



Project LIFT update - No. 1

The following update regarding Project LIFT is provided to raise awareness across all operational personnel across the Waitemata Area, Auckland City Area, Counties Manukau Area and the Auckland Rural Fire District including Operational Support and the Communication Centre.

Background

The three Fire Areas across Auckland are responsible for providing effective Fire and Emergency capability across some of the most complex and challenging built environment in New Zealand. Opportunities for improvement are continuously being identified during our responses and is one of our core FENZ Values, Auahatanga – “We strive to improve”. In particular, from greater alarm incidents such as the fires at SIMS Pacific Metals and the NZ International Convention Centre Incident. Whilst the Independent Operational Review was to be undertaken we knew that this would take some time for any tangible outcomes to be delivered. Due to this protracted timeline the Auckland Executives decided to address some of the more obvious opportunities for improvement that we were able to influence, and implement locally.

Purpose

Over the past 14 months, a project of continuous improvement has been working to identify and develop modern solutions to some of the key challenges facing us during our operational responses to large, complex and/or long duration incidents. Functioning under the title of Project LIFT, there have been 4 separate workstreams operating. The workstream membership has consisted of representatives from Area Management teams, SSOs, subject matter experts and a local NZPFU nominated rep on each workstream.

Hot - Warm Zones	Support Functions	Command Continuity	Personnel Accountability
Murray Binning	Richard Twomey	Vaughan Mackereth	Geoff Purcell
Barry Fox	Chris Delfos	Mike Shaw	Stephen Sosich
Craig Monrad	Shaun Thornton	Roger Callister	Dave Woon
Shaun Pilgrim	Glenn Menzies	Mark Richards	Talite Liavaa
John Booth			Barry Thomas
			Russell Lampkin
Svetlana Kostakova	Amanda Kearnes	Suzy Hine	Jess McKee
SSO Reference	SSO Reference	SSO Reference	SSO Reference
Geoff Gardner	Phil Larcombe	Shane Storey	Dave McKeown
Shane Doughty	Dave Hatton	Jason Cameron	Brad Harvey
NZPFU Local	NZPFU Local	NZPFU Local	NZPFU Local
Sulu Devoe	James Hall	Martin Campbell	Jamie Whitehead

Project LIFT format

Project LIFT is an acronym for “Leadership of Incidents / Functional Teams”. An initial workshop was held where all the opportunities for improvement were identified and captured on a whiteboard. These were then worked through to identify the actual issue and not just the obvious symptom. These were debated and formed up into four main themes. The main opportunities for improvement identified were fundamentally centred around improved leadership and more functional teams.

The four workstreams are focussed on:

- Command Continuity
- Functions within the Hot Zone
- Wider Incident Ground Support Functions
- Personnel Accountability

Command Continuity

Command Continuity is looking at the maintenance and transfer of “operational situational awareness”; i.e. ensuring that the shared Command Intent (strategy and tactics), and the continuation of an Incident Action Plan is well known across the entire Incident Ground and across sequential responders, both IMT and operational crews. In addition, that the Command situational awareness of the wider community impacts outside of the “Hot Zone” are considered and included.

Functions and Roles within the Hot Zone

‘Hot Zone’ is defined for the purposes of FENZ operations as: “An identified area where the risk to people is high and enhanced PPE and/or procedure may be required.”

