

Tasman Fires Action Plan Six-Monthly Progress Update

ID	Previous Status: October 2021	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			Develop tools, templates and processes to guide the direction of risk reduction activities and inform risk reduction promotion initiatives	National Manager Community Readiness and Recovery	30 June 2021	30 June 2022		<p>April 2022: We are developing a National Community Engagement Framework which is on track to be delivered by June 2022.</p> <p>This Community Engagement Framework will provide clarity and consistency in the way that Fire and Emergency personnel engage with communities across Aotearoa.</p> <p>It will be the first in a suite of documents that will guide our people so they will know what our key messages are, when to engage and how to engage and why they are engaging.</p> <p>Our people will be better placed to understand what the likely outcomes of the engagement will be, what behaviours may change and what our programmes can achieve. This framework will not try to eliminate the personal local engagements that occur, especially in smaller townships throughout New Zealand, but will give guidance on how to expand on this level of engagement to produce measurable outcomes.</p> <p>It is intended to be a practical framework that our people will want to use to guide them in their engagement. To achieve this, we need to ensure our stakeholder and end user groups are engaged and represented in its design. This will be achieved through workshops and discussions based on this brief within these design parameters.</p> <p>October 2021: Now that District Leadership Teams (DLT) have been stood-up this action item is being progressed with DLT contribution.</p> <p>April 2021: This work has commenced but cannot be completed fully until Districts have been stood up as District Leadership Teams will need to contribute to the development of these. The target date has been revised to take in to account the District stand-up and to allow time for the work to be undertaken. Work has started on developing a methodology for building the vegetation datasets required to support Wildfire Risk Planning. A process is also being developed for accurately capturing the area burnt from wildfires to enable a national dataset to be built.</p>

1.2	Completed	Completed	Implement the framework for evaluating the impact and effectiveness of the current national risk reduction programmes.	National Manager Community Readiness and Recovery	31 December 2021		March 2021	April 2021: Implementation of the framework has commenced with the evaluation of the Firewise Schools education programme and the Home Fire Safety Visits Programme now under way. This action is now considered to be completed.
1.3			Ensure a consistent methodology is applied across all Districts to risk reduction and community risk planning activities.	National Manager Community Readiness and Recovery and District Managers	31 December 2021	30 September 2022 31 December 2022		<p>April 2022: We are currently engaging a vendor to undertake a stocktake and evaluation of our current community profiling tools. This work will enable us to have a much greater understanding of our current needs in providing supports to Districts undertaking community risk planning activities.</p> <p>Based on the findings of this piece of work we will look to develop appropriate community profiling tools in the first half of the 22/23 financial year.</p> <p>October 2021: This action is off track against the initial targeted completion dates as Fire and Emergency's new District structure was only stood up on 27 September and therefore the District Managers who are jointly accountable for this action have only just started in their roles. The target date has been revised to take in to account time for the work to be undertaken by the new District Managers.</p> <p>April 2021: This action has not yet commenced as the new District structure has not been stood up yet and therefore the District Managers who are jointly accountable for this action have not begun in their roles. The target date has been revised to take in to account the District stand-up and to allow time for the work to be undertaken. Funding is being sought in the next financial year to review and develop a new Wildfire Treat Analysis to help inform Districts, Stakeholders, Communities of the wildfire risk. A short project has started to test the methodology for reviewing climate zones, initially this will be for five districts, the aim is to test the accuracy of the zones the weather data and associated FWI products is being applied too. This review will eventually be rolled out across the country once the methodology has been confirmed.</p> <p>Local planning business processes have commenced which will contribute to this action item.</p>
2.1	Completed	Completed	Deliver the Management of Fire Seasons and Activities project, including implementation of the framework by districts.	National Manager Risk Reduction	30 October 2021		October 2021	October 2021: The Guidelines for triggers and other activities has been completed and is available on our internal intranet (the portal). Further resources are being developed as BAU for regions to assist with communicating our position at local forums.

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2.2	Completed	Completed	Districts will work with land management agencies to annually review and amend the activity triggers as necessary to ensure these are being effective in reducing the incidents of unwanted wildfires.	District Managers	30 September 2022		October 2021: Trigger thresholds are included in all District Fire Plans and will be subject to consultation and review as part of the continual assessment of district wildfire threat and regular Fire Plan reviews. April 2021: This action has not yet commenced as it is dependent on action 2.1 being completed and on the Districts being stood up and District Managers being in role. It was not anticipated that this action would have commenced by March 2021.
2.3			In collaboration with partner agencies, develop policies and processes for communicating wildfire risk and activity trigger information that enables easy access, interpretation and implementation.	National Manager Risk Reduction	30 July 2022	June 2023	April 2022: Some work has progressed to discover how best to communicate with different audience types to achieve behavioural change outcomes. We have also as implemented the agreement with MetService (as per the October update). We have initiated a project to review how we communicate wildfire risk. This project is scheduled to commence in June 2022 finishing March 2023. This project will form a foundation for how we improve existing communication tools or potentially develop new tools for communicating fire danger. October 2021: Work has commenced on defining the audience expectations and understanding better ways to communicate with different audiences. Agreement has been reached with MetService to display the fire danger rating and fire seasons on their public forecast page. April 2021: This action is linked to action 2.1. A project bid has been submitted for funding in 2021/2022 through the prioritisation process which is underway. The project is intended to determine what the end users wants and in what format. A decision on prioritisation had not been made at the time of writing. Note: This action was categorised as one that is subject to further consideration and organisation prioritisation in the Action Plan.
2.4			As part of our National Risk Reduction Programmes, develop a comprehensive community education package that outlines the various levels, triggers and components of the fire danger rating system and the actions to be taken or followed for each component.	National Manager Community Readiness and Recovery	31 December 2022	June 2023	April 2022: This work is being undertaken as part of the Te Pae Tata programme, a collection of Risk Reduction projects, we are looking at ways to improve our communication of wildfire danger to communities. This project aims to understand how our communities understand and consume fire danger information, and to build recommendations on how we can more effectively

