



Southern Rural Fire Authority

Business Plan

2006-2007



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1.0 INTRODUCTION

The Southern Rural Fire Authority (Southern RFA) is responsible for the rural fire activities undertaken in the Southern Rural Fire District (Southern RFD). The Southern RFA was established through the amalgamation of five separate Rural Fire Authorities (Southern Plantations RFD, Department of Conservation Southland Conservancy, Southland District Council, Gore District Council and Invercargill City Council) on 7 August 2003.

The Southern RFA was formed to allow the participants to enhance effective fire prevention, protection, suppression and other fire control measures within their respective areas at risk from uncontrolled fires for the good of the local community in general. The Southern RFA is responsible for ensuring facilities and resources are available for the reduction, readiness, response and recovery from any forest or rural fire incident.

The Southern RFA employs a Principal Rural Fire Officer and a Deputy Principal Rural Fire Officer. Other resources are either contracted or supplied via volunteers to ensure an effective and efficient service is provided across the District.

The Southern RFA is governed by a Board which has representatives from all the stakeholder groups i.e. ICC, SDC, GDC, Forestry Industry, DOC and NZFS. The Board is responsible for the governance of the Authority and the service delivery is delegated principally to the Authority's PRFO. Coalface service delivery is undertaken through a combination of staff, contractors and volunteers.

A key partner is the New Zealand Fire Service whose urban brigades provide the first response to the majority of incidents within the District and also provide essential services such as communication centres, equipment and training resources.

The National Rural Fire Authority is legislatively empowered not only to set standards to which the Southern RFA must adhere, but also has a key support and audit role. This partnership is delivered both from central and localised sources

This Business Plan includes all activities that were previously undertaken by the five separate Rural Fire Authorities.

2.0 OBJECTIVES

The Southern RFA is focussed on the achievement of the following objectives:

2.1 Objectives:

- To ensure minimum equipment and personnel standards are met or exceeded while not compromising operational efficiency or effectiveness.
- To ensure planning and resources are in place to proactively ensure communities within the Southern RFA area of jurisdiction are appropriately protected in the context of rural fire reduction, readiness, response and recovery.
- To ensure fire suppression is coordinated and effective.
- To ensure landowners are educated about forest and rural fire prevention.



2.2 Actions:

- Annually review and update the Fire Response Section of the Authority Fire Plan.
- Manage fire control measures appropriate to the Authority's fire risk, including the continuation of a 365 day Restricted Fire Season in Special Response Areas.
- Monitor fire danger across the District on a daily basis during the fire season and as situations change during the remainder of the year.
- Continue to actively promote forest and rural fire prevention to the public through media and the fire permit process.
- Annually review the Authority equipment levels.
- Continue to implement a personnel fire fighter training programme designed to meet the Authority requirements, National Standards and FRSITO unit standards and competencies.
- Completion of a Wildfire Threat Analysis (WTA).
- Manage all fire suppression operations under the Coordinated Incident Management System (CIMS).

2.3 Performance Targets:

- Compliance with fire permit requirements.
- Compliance is achieved by the Authority under audit, or all areas audited are within tolerance.
- The Authority Fire Plan complies with national standards and meets Authority requirements.
- Personnel used for fire fighting are trained to the level of operations they will perform at fires.
- The number of rural fire incidents (vegetation fires) over a five year rolling average reduces.
- Debriefs of incidents confirm operations are coordinated and effective.

3.0 LEVELS OF SERVICE AND KEY PERFORMANCE INDICATORS 2006-2007

‘Levels of Service’ are described as “the defined quality for a particular activity or service area against which performance may be measured. ‘Levels of Service’ usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost.

Proposed Levels of Service for the Authority are displayed in the following table.

Table of Proposed Levels of Service

Level of Service Category	Potential Level of Service (Customer LoS)	Potential KPI (Technical LoS)	Source
Access	Provide rural fire services throughout the District, except for Urban Fire Districts, via a unified but distributed organisational system.	<ul style="list-style-type: none"> • Organisation and resources are adequate for the level of response required within the SRFD. • VRFF’s are established and registered in accordance with the NRFA standards. Report No of VRFFs 	<ul style="list-style-type: none"> • Confirmed by NRFA audit. • No of VRFFs
Quantity	Provide Rural Fire organisation and resources that are adequate to manage fire events anticipated within the SRFD.	<ul style="list-style-type: none"> • Provide a minimum of 200 Rural Fire personnel. • Target number of personnel across the District is: <ul style="list-style-type: none"> - 160 x Firefighters - 40 x Crew Leaders - 40 x Incident Management Report No trained • Equipment resource levels meet NRFA standards. 	<ul style="list-style-type: none"> • Confirmed by NRFA audit. • SRFA training register. • No’s trained <ul style="list-style-type: none"> - Firefighter - Crew Leader - Incident Mgt
Reduction	Identify, assess and manage the fire risks presenting a threat in the SRFA area.	<ul style="list-style-type: none"> • Complete a Wildfire Threat Analysis by 30 October 2006. Report completion date. • Implement Restricted or Prohibited Fire Seasons based on current Fire Danger as specified in the SRFD Fire Plan. Report No of implementations. 	<ul style="list-style-type: none"> • Date completed. • System records.
	Provide public education on fire risks, risk reduction and fire event readiness.	<ul style="list-style-type: none"> • Undertake public education including: <ul style="list-style-type: none"> - Radio advertising campaign of at least 25 daytime slots per week from 1 October to 30 March. Report No. - Deliver public education to rural residents, schools and interest groups on 10 occasions annually. Report No. • Provide one information leaflet drop annually to all rural properties. Usually included in the Council ratepayer newsletter. Report No. • Maintain SRFD web page. Report No of hits. 	<ul style="list-style-type: none"> • Copy of leaflet on file. • System records. • PRFO and DPRFO diaries. • Copy of leaflet on file. • Webpage hits

