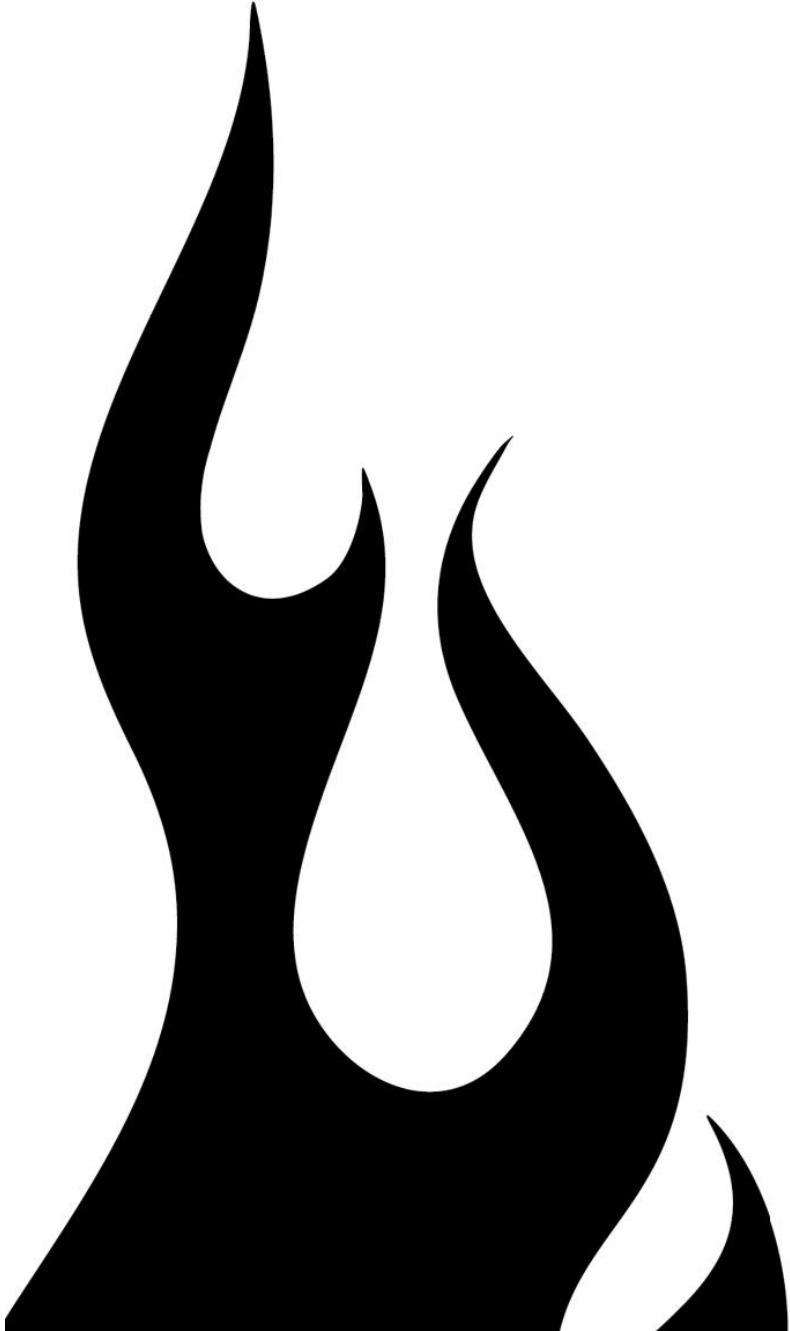


Garden Route District Municipality 19th March 2019

Wildfire Strategic Workshop

Turning Wildfire Lessons into
Action Plans

Summary Report



Introduction

No single agency can successfully prepare and defend against the challenge of wildfires or be effective in safeguarding people, homes, businesses, infrastructure and the natural environment. The only successful strategy incorporates shared responsibility and synergy.