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2.5	Completed	Completed	Work with partner agencies and other organisations to identify and promote alternative legislative requirements for achieving compliance	National Manager Risk Reduction	31 December 2021	October 2021	<p>October 2021: A National Land Managers Forum has been established to provide an enduring mechanism for communication and ensuring partner agencies are kept informed. This Forum enables risk reviews and deep dives into relevant issues in a timely manner. This is now embedded as a BAU process.</p> <p>April 2021: This work has commenced and good progress is being made. We have held discussions with Te Uru Rakau in regards to a national policy statement (forestry). Following the Lake Ohau fire we have had discussions with MBIE on possible amendments to the Building regulations.</p>
2.6	Completed	Completed	Complete the establishment of Regional Land Management forums and provide regular updates between forums that help lift the value of these nationally.	Region Managers	30 September 2022	October 2021	<p>October 2021: Completed</p> <p>All Regions now have Region Land Management forums established that are meeting on a regular basis. A national Land managers group meets to allow the interchange of knowledge and information. The meetings/forums are well attended by stakeholders.</p> <p>April 2021: Te Hiku: The Te Hiku land management Advisory Group was established in November 2019 and has had quarterly regular meeting since. The group has been consulted on Fire Season Reviews and Fire Plans. It also was a platform for consultation on the development of a reduction program for lifestyle block owners.</p> <p>Ngā Tai ki te Puku: The Waikato/BOP District & Tairāwhiti District Forums were established during 2020 and two meetings have been held to date for each.</p> <p>Te Ūpoko: Regional Land Management Forums were established in 2019. Forums have been held on 28 Nov 2019, 28 July 2020 and 13 April 2021. Our next forum will be in October 2021 pre fire season. The forums have been well attended by many stakeholders with 30+ attending last one.</p>

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2.7		Completed	Develop a greater understanding among District Managers and in some cases additional decision-making support tools for the fire control measures, including legislation, available to support risk reduction initiatives.	National Manager Risk Reduction	31 December 2021	1 April 2022	<p>April 2022: A hui planned for 1-2 June with District Managers will cover the support tools for fire control measures. It will also focus on legislative requirements. Since October there have been several presentations (online and face-to-face) to District teams on fire control measures such as Fire Permitting and Hazard Removal etc. During this reporting period Districts were offered a range of training topics to further support their knowledge and understanding of the fire control measures and support tools available. This work is ongoing and is incorporated into BAU.</p> <p>October 2021: Covid restrictions have delayed the induction that was to be provided to Districts in the use of Wildfire management tools. Rescheduling of the induction is yet to be confirmed subject to covid restrictions. A summary presentation has commenced with the first two topics being delivered virtually.</p> <p>April 2021: Work has commenced on this action. Matters relating to this will be included as part of the initial and ongoing induction for new District Leadership Team positions as the new Districts stand up. A summary report of the 2021/22 wildfire season is being developed to enable Districts to do a debrief of the wildfire season and lessons learnt, the summary will also help build a national library to inform future years when similar conditions may exist. A small programme of workings to the fire weather system (EcoConnect) is underway to enable composite reports and downloading formats for direct use in Prometheus enabling easier use of these tools and access to information to support risk reduction activities.</p>

3.1		Completed	Complete and implement the policies and framework to support local planning, including guidelines for Districts to engage in readiness activities such as standby arrangements for given forecast fire danger levels.	National Manager Response Capability	30 June 2022		February 2022	<p>April 2022: The Guideline document has been completed and is available on the Fire and Emergency's intranet for use.</p> <p>October 2021: The current draft document is being sent to the National Wildfire Specialist team for their input and advice before it is submitted for sign-off by National Capability and publishing. There will be aspects of work covered in this document that will intersect with and parallel the work of the Wildfire Specialist Team and to avoid duplication and confused lines of advice, that team will ensure the final document aligns with their current work in the local planning and readiness space.</p> <p>April 2021: A First draft of National Guidelines for District readiness & Mobilisation has been completed and is currently under review. This work has included the input from the Fire and Emergency Partnership programme and the Wildfire Specialist Team.</p>
3.2			As part of wildfire season preparedness activities, districts shall discuss and confirm with key partners and stakeholders the standby arrangements that will be in place at given forecast fire danger levels during the coming wildfire season.	District Managers	30 September 2020	30 September 2022		<p>April 2022:</p> <p>Te Hiku: This was completed pre-fire season with all stakeholders including the regional land management forum and strategic forestry partners. This is now an annual BAU activity.</p> <p>Ngā Tai ki te Puku: All three District Managers have established close links with land managers and now plan for standby arrangements as part of the annual review of the Wildfire Response Plan. This is now BAU and therefore this action is completed in this region.</p> <p>Te Ūpoko: Now that District and Group Managers are in place they have been focusing on establishing relationships with forest management companies with the intention of having a more structured, and deliberate strategy for stand-by arrangements ahead of the 2022/2023 fire season.</p> <p>Te Ihu: District leadership Teams have reviewed standby arrangements and on call rosters. We have further enhanced our Wildfire season preparedness with the introduction of hot fire days across Districts which will allow for enhanced pre-determined attendances matched to fire weather indices.</p> <p>Te Kei: This was completed in November 2021 at the Land Management Forum, as well as during Fire Plan development and when reviewing agreements with partner agencies. This is now part of BAU activities so can be considered completed for Te Kei.</p>

