of the Incident management work started May 2022.</p> <p>Note: This action was categorised as one that is subject to further consideration and organisation prioritisation in the Action Plan.</p>
11.1		Kaupapa Māori will be an intrinsic aspect of the induction and ongoing development programme for the new District, Group and Community Risk Manager positions. The intent is to build cultural capability and awareness with our new Service Delivery	Region Managers / National Manager Kaupapa Maori	October 2023		<p>Te Hiku: The Region and District Leadership Teams are fully committed to the cultural competency framework, a number of Wānanga have been completed.</p> <p>Ngā Tai ki te Puku: Initiatives are in place in all three Districts and will gather more momentum as the</p>

		leaders to ensure iwi involvement is at the forefront of their minds across the four Rs of emergency management..					<p>Cultural Competency Framework is further implemented.</p> <p>Te Ūpoko: The Region Leadership Team are scheduled to attend a Wānanga and Wall Walk session, as well as visit Pukemokimoki Marae and local kaumatua in May 2022. Individual Performance and Development Plans for each member of the Region Leadership Team includes increasing Te Reo.</p> <p>Te Ihu: Action is ongoing and being worked on.</p> <p>Te Kei: Cultural competency is weaved into all activities in region. Hiwa-i-te-rangi pilot was successfully conducted within the region in March 2022. Work on improving cultural competency is ongoing as BAU.</p>
11.2		<p>Establish a project to incorporate iwi engagement into response/recovery including:</p> <ul style="list-style-type: none"> - overlaying iwi boundaries in ICAD with Standard Operating Procedures and iwi contact details - ensuring that when culturally significant site-based information is provided to Communication Centres our operators will know to notify iwi - embedding cultural awareness, the importance and advantages of iwi involvement into the training of Officers in Charge and Incident Controllers. - Early notification to ensure Iwi liaison is established early via an agreed automatic notification process when it meets an agreed level Nationally 	National Manager Community Readiness and Recovery (Principal Advisor Recovery) with support from National Manager Kaupapa Maori	TBC			<p>This work has yet to commence.</p> <p>However, the Kaupapa Maori team have been involved in the research and ongoing discussions on readiness and recovery as per actions 10.2 and 10.3.</p> <p>Note: This action was categorised as one that is subject to further consideration and organisation prioritisation in the Action Plan.</p>

Key:

	Not yet started
	Off track
	Delayed / at risk of becoming off track
	On track or completed