The desire to safeguard the community and effectively manage the impacts of wildfire is fundamentally shared by the Garden Route District stakeholders. There is a noticeable difference however in the philosophies and approaches taken by the different Municipalities, Organisations, Companies, Individuals etc. Within each entity there are strong personalities who wish to drive working solutions towards solving the wildfire challenges. This situation creates a positive melting pot of ideas and approaches to solving challenges however this also leads to incredible frustration and stagnation when there are differences of opinion. **Given This Insight, How Do We Achieve Synergy?**

- The focus going forward must not be on the differences but rather on shared common objectives around which the stakeholders can unify.
- Action plans must be created, with the relevant stakeholders, who work towards achieving the shared common objectives and unity.
- Strategic talks where 'planning of actions' takes place must result in action and positive changes being implemented and realised on the ground.
- Co-ordination of stakeholders and project management of action plans is imperative for success.
- *There needs to be a fundamental understanding that by building others around us, we are making ourselves stronger.*

The Role of the Vulcan Wildfire Management Report and the "Turning Wildfire Lessons into Action Plans" Workshop in This Process

The Vulcan Wildfire Management Report cannot ensure synergy but it aims to initiate the journey toward shared wildfire responsibility. The stakeholders within the Garden Route District can use the information and recommendations in the report to guide collaboration and enhance planning, preparation and the response to wildfire risks. The 2019 Workshop extracted the report recommendations and listed them under 'Ten Strategic Focal Areas for Action Plans'. The following ten strategic points were presented by Vulcan Wildfire Management at a meeting of the Provincial Cabinet in 2018:

Ten Strategic Focal Areas for Action Plans

- #1. Significantly Enhanced Public Alerts and Incident Communication/Information Systems
- #2. Public and Private Support of Community Resilience Efforts
- #3. Enforceable Planning, Building & Retrofitting Regulations and Codes for Wildfire Communities
- #4. Fundamental Shift in Fuel Management Policies and Strategies
- #5. Embracing of Technology and Intelligence Systems
- #6. Development of Wildfire Specialist Capabilities
- #7. Wildfire Resource Training & Preparedness Strategies
- #8. Overhaul of Wildfire Resource Strategy and Approach to Safety
- #9. Legislated National Adoption of Incident Command System (ICS)
- #10. Decisive Short, Medium and Long-term Plan for Multi-Agency Collaboration

The 19/03/2019 Workshop sought input and insights from the stakeholders present, to expand ideas around how to create tactical and operational action plans to achieve each of the ten points. These action plans require further fine tuning; however once they are fine-tuned they will provide the template for what stakeholders need to individually and collectively work towards in order to achieve their common goals.

“Turning Wildfire Lessons into Action Plans” - Strategic Wildfire Workshop 19/03/2019



The Purpose of this Report and the Workshop Notes Contained in this Report.

Each of the Ten Strategic Focal Areas for Action Plans has been given a section on the pages which follow. There are two colour coded tables which contain action plan recommendations to achieve each of the ten strategic objectives.

A) Represents a summarised version of the recommendations taken from the “Situational Analysis of the 2017 Knysna Fires Report” which have been assigned to each of the ten respective ‘Strategic Focal Areas for Action Plans’. For a comprehensive look at all the recommendations in the Vulcan Wildfire Management Knysna analysis, please visit <https://goo.gl/SswR5t>

B) The second table of information in each section was copied from a workbook which was provided to stakeholders who worked in teams for part of the workshop. The hand written notes have been captured and represent an unedited copy of the teams written notes. (Only numbering of the points has been changed)

The idea is for all stakeholders to further develop these action plans. This report should be widely circulated amongst the relevant stakeholders for comment. Given their knowledge, insights and understanding of the various strengths and weaknesses as well as opportunities and threats, each stakeholder is encouraged to work on all the recommendations and fine tune them to a point where they can support them.

#1. Significantly Enhanced Public Alerts and Incident Communication/Information Systems

Recommendations - Summarised from the Vulcan Wildfire Management Report "Situational Analysis of the 2017 Knysna Fires"