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4.1	Completed	Completed	Delivery of the Aviation Enhancement Project.	National Manager Response Capability	30 December 2020	30 September 2021	September 2021	<p>October 2021: Completed The Air desk resource is now embedded within the Fire and Emergency Communication centres enabling the timelier deployment of appropriate aviation resources. This action is now complete.</p> <p>April 2021: The project is in its final stages of stated objectives with a national Air Desk now set up and running, within the Fire and Emergency fire communications system and based out of SouthCom in Christchurch. Prior to this, a National Open Panel contracts system has been put in place for the 87 registered aircraft companies who have expressed an interest in supplying aviation services to Fire and Emergency. An upgraded set of Operational Service Specifications and associated Operational Supplements have been produced in consultation with the general aviation industry, NZ CAA and other stakeholders. These replace the ex-NRFA Use of Aircraft at Wildfire Standard.</p>

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4.2	Completed	Completed	Planning and Operations Incident Management Team (IMT) personnel to have a greater understanding of the safe, efficient and cost-effective use of aircraft to suppress fires.	National Manager Response Capability	30 June 2021		31 October 2021	<p>October 2021: Completed</p> <p>Workshops have been completed and staff have the increased knowledge to make better informed decisions. This action is now complete.</p> <p>April 2021: All Air Division staff and Incident Controllers have been briefed by way of a series of 12, 2hour webinars run by the aviation function covering regional, district, firecom and aviation -specific staff. These updates to the aviation project included the associated documentation, on the FENZ aviation Open Panel contract system, the updated Operational Service Specifications and associated Operational Supplements and information on the set -up, management and running of the National Air Desk system. Existing Planning & Operational Incident Management (IMT) personnel have received initial training on the systems, processes and policies relating to the Aviation function. The stand -up of Tranche 2 positions will provide the opportunity for IMT to fully adopt and embed the enhanced systems and processes over a summer high fire risk season and further experience in the use of ARENA, the Air -desk function, Ramp Checks and the other initiatives that increase safety, effectiveness and efficiency around the use of aviation resources, including unmanned aircraft (drones), will serve to embed relatively new practices into BAU</p>
4.3			When we have completed the current project, consider the functional requirements to effectively support aviation management and establish this function nationally.	National Manager Response Capability	30 April 2021	February 2022 December 2022		<p>April 2022: Though now behind this action is progressing with a paper proceeding to the Service Delivery Leadership Team. This paper covers considerations such as the staffing and the continued operation of the Air Desk and includes five recommendations in support of this task. Between 1 July 2022 and 30 April 2022, the Air Desk has been</p>

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5.1			Deliver the Geospatial Common Operating Platform (GCOP) project.	National Manager Response Capability	31 October 2021	Dependent on funding	<p>April 2022: This project has not been prioritised for funding.</p> <p>October 2021: This project did not receive funding through the organisation's 2021/2022 prioritisation process and therefore the project is on hold.</p> <p>April 2021: This project did not receive funding through the organisation's prioritisation for the 2020/2021 financial year therefore no progress has been made. A new bid has been submitted for consideration through the prioritisation process for the 2021/2022 financial year. A successful pilot was undertaken in 2018/2019. A decision on prioritisation had not been made at the time of writing.</p> <p>Note: This action was categorised as one that is subject to further consideration and organisation prioritisation in the Action Plan.</p>
5.2			Review the current policy of only storing national data sets to ensure a range of data sharing approaches are available to support Region and District needs	Chief Information and Technology Officer	30 October 2021	30 October 2022 March 2023	<p>April 2022: We are in the process of arranging a workshop with District and Region representatives to establish the problem statement and to determine what data is required. This workshop will likely be held in Q1 of 2022/2023.</p>

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5.3			Regions and Districts are to identify what data is required from partner agencies to support decision making and implement data-sharing arrangements based on the approaches established in 5.2	Region Managers and District Managers	30 July 2021	30 October 2022	<p>April 2022:</p> <p>Te Hiku: Updating of data and sharing continues across the region coinciding with Forestry Management Organisation (FMO) service level agreement (Service Level Agreement) work.</p> <p>Ngā Tai ki te Puku: All FMO agreements include agreement to share data. We have access to some information however we don't have tools to access the technology and information (tablets/Arc GIS log-ins) (note: this is the same as previously reported).</p> <p>Te Ūpoko: Updating of data and sharing continues across the region coinciding with FMO SLA work.</p> <p>Te Ihu: An interagency intelligence sharing hub trial is about to be launched within the Justice Precinct. Examples of local plans underway or completed with partner agencies which required data sharing are:</p> <ul style="list-style-type: none"> • Lake Clearwater • Lake Tekapo • Twizel <p>Hanmer Springs and Lyford have been identified as communities to undertake this work. Hanmer is currently under development with cross agency sharing.</p> <p>Te Kei: late 2021 FMO agreement negotiations identified data sharing opportunities. Our region Planning and Performance team obtain various external agency data to inform a region Operational Intelligence report.</p> <p>October 2021: Updating of data and data sharing agreements are being progressed as part of the FMO SLA work.</p>

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5.4			Fire and Emergency will work with NEMA in establishing an all of government data-sharing solution and identify how it could be of benefit in accessing information to support decision making during incidents.	National Manager Response Capability	30 October 2022		<p>April 2022: Progress on this action sits within the mandate of the Emergency Services Leadership Board. There has been no further update since the October 2021 update.</p> <p>October 2021: The Emergency Services Leadership Board (which includes NEMA) have had initial discussions on the sharing of sector information and insights. Further work and decisions are required on this through the Leadership Board before this action can be progressed further.</p> <p>April 2021: No progress has been made on this action. It was not anticipated that this action would have commenced by March 2021.</p> <p>Note: This action was categorised as one that is subject to further consideration and organisation prioritisation in the Action Plan.</p>
6.1			Establish an Incident Control Centre (ICC) project that encompasses developing clear polices and processes for establishing, setting up and operating centres.	National Manager Response Capability	June 2021	June 2022 June 2023	<p>April 2022: A paper was presented to the Service Delivery Leadership Team (SDLT) on the topic of incident management. As a result of that paper SDLT decided to:</p> <p>Endorse the concept of developing an incident management system that may not explicitly name the base operating system, but rather develop Fire and Emergency guidance documents based on ICS principles that are compatible with ICS systems.</p> <p>Endorse the concept of operations for incident management outlined in the paper.</p> <p>Endorse the development of Command and Control Guidance documents outlined in the paper (Incident Management policy, Standard Operating Guidelines, Guideline Support Documents).</p> <p>Endorse the progression of this capability.</p>