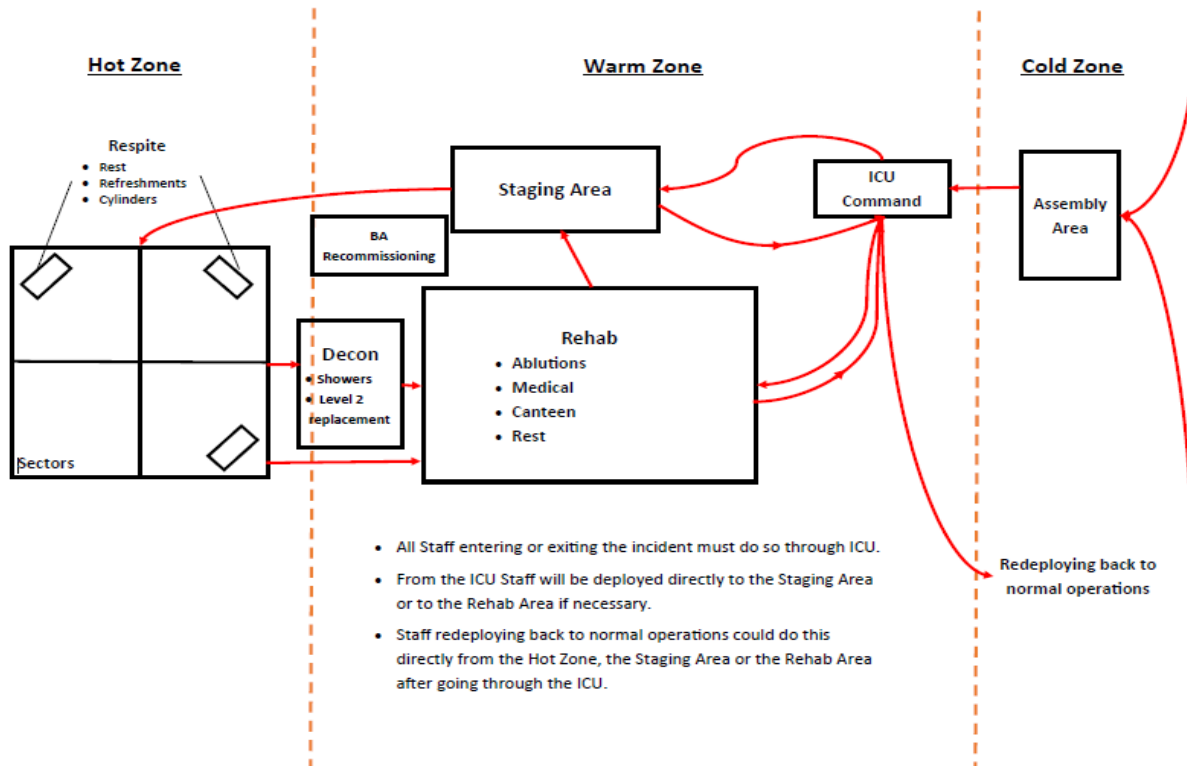
This workstream is looking at specialist appliance/capability, operations and resourcing; leadership at all levels; skills and knowledge; personnel welfare within the Hot Zone including safety, fatigue, hydration & respite. They have developed:

- Fatigue Management within the Hot Zone and Respite Bags (water, face/hand sanitiser) which will shortly be trialled on key appliances;
- Improved awareness and systems to provide crew rotation within the Sectors to support continuous Aerial and specialist capability operations;
- Sector Commander role descriptions and engaged National Training Centre to develop and trial a Sector Commander training package.