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Unique No.	Short, Medium or Long Term	Tactical and Operational Action Plan	Who (which organisation/s) will be responsible for the Action Plan
1a	Short Medium	<p>Improve Sedgefield Fire Station communication link to with the public. If Sedgefield (and other Fire Stations) are not staffed 24/7 then calls need to be re-routed to a suitable switchboard which can deal with calls 24 hours a day, 7 days a week.</p> <p>Additionally look at systems to scale up the ability to receive and respond (dispatch local resources) during higher volume emergency call periods. Note: A Provincial or National emergency call centre may be required during extreme incidents but local resource tracking, dispatch and communication with resources is an essential required component.</p>	<p>Knysna Municipality (All B Municipalities and District Fire Services)</p> <p>Western Cape Directorate Disaster Management and Fire & Rescue Services</p>
1b	Short Medium	<p>Prioritise the development of an early wildfire warning system & targeted approach to communicating these warnings to all public demographics affected by wildfires.</p>	<p>Western Cape Directorate Disaster Management and Fire & Rescue Services, CSIR-AFIS <i>Supported By:</i> <i>B Municipalities and District Fire Services, CapeNature, SANParks, MTO, PG Bison, SCFPA, Other</i></p>
1c	Short Medium	<p>Develop an improved Fire Danger Index (linked to an early wildfire warning system linked) which also contains a new catastrophic index.</p>	<p>Western Cape Directorate Disaster Management and Fire & Rescue Services, CSIR-AFIS</p>

1d	Short Medium	There needs to be a standardised and optimised communication strategy for public and media communication during all stages, and for all types of wildfire incidents from large to small. Incident Management Teams need the support of communication teams and specialist during large/complex incidents.	Western Cape Directorate Disaster Management and Fire & Rescue Services. B Municipalities and District Fire Services, CapeNature, SANParks, MTO, PG Bison, SCFPA, Other
1e	Short Medium Long	Develop communication strategies for wildfire warnings, evacuations, and incident information sharing through the establishment of official, trusted and popular communication channels across all media platforms, including social media in order to ensure maximum audience reach during wildfires.	Western Cape Directorate Disaster Management and Fire & Rescue Services. B Municipalities and District Fire Services, CapeNature, SANParks, MTO, PG Bison, SCFPA, Other
1f	Short	Develop communication contingency plan for public communication if power /internet is lost: This could include sirens, loudhailers, local radio announcements, community door-to-door personnel, notice boards etc.	B Municipalities and District Fire Services, CapeNature, SANParks, MTO, PG Bison, SCFPA, Other
1g	Short	Explore "Wireless Emergency Alerts" which allow officials to send messages that appear on cell phones as text messages. This system is used in the USA. More information can be found at www.ready.gov/alerts	Western Cape Directorate Disaster Management and Fire & Rescue Services
1h	Short Medium Long	Drive wildfire-risk awareness as a matter of priority. Consistency in communication is important and all stakeholders should look at uniting behind strong messages/campaigns as opposed to each creating their own.	All Stakeholders
1i	Short	Community WhatsApp Groups were extremely useful for communities to share information. They were not without their challenges but Incident Management Teams should explore options to connect with group administrators to ensure specific and relevant incident information gets geo-targeted at communities.	B Municipalities and District Fire Services, CapeNature, SANParks, MTO, PG Bison, SCFPA, Other

Recommendations – Taken from the 19/03/2019 Wildfire Strategic Workshop “Turning Wildfire Lessons into Action Plans”

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Unique No.	Short, Medium or Long Term	Tactical and Operational Action Plan	Who (which organisation/s) will be responsible for the Action Plan
Note: Accept all recommendations by Vulcan Report, additional notes and adjustments as per the below.			
1j		Improve all communication links with public. Also build on cell phone messaging to ratepayers, can be divided into neighbourhoods at high risk to instruct for evacuations. Criteria for evacuation; emergency relief!	
1k		FDI plus catastrophic index. Develop criteria and triggers that will define catastrophic. Who makes the call? Pre-determined actions and resources. FDI to include restrictions and activities.	
1l		Improved communications to media. Need to develop system to verify information to overcome false information; consistent information, communication strategy; who speaks.	
1m		Communication when power; cell phone towers; internet is lost. Repeaters to be upgraded to be more fireproof; market national radio. Huge cost implications. Sirens, loudhailers	
1n		Wildfire awareness and fire risk awareness.	
1o		Develop an educational program for schools, print media, radio & TV, ward meetings, web and cell phones. Program to include explanation of variety of resources, ground, equipment, aerial resources. Climatic and fire conditions that require which resources. How fire suppression is approached: Control Fires, FDI and conditions, FMUs – evacuation and assembly points, Firewise communities, Evacuations – what to take along	

The following are comments from the floor which were noted down during the open floor discussions