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6.2			Districts to plan and carryout regular exercises of ICCs.	District Managers and National Manager People and Workforce Capability	31 December 2020	30 June 2022 October 2022	<p>April 2022:</p> <p>Te Hiku: Completed a SIMEX during the 21/22 year and there are plans to undertake another prior to the next fire season. This is now a regular requirement of the SPE and is now a BAU activity within the region.</p> <p>Ngā Tai ki te Puku: Our planned SIMEX was unable to be delivered due to COVID constraints.</p> <p>Te Ūpoko: Three of our planned SIMEXs were cancelled due to Covid-19 last financial year (July 21, September 21, March 22). We intend to plan for and carry out at least one SIMEX next financial year.</p> <p>Te Ihu: In November 2021 an interagency SIMEX was held in Nelson which tested the RCC and IMT processes. A second Region SIMEX will be held before the end of this financial year. A Region based portfolio covering Incident Management and Coordination has been established. This action is now BAU and considered closed for Te Ihu.</p> <p>Te Kei: planned SIMEXs were cancelled due to COVID constraints.</p> <p>October 2021: This action has not progressed at a District Level due to delays with the stand-up of the new Districts. The new Districts were stood up on 27 September 2021. The target completion date has been adjusted to allow the</p>

								<p>new Districts time to plan and carry out an exercise. Region's continue to undertake an annual SIMEX.</p> <p>April 2021: Districts have not yet been stood up however work has commenced on this action at a region level.</p> <p>Te Hiku: Currently offering CIMS induction courses for new staff and regular RCC familiarisation exercises. These have also been rolled out to LCCs. Region SIMEX planning for 2021/2022 is underway which will further test the RCC functions.</p> <p>Ngā Tai ki te Puku: The combined Central Lakes Area/Pumicelands District held a SIMEX in October 2020 where an ICC venue was tested for suitability. Tairāwhiti Area/District tested an ICC venue during their SIMEX in May 2020</p> <p>Te Ūpoko: Completed during the 2 Te Ūpoko SIMEX Exercises conducted on 2-4 and 4-6 September 2020. Will also be carried out in our SIMEX Exercises in September 2021.</p> <p>Te Ihu: The initial planning of locations has been completed, however none of these have yet been tested. The key Christchurch location will be tested during the Region Simex in May 2021.</p> <p>Te Kei: Our SIMEX is planned for June 2021 and will be based around ensuring that everyone is using the correct tools and processes for IMT, LCC and RCC. This SIMEX will be held in three places in the region concurrently.</p>
7.1	Completed	Completed	Complete the current NIMT project to review and achieve greater alignment between the policies, system, tools, training and processes used by NIMT.	National Manager Response Capability	31 August 2021		December 2020	April 2021: Complete
7.2	Completed	Completed	In the two-year interim for NIMTs, continue the annual review and update of the NIMT Operational Plan to ensure arrangements around NIMTs are clear.	National Manager Response Capability	31 December 2020		December 2020	April 2021: Complete
7.3	Completed	Completed	Review the current NIMT role capability and make critical improvements, for example, to core and specialist roles such as fire behaviour	National Manager Response Capability	31 December 2020		October 2021	October 2021: A review of the current NIMT role capability has been completed and forms part of the NIMT Operational plan. This has been completed independently of the IMT framework to ensure improvements are put in place while further decisions about IMT structure are considered

							April 2021: This work has not yet commenced as it is dependent on further discussion and consideration being given to the IMT framework.	
7.4			Include in the AIIMS implementation project a full review of incident management team approach with Regions and Districts having a greater capability.	National Manager Response Capability	31 December 2022	June 2023	<p>April 2022: This work will be progressed as part of the update outlined in 6.1. The review of Region and District capability has provided focus on the key areas to be addressed. The outcomes will have to be re-assessed against the Incident Management Framework when this is implemented.</p> <p>October 2021 This action was subject to 7.3 and has now commenced with a review of region and district capability. Further work will proceed alongside the IMT Framework.</p> <p>April 2021: This action has not yet commenced. It was not anticipated that this action would have commenced by March 2021.</p> <p>Note: This action was categorised as one that is subject to further consideration and organisation prioritisation in the Action Plan.</p>	
8.1	Completed	Completed	The pre-wildfire season regional exercises are to focus on the key learnings from the Tasman fires review and incident debriefs.	Region Managers	31 December 2020		31 June 2021	<p>October 2021: All regions have completed exercises to consider the key learnings from the review and debriefs involving either RIMT or RCC and NCC functions.</p> <p>April 2021: Te Hiku: An NIMT exercise (Team Renwick) was carried out which involved Te Hiku Region staff in October 2020. The RIMT exercise was scheduled for February 2021 and was postponed due to 2 x Covid19 lockdowns in the Region. RIMT rescheduled for fourth quarter 20/21 FY.</p> <p>Ngā Tai ki te Puku: SIMEX completed 19 -21 Oct 2020 focusing of these objectives from the Tasman Action Plan:</p> <ol style="list-style-type: none"> 1. Stand up Ngā Tai ki te Puku RCC in accordance with SOP's Representative of NCC / RCC engaged during SIMEX. Functions discussed with IMT and incorporated into SIMEX delivery. 2. Test & evaluate the suitability of a location and venue as an Incident Control Centre (ICC) Consideration of the venue as an ICC (including opportunities, limitations and necessary improvements) were covered during the SIMEX debrief. 3. Practice using a generic resource ordering and tracking process A presentation on "Planner" software was delivered to the IMT, and used extensively during the SIMEX by the Resource Unit. 4. Integrate Tangata Whenua within RIMT from a Liaison and Technical knowledge perspective A local-based Tangata whenua representative was present in the Iwi Liaison position (and was involved in discussions, meetings and briefings with the IMT) and the NTKTP FENZ Pou Takawaenga Maori