Level of Service Category	Potential Level of Service (Customer LoS)	Potential KPI (Technical LoS)	Source
	Manage a fire permit system.	<ul style="list-style-type: none"> • Include information with fire permits issued. • Make enhancements to fire permit system. • 95% of fire permits issued within 10 working days of application. Fire permit system developed to manage process. Report %. • No of legitimate calls to permitted fires reduces. Report No. 	<ul style="list-style-type: none"> • System developed and implemented. • % issued within 10 days. • No of calls.
Readiness	Ensure that Rural Fire organisation, resources and activities are properly planned and documented.	<ul style="list-style-type: none"> • Maintain a current SRFD Fire Plan to NRFA standards. The Response section of the Plan to be reviewed and adopted by the Board annually. Report date adopted. • The entire plan to be audited five yearly by the NRFA. 	<ul style="list-style-type: none"> • Copy of SRFA Fire Plan on file. Date adopted. • NRFA audit report.
	Maintain a state of readiness appropriate for current fire risk.	<ul style="list-style-type: none"> • Notify Fire Danger as specified in the SRFD Plan. • Adjust Fire Suppression Response levels in the District. Report No of changes 	<ul style="list-style-type: none"> • Notification documentation. • Notification to NZFS Comms Centre and confirmed by audit.
	Ensure that Rural Fire personnel are adequately trained.	<ul style="list-style-type: none"> • Principal Rural Fire Officer (PRFO), Deputy Principal Rural Fire Officers (DPRFO's), Rural Fire Officers (RFO's) and Fire Fighters (FF's) are trained to the appropriate Fire and Rescue Services Industry Training Organisation (FRSITO) Unit Standards for their duties. 	<ul style="list-style-type: none"> • Training records.
		<ul style="list-style-type: none"> • 4.000 man-hours training is delivered in FRSITO Unit Standards and other rural fire or related subjects per year. Report No of hours. 	<ul style="list-style-type: none"> • Training records. • No Hours.
		<ul style="list-style-type: none"> • PRFO holds meetings/training sessions with all VRFF's two times per year. Report No of meetings. 	<ul style="list-style-type: none"> • Training records. • No Hours.
		<ul style="list-style-type: none"> • Carry out one major simulated field exercises per year, with 30% of SRFA fire personnel involved, or actual incidents may substitute for Simulated Exercise. Report % of personnel. 	<ul style="list-style-type: none"> • Training records.

<i>Level of Service Category</i>	<i>Potential Level of Service (Customer LoS)</i>	<i>Potential KPI (Technical LoS)</i>	<i>Source</i>
	Ensure that adequate Rural Fire equipment is available.	<ul style="list-style-type: none"> Implement approved equipment levels strategy. Report Y/N. 	<ul style="list-style-type: none"> Annual Audit. Strategy document. Reports.
Response	Ensure that the Rural Fire organisation responds appropriately to fire events.	<ul style="list-style-type: none"> Ensure that the initial attack on the fire is commenced within 30 minutes of receiving a fire call (vegetation fires only). Fire suppression operations are managed in accordance with the Authority Fire Response Plan, Health and Safety Plan and NRFA standards. All incidents will be managed using CIMS. 	<ul style="list-style-type: none"> Fire log. FIRS. Debrief reports. Operational Review Reports.
		<ul style="list-style-type: none"> Performance shall be examined in a Fire Debrief Report for each major fire. Report No. Fire debriefs and Operational Reviews do not highlight inadequacies. 	<ul style="list-style-type: none"> Debrief reports. Operational Review Reports.
Quality	Ensure stakeholder satisfaction	<ul style="list-style-type: none"> Annual assessment completed by stakeholders by 30 April 2007. Report date complete 	<ul style="list-style-type: none"> Date

Rural fires are infrequent events. It is possible that in any one year there are no rural fires. Obviously in that case it is not possible to measure key performance indicators in the “Response” category.

4.0 LEVELS OF SERVICE OUTCOMES

The attainment of the above Levels of Service will provide the cornerstones for the Southern RFA to further develop. Specifically the following will be the outcomes:

- Provision of a best practice rural fire service demonstrating excellence in rural fire management.
- Alignment of rules, policies and administration across the Southern RFD.
- Development of a needs based, systems driven philosophy including appropriate rationalisation of trained personnel and equipment.
- Unity of diverse resources across the Southern RFD.
- Direction and support to fire management staff, RFO’s, VRRF’s and firefighters.
- Use of up-to-date technology as decision support tools, ie Wildfire Threat Analysis.
- A community awareness of the Southern RFA that results in public confidence, compliance and assistance.
- A reduced number of incidents and reduced consequences of incidents that do occur.
- Special emergency response based on risks and values threatened.
- A model other regions want to emulate.



5.0 DRAFT BUDGET

A draft budget has been produced and is attached to this Business Plan.