Support Functions

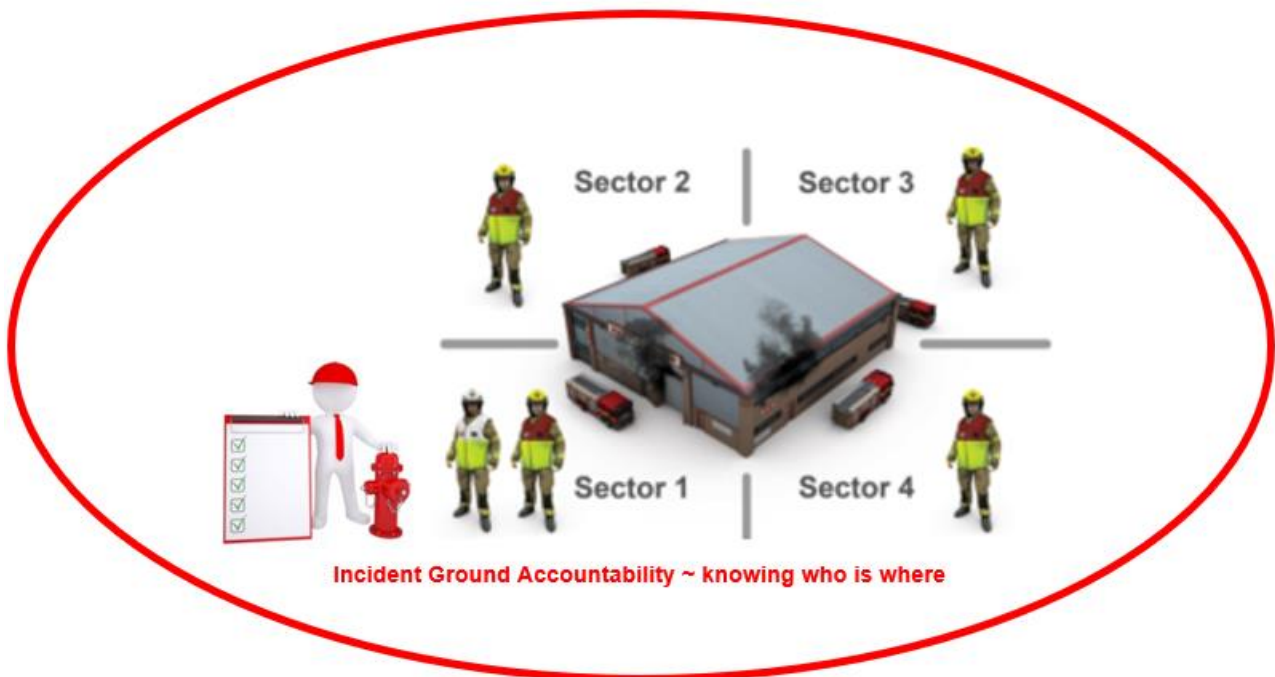
Support Functions is looking at firefighter post fire decontamination (separate workgroup), rehabilitation and recommissioning; logistics including fresh PPE; Command and Control outside of the Hot Zone; minimisation of wider incident footprint and community impacts beyond the immediate Incident. In particular, looking at best practice internationally and adapting this for the New Zealand context. A key development is the introduction of a formal “Rehabilitation Sector”. This Rehabilitation Sector once established with its own Rehabilitation Commander will be responsible for providing a key support function to rehabilitate our firefighters so that they can either be returned to Staging rested, refreshed and ready for further operations or be returned to station in a clean manner, including clean PPE. In essence, the Rehabilitation Sector starts as firefighters leave Post Fire Decontamination; it provides Medical Support, clean PPE, Ablutions, Food and Hydration, and a rest area sheltered from the elements. The separate, but aligned “**Post Fire Decontamination**” work being led by SSO Devoe dovetails into this workstream.

Proposed Rehabilitation Sector Layout



Personnel Accountability

Personnel Accountability is a system that provides a clear, accurate picture of all persons on the Incident Ground (not just FENZ personnel), where they are, specialist qualifications, who they are reporting to, current tasking and the risks to that person (from a PCBU perspective). This includes partner agency personnel, building representatives, fleet service providers and subject matter experts assisting the response.



The operational needs of the other workstreams will provide input to inform this workstream. i.e. what functionality is required in Rehabilitation Sector that this system must provide? Accountability systems can range from a basic manual system, a hybrid model, to a fully electronic version. As you can appreciate, there is a range of modern technology solutions that could be applied for Accountability tracking, therefore the outcome of this workstream is an identified list of user requirements and the submission of a Business Case recommending procurement of an appropriate solution. Reliability and ease of use are two key requirements.

Summary – Next Steps

Project LIFT is planned to end in 2021, and each work-stream is working to deliver a range of solutions which depending on the solution content, one or more of the following will be required:

- If the solution can be delivered using changes to procedures or local procurement, then these will be rolled out over the next few months.
- If NHQ or Training support is required, then proposals recommending changes to national policy, process or training will be made.
- Any large procurements that requires considerable spend will have a Business Case developed and handed over to NHQ for consideration.

Over the coming months you can expect to hear and see more coming out from the various workstreams. It is intended to communicate using Area Notices and utilise a Leader Led approach with our SSO/SO's delivering updates in station clusters so that any changes can be discussed as a crew.

If you want to know any further detail, or think you may have relevant content that would assist any of these workstreams, please feel free to contact any of the people involved above.

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Area Manager Twomey – Auckland City Fire Area

Area Manager Purcell – Counties Manukau Area

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Document Details

Document Owner	Geoff Purcell, Area Manager, Counties Manukau Fire Area
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