							covered the IMT structure positions of Technical Specialist (Maori Values). Te Ūpoko: Completed during the 2 Te Ūpoko SIMEX Exercises conducted on 2-4 and 4-6 September 2020. Te Ihu: Key learning has been incorporated into the Region Simex objectives which is set for May 2021 and were also incorporated into the 2020 Simex. Te Kei: Key learnings will be incorporated into the SIMEX being held in June 2021. Unfortunately the SIMEX was delayed and was not carried out prior to the fire season.
8.2			Continue the annual Rural Fire Response Training programme for crew leaders and sector supervisors plus skill maintenance options for Advanced Fallers	National Manager People and Workforce Capability	31 September 2020	30 June 2022	April 2022: No further update October 2021: A project to re-define the scope and role of Sector Supervisor has commenced following a successful bid for funding. Specifications and standards have been completed and a SME group is in place to assist in further development with the training team. The target completion date has been adjusted to allow for Sector supervisor work to be concluded. Delivery of a modified two day crew leader course has been successfully piloted and work continues to ensure that training needs identified within regions are incorporated into annual training plans. April 2021: A Business case has been submitted and a Pipeline application has been submitted to National Training to design and provide Sector Supervisor Training Course. A Rural Fire Response training course is scheduled for the 20/21 year.
8.3	Completed	Completed	Complete the review of the Guidelines for forest and vegetation wildfire management positions.	National Manager Response capability	31 December 2020	30 June 2021	October 2021 April 2022: The Guideline document has been completed and is available on the Fire and Emergency's intranet for use. October 2021: The review has been completed. The report is in the process of being drafted. April 2021: A Project Team has been selected to review the Guidelines for Forest and Vegetation Wildfire Management Positions. This work is due to commence in May 2021.
8.4			Ensure that firefighters and fire-line supervisors deployed outside of Regions are competent, experienced and meet minimum standards for the roles they fill.	District Managers	31 November 2020	30 October 2022	April 2022: This is yet to cascade from Region to District level. Some work has begun to progress this ahead of the next fire season. October 2021: This action has been completed at a region level and will now progress down to a district level. Now

							<p>that Districts have been stood-up this action item is able to be progressed and become a business as usual operation within districts. The completion date has been revised to allow for district managers to take ownership of resources within district.</p> <p>April 2021: Districts have not yet been stood up however work has commenced on this action at a region level.</p> <p>Te Hiku: On receipt of request, we confirm the personnel required and provide an extra vetting process to ensure appropriately trained personnel are deployed.</p> <p>Ngā Tai ki te Puku: All vegetation firefighters received training as required during 2021. However, nationally there is no training available at present for Fire-line Supervisors.</p> <p>Te Ūpoko: New Regional Deployment Guidelines have been approved by the Region Manager.</p> <p>Te Ihu: All personnel meet existing standards, with a national review of the guidelines currently in progress.</p> <p>Te Kei: Priority is given to personnel on our international deployment list and any other person's skills and character gets checked before send on a national deployment. Regionally it is up to the managers to ensure we are sending those people with the appropriate skillset, and we are strengthening our processes around regarding deploying crew outside the region.</p>
8.5			Develop a Region matrix of the minimum numbers of personnel required to be trained/experienced and available for each of the functional roles as outlined in the Guidelines for forest and vegetation wildfire management positions.	Region Managers	31 March 2021	30 June 2022 October 2022	<p>April 2022:</p> <p>Te Hiku: We are currently reviewing natural environment skill sets and recording this on a register, this will continue until the information can be accepted by OSM.</p> <p>Ngā Tai ki te Puku: The recent FMO Agreement work has indicated a refresh of this output which will be undertaken prior to the 2022/23 fire season.</p> <p>Te Ūpoko: Complete.</p> <p>Te Ihu: As per 8.4 we are highlighting this within Districts and Region within IMTs and RCC.</p> <p>Te Kei: The bottom up training and development approach noted previously is being expanded to all brigades and Black Watch. This work is targeted for completion by 31 October 22 to inform the 23-24 training plan.</p>

							<p>October 2021: Forest Management Organisations provide the catalyst for this action. FMO agreements are currently being negotiated which will provide the scope for this action to progress. A revised completion date has been produced to allow the FMO agreements to be finalized before proceeding further.</p> <p>Te Ihu: updated response plans are being collated in to one region matrix to show capability for level 1,2, and 3 incidents. Once this step has been completed training needs can be identified.</p> <p>April 2021: Te Hiku: Guidelines not yet finalised, once finished will look at requirement and undertake a gap analysis against existing resources skills, experiences and quantity.</p> <p>Ngā Tai ki te Puku: Nationally these Guidelines for Forest and Vegetation Wildfire Management Positions are currently being reviewed. In the meantime, Ngā Tai ki te Puku has established a multiagency RIMT made up from Fire and Emergency, Te Uru Rakau, Forestry & DOC personnel.</p> <p>Te Ūpoko: Incident Management Team database and Firefighter database (in spreadsheet format) created against our new Regional Deployment Guidelines.</p> <p>Te Ihu: A draft region matrix is being developed, which will be confirmed by the new Region Leadership Team post Tranche 2 stand-up.</p> <p>Te Kei: Both the Southland and Otago districts have a “bottom up” training plan. It is driven from the ground up from brigade level so that plans are in place for the rural/natural environment brigades and partner agencies</p>
8.6			Carry out a Region training gap analysis, based on 8.4 and those currently trained/experienced personnel within Fire and Emergency and partner agencies.	Region Managers	30 March 2021	30 October 2022	<p>April 2022:</p> <p>Te Hiku: A gap analysis is part of the work being undertaken when reviewing natural environment skill sets. This will become a BAU process to access regional risk as changes in climate and risk occur.</p> <p>Ngā Tai ki te Puku: Our rolling three-year training plan is under development as committed to in the FMO Agreement (schedule 2).</p> <p>Te Ūpoko: Champions identified in each District to complete a training gap analysis for their in-District personnel. Review to take place in July-August 2022.</p>

						<p>Te Ihu: This work is currently being completed as part of the RIMT/District IMT sub reference group which will subsequently highlight the difference between level 1,2 and 3 which will assist us in setting a training plan for personnel.</p> <p>Te Kei: The bottom up training and development approach noted previously is being expanded to all brigades and Black Watch. This work is targeted for completion by 31 October 22 to inform the 23-24 training plan</p> <p>October 2021: Initial gap analysis has been completed across 4 regions. Te Hiku are yet to complete a region wide analysis. Delivery against this action has been delayed by the Covid-19 lockdowns within Te hiku preventing some engagement with partner agencies. The target completion date has been revised to address the delays in getting Te Hiku work in this area completed</p> <p>In Ngā Tai ki te Piku the FMO process has resulted in clear priorities on IMT positions training. This will be programmed over a rolling three-year training plan (to be developed).</p> <p>Te Ihu has developed a rural operational skills maintenance matrix which provides an oversight of current training competencies.</p> <p>Te Kei are also developing a “bottom-up” three year training plan based on individual’s and brigade needs.</p> <p>April 2021: Te Hiku: Once the guidelines (as per 8.5) are finalised then we will do a full Region gap analysis, however in the interim we will follow the process outlined in 8.4 to ensure appropriately trained and competent personnel are deployed.</p> <p>Ngā Tai ki te Puku have identified the following priority training needs: • Sector Supervisor (Fireline supervisor) • Safety Officer • Logistics Manager • Heavy Machinery Supervisor • Fire Behaviour Specialist • Liaison Officers • Recovery Manager Welfare manager</p> <p>Te Ūpoko: Gap analysis completed and incorporated into Region spreadsheets referred to in 8.5.</p> <p>Te Ihu This action will be completed once Tranche 2 has stood up for an analysis of individual skill sets to be actioned.</p>
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							Te Kei: We are strengthening our approach from 8.5 above to include all brigades (not just rural) from 2021. We have also recently set up a Te Kei Training Governance Group to oversee this work (first meeting 31/3/21).
8.7			Develop a training plan based on the response from Regions to the work carried out in 8.4 and 8.5. Note the implementation of the training plan may require future funding considerations	National Manager People and Workforce Capability	30 June 2021	30 June 2022 October 2022	<p>April 2022: No further update this remains ongoing.</p> <p>October 2021: The Manager Region Training Projects has engaged with natural environment partners to ensure we deliver agreed key and critical programs of work. Annual reviews of regional training requirements are undertaken to ensure key skills are maintained within regions. Delays to the delivery of this piece of work have been caused by the need to address the potential delivery options within a Covid environment.</p> <p>April 2021: We have funded a FTE to work with the Natural Environment side of our business to develop a plan to meet the regions training requirements including Natural environment and MOU partners.</p>
9.1			Implement AIIMS throughout Fire and Emergency by 31 December 2022.	National Manager Response capability and National Manager People and Workforce Capability	31 December 2022	June 2023	<p>April 2022: Refer to the update to 6.1.</p> <p>October 2021: A new appointment intended to be made in December 2021 will enable this action to progress.</p> <p>It was not anticipated that this action would have commenced by October 2021.</p> <p>April 2021: This action has not yet commenced. It was not anticipated that this action would have commenced by March 2021.</p> <p>Note: This action was categorised as one that is subject to further consideration and organisation prioritisation in the Action Plan.</p>
9.2			Consider how NIMTs could be of assistance in the development and implementation of AIIMS	National Manager Response capability	31 December 2022	June 2023	<p>April 2022: This work will proceed alongside the recommendation 6.1 and 9.1.</p> <p>October 2021: This work will proceed alongside recommendation 9.1. It was not anticipated that this action would have commenced by October 2021.</p> <p>April 2021: This action has not yet commenced. It was not anticipated that this action would have commenced by March 2021.</p> <p>Note: This action was categorised as one that is subject to further consideration and organisation prioritisation in the Action Plan.</p>
9.3			Work with partner agencies, forest industry and other land management agencies to develop a	National Manager Response capability	31 December 2021	31 December 2022 June 2023	<p>April 2022: Refer to the update to 6.1.</p>

			clear plan for how partners will be incorporated within AIIMS.					<p>October 2021: This work will proceed alongside recommendation 9.1. Response Capability will work closely with the Service Delivery Sector Partnerships Manager.</p> <p>April 2021: This action has not yet commenced. It was not anticipated that this action would have commenced by March 2021.</p> <p>Note: This action was categorised as one that is subject to further consideration and organisation prioritisation in the Action Plan.</p>
9.4			Review training requirements to ensure Fire and Emergency personnel are 'bilingual' in both AIIMS and CIMS for multi-agency incident coordination	National Manager People and Workforce Capability	30 June 2022	June 2023		<p>April 2022: This action will proceed alongside recommendations 9.1 and 6.1.</p> <p>October: This action has not yet commenced. It was not anticipated that this action would have commenced by October 2021. This action will proceed alongside recommendation 9.1.</p> <p>April 2021: This action has not yet commenced. It was not anticipated that this action would have commenced by March 2021.</p> <p>Note: This action was categorised as one that is subject to further consideration and organisation prioritisation in the Action Plan.</p>
10.1			Scope and implement a national resource ordering, tracking and availability system for all Fire and Emergency operations, including how partner agencies' resources can be incorporated.	National Manager Response Capability	30 April 2022	June 2023		<p>April 2022: This work is dependent on the development of the incident management framework. Work has been undertaken on improving the deployment processes for Fire and Emergency and partner agencies resources.</p> <p>October 2021: No further update.</p> <p>April 2021: This action is subject to a wider review of Fire and Emergency's incident management framework. Final decisions have yet to be made on the framework and systems that will be utilised. Once those decisions are made the action can commence.</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			Delivery on the project to review and reform the coordination centres that clearly establishes the form, function and fit of NCC/RCC/LCC and ICC to supporting incident management.	National Manager Response Capability	31 December 2021	October 2022		<p>April 2022: Whilst off track work is continuing on the development of a coordination centres policy which will define the roles and responsibilities of each coordination centre.</p> <p>October 2021: Further work is continuing to develop on the themes identified during the workshop in March.</p>

							This action is on track – a workshop was held in March to identify the form and function of Fire and Emergency Coordination Centres.
11.2			Ensure that the AIIMS implementation project considers the outcomes of the review in 11.1 and how coordination in support of incident management teams will be carried out within an AIIMS environment.	National Manager Response capability	31 June 2022	June 2023	<p>April 2022: Refer to the updates for 6.1 and 9.1 above.</p> <p>October 2021: This outcome will be delivered through the continued engagement from 11.1. This will proceed alongside action 9.1.</p> <p>April 2021: This action has not yet commenced. It was not anticipated that this action would have commenced by March 2021.</p> <p>Note: This action was categorised as one that is subject to further consideration and organisation prioritisation in the Action Plan.</p>
11.3			Provide wide awareness internally and with partner agencies of the critical roles, accountabilities and dependencies of National Coordination Centre (NCC), Regional Coordination Centres (RCCs) and Local Coordination Centre (LCC).	National Manager Response Capability	31 July 2022	October 2022	<p>April 2022: As per the previous update, this outcome will be delivered through the continued engagement as part of action 11.1. The ongoing awareness of roles and accountabilities has transitioned into a BAU function.</p> <p>October 2021: This outcome will be delivered through the continued engagement as part of action 11.1.</p> <p>April 2021: This action has not yet commenced. It was not anticipated that this action would have commenced by March 2021.</p> <p>Note: This action was categorised as one that is subject to further consideration and organisation prioritisation in the Action Plan.</p>
11.4			Carry out regular exercises between National Coordination Centre (NCC), Regional Coordination Centres (RCCs), Local Coordination Centre (LCC) and NIMTs to test systems and processes.	Region Managers and National Manager People and Workforce Capability	31 June 2022	31 December 2022	<p>April 2022: While no formal exercises have been undertaken in any region since the previous report. Every region has stood up their RCCs/LCCs in response to large scale, and/or multi-agency incidents which have provided opportunities to test systems and processes.</p> <p>October 2021: All five regions have completed annual exercises and smaller NCC to RCC and RCC to LCC exercises. Annual exercise planning is continuing to ensure improvement from lessons learned are implemented.</p> <p>April 2021: All regions are requested to carry out an annual exercise which is to include a test & review of the RCC and NCC interaction. This relies on the Regions to submit dates and budgets for these exercises.</p> <p>Te Hiku: This work is planned post Tranche 2 implementation.</p>

							<p>Ngā Tai ki te Puku: The Ngā Tai ki te Puku SIMEX held over 19 -21st October 2020 was integrated with the RCC & NCC personnel.</p> <p>Te Ūpoko: Completed during the 2 Te Ūpoko SIMEX Exercises conducted on 2-4 and 4-6 September 2020. Will also be carried out in our SIMEX Exercises in September 2021.</p> <p>Te Ihu: This will be incorporated into the region SIMEX in May 2021.</p> <p>Te Kei: We aren't in the position to run a second SIMEX this year and will be meeting the guidelines set out with our SIMEX in June</p>
12.1			Districts to work with the Fire and Emergency National Kaupapa Māori Directorate to build relationships and understanding with local iwi/tangata whenua.	District Managers and National Manager Kaupapa Māori	31 December 2021	30 June 2022	<p>April 2022:</p> <p>Te Hiku: We have developed a regional engagement plan which this work forms part of and will be enduring as part of BAU activities</p> <p>Ngā Tai ki te Puku: Good progress is being made through Hiwa-i-te-rangi workshops in District. Strong connections are also being forged through Community Readiness and Recovery work with many local iwi and marae.</p> <p>Te Ūpoko: Through Hiwa-i-te-rangi 's cultural competency framework and our Te Kākano development programme, our Region Leadership Team are building their capability to assist with building strong relationships with iwi/Māori. The importance of relationships, engagement, and collaboration with local iwi/tangata whenua was emphasised as part of the induction of the new District Managers. The Region Manager and Te Ūpoko District Managers continue to reinforce the importance of these relationships with their people. Te Ūpoko Region Leadership Team have a full-day leadership Wānanga at Pukemokimoki Marae in Hawke's Bay District on 19 May 2022.</p> <p>Te Ihu: Process has been limited in the relationship development space due to COVID restrictions. Without further resource designated to the region this will continue to be very challenging to complete.</p> <p>Te Kei: This is improving. Marae based hui are planned for June 22 for district leadership teams to further lift cultural capability to enable them to build and strengthen relationships.</p> <p>October 2021: Through Hiwa-i-te-rangi 's cultural competency framework and our Te Kākano development</p>

							<p>programme, region leadership are building their capability to assist with building strong relationships with iwi/Māori. The importance of relationships, engagement, and collaboration with local iwi/tangata whenua was emphasised as part of the induction of the new District Managers. Region Managers continue to put emphasis on this with their RLTs. This action is off track against the initial targeted completion dates as Fire and Emergency's new District structure was only stood up on 27 September and therefore the District Managers who are accountable for this action have only just started in their roles. The target date has been revised to take in to account time for the work to be undertaken by the new District Managers.</p> <p>April 2021: Districts have not yet been stood up however some work has commenced on this action at a region level.</p> <p>Te Hiku: Work is underway with the Hiwa-i-te-Rangi programme.</p> <p>Ngā Tai ki te Puku: This work in underway and commenced during the Ngā Tai ki te Puku SIMEX held over 19 -21st October 2020</p> <p>Te Ūpoko: This action has not yet commenced as the Districts have not been stood up and therefore the District Managers who are accountable have not begun in their roles.</p> <p>Te Ihu: Region Leadership Team (RLT) attended a workshop in December on Maori Outcomes. Further work will be done once the new RLT has stood up under Tranche 2 to further refine key priorities and to create tangible and measurable action.</p> <p>Te Kei: When we have an IMT stood up, we need to use the skills we have through Hiwa-i-te-Rangi and include this in our thought processes.</p>
12.2			Local iwi/tangata whenua are to be incorporated into the IMT Planning function as technical specialists where their knowledge may be mutually beneficial in the management and outcomes of wildfire incidents.	Region Managers and National Manager Kaupapa Māori	31 December 2021	30 June 2022 October 2022	<p>April 2022:</p> <p>Te Hiku: We partnered with local iwi during the response to the Waiharara fire and incorporated iwi representatives in to the IMT. This is now a regular practice within the region.</p> <p>Ngā Tai ki te Puku: No opportunities presented in this period. However this is standard practice within the region and is now considered BAU.</p> <p>Te Ūpoko: Te Ūpoko have now incorporated local Iwi within IMT planning and this is embedded as a BAU common practice.</p>

								<p>Te Ihu: Our People Services Manager and Maori Liaison Officer will develop an action plan to feed into the Incident Management Team reference group and individual districts, recognising the uniqueness of the different districts.</p> <p>Te Kei: The recent Awarua Fire is a great example of utilising iwi appropriately within the IMT structure. Awarua is a taonga for local iwi and their significant contribution and support throughout the incident was beneficial</p> <p>This is now completed and has become BAU practice for all but one Region (Te Ihu). As above the Region has plans in place to complete this action.</p> <p>October 2021: Iwi representatives have been included in several SIMEX events and links established in several regions to ensure involvement in IMT's when these are stood up for live events. As districts engage more closely with iwi it is expected that wider iwi involvement in IMTs will increase.</p> <p>Te Ūpoko have now incorporated local Iwi within IMT planning and this is embedded as a BAU common practice. Te Hiku have completed an engagement framework to deliver against this action and begun implementing the framework. This has been delayed in Te Hiku due to Covid - 19. The target date has been revised to take this in to account.</p> <p>April 2021: Te Hiku: Work is underway developing a Te Hiku engagement program that will enhance and enable this.</p> <p>Ngā Tai ki te Puku: This occurred during the Ngā Tai ki te Puku SIMEX held over 19 -21st October 2020</p> <p>Te Ūpoko: Yet to action.</p> <p>Te Ihu: Further work will be completed in this space once the regions key priorities have been defined as part of 12.1.</p> <p>Te Kei: Currently our Liaison Officers liaise with our local iwi. However, the Region Manager is focused on having the RLT and DLTs building the relationship with iwi more, and we are slowly working on structures to build the relationships with the runaka in the region. LACs are also helping us to build these relationships. Results will flow from the work done in 12.1 above which will give us the ability to contact local iwi directly.</p>
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12.3			Consider the inclusion of an iwi representative in the AIIMS development and implementation project to explore and broaden the ways iwi/tangata whenua can have input into incident management.	National Manager Response capability and National Manager Kaupapa Māori	31 December 2022	June 2023		<p>April 2022: Refer to the updates to 6.1 and 9.1. This will be considered as part of the work to develop a new incident management framework.</p> <p>October 2021: This work will proceed alongside recommendation 9.1.</p> <p>April 2021: This action has not yet commenced. It was not anticipated that this action would have commenced by March 2021.</p> <p>Note: This action was categorised as one that is subject to further consideration and organisation prioritisation in the Action Plan.</p>
13.1	Completed	Completed	Share the Tasman Fire Action Plan with partner agencies and discuss how their involvement can support achieving the actions described.	National Manager Response Capability	30 September 2020		February 2021	<p>April 2021: Completed. The Action plan was shared with NZFOA Fire Committee, Department of Conservation and Te Uru Rākau. The Action Plan has also been shared through the 5 Regional Land Management Forums first held since Oct/Nov 2020. At the February meetings of NZFOA & Rural Fire Stakeholders Forum, the Action plan was discussed. The feedback from these partners is they want to be involved at the time of any wildfire operational reviews where they are affected as land managers/owners, and also engaged with on learnings from such reviews. The Action Plan remains published on the Fire and Emergency public website, and our partners have been provided with the web link.</p>
13.2	Completed	Completed	Establish governance and management arrangements to actively monitor and manage implementation of the action plan.	National Manager Response Capability	30 September 2020		October 2021	<p>October 2021: This action is considered completed. The internal audit has been completed and found that “We are satisfied that Service Delivery have developed a comprehensive action plan to implement the recommendations from the AFAC Tasman fires report, and that the actions are being appropriately assigned, managed and monitored.” Based on this confirmation we consider this action to be closed. However, we aim to continually improve in this regard. Funding has been approved for a fixed term portfolio manager to assist improve governance capability, which will include governance of the Tasman Action Plan. Recruitment for this has commenced but has not yet been completed.</p> <p>April 2021: The Chief Advisor (Operations) to the DCE of Service Delivery is actively monitoring the implementation of the action plan and action owners are accountable for delivery against each of the specific actions. The monitoring of the Tasman Fires Action Plan is subject of an internal audit which is in the final drafting stages at the time of writing. Service Delivery are currently looking into a programme management approach for all Service Delivery projects and programmes which will include the</p>

										Tasman Fires Action Plan. This is subject to further consideration and prioritisation of funding.
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Key:

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