Comment 1A:	Referring to 1k above: What determines ‘Catastrophic’ needs to be decided and understood by all
Comment 1B:	Do not assume people will be listening to radios or watching TV, all channels must be used.
Comment 1C:	Live tracking system being introduced must include all resources, e.g. WoF, VWS, FMU’s, etc
Comment 1D:	The process for ordering aerial support needs to be sped up – create SOP for this to comply with audits

#2. Public and Private Support of Community Resilience Efforts

Recommendations - Summarised from the Vulcan Wildfire Management Report "Situational Analysis of the 2017 Knysna Fires"

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Unique No.	Short, Medium or Long Term	Tactical and Operational Action Plan	Who (which organisation/s) will be responsible for the Action Plan
2a	Short Medium	Initiate a targeted awareness-and-education campaign focused on reducing home and community ignitions and impact of wildfire on homes and infrastructure. Also focus on risk awareness, complacency, apathy, responsibility. A campaign could be established to provide exciting nature-appreciation activities and encourage children to become ambassadors and protectors of their natural environment. This addresses one possible cause of ignitions – the children are bored – and it invokes/rewards positive behaviour.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities
2b	Short Medium	Encourage and assist communities and suburbs to take steps towards becoming wildfire resilient. An area such as Brenton on Lake in Knysna is an example of a suburb that is easily cut off and isolated by wildfire but also has great potential to become a wildfire ready community if more co-ordinated work is done to make the area prepared for wildfires. Devise plans for different circumstances as this can save lives and, potentially, more homes if done correctly. It also frees up first responders to focus on other areas requiring resources.	Garden Route District Municipality, B Municipalities
2c	Short	Insurance Industry should help with a tool to encourage all landowners/homeowners to conduct an annual audit/assessment of their property so they understand what the value is if they lost everything in a wildfire. By placing a value on what can be lost, including life, there is increased incentive and understanding of the need to take action. Also understanding what can be lost that in irreplaceable is important.	Private: Insurance Industry
2d	Short Medium	Devise a strategy to assist communities in developing community protection plans for wildfires. Fuel reduction, firebreaks and resource sharing can all be done at a community level. An essential component of the community plan is evacuation planning and the identification and maintenance of a community safe zone. Community plans can potentially share the costs.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities, Private Stakeholders.

2e	Short	Devise a strategy to ensure landowners are incorporated and considered by Incident Management on all incidents. It is essential that landowners assisting with wildfire suppression operations be overseen by the formal Incident Command structure. The challenge is that there is currently no predetermined way to manage this process, especially with smaller landowners. Established protocols must be identified.	Garden Route District Municipality, B Municipalities, SCFPA, Private Stakeholders.
2f	Short	Encourage every community to hold an annual Wildfire Awareness Day followed by a Wildfire Preparedness Month.	Garden Route District Municipality, B Municipalities, SCFPA, Private Stakeholders.
2g	Short Medium	DAFF should support FPAs to develop a communication campaign dealing with the highlighted landowner and homeowner wildfire concerns as well as to help FPAs grow their membership base by promoting how the FPAs can guide landowners to become better prepared for wildfires.	DAFF
2h	Short	Action must be taken against landowners who are putting other landowners at risk. This includes State-owned land where there is also non-compliance to the National Veld and Forest Fire Act as well as other relevant acts, and laws. It is recommended that the B Municipalities consult with the Southern Cape FPA when drafting these bylaws in this regard.	Garden Route District Municipality, B Municipalities, SCFPA
2i	Short	Develop a predetermined plan, procedure and system to allow for the inclusion of organisations that want to volunteer during an incident. Individual volunteers or informal groups of volunteers should not be accepted as fireline-going personnel but should rather be assigned elsewhere.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities, Private Stakeholders.
2j	Short	Create and use Municipal bylaws to promote good wildfire risk-reduction practices as well as have a means to enforce regulations. E.g. A wildfire-compliance certificate should be introduced, requiring homeowners and landowners to become compliant within a set time frame.	Garden Route District Municipality, B Municipalities
2k	Short	Hold a strategic meeting to discuss systems that can be used to help homeowners and landowners adopt good wildfire risk-reduction behaviours that: 1) motivate them 2) apply the right amount of pressure, and 3) create an environment for success.	Garden Route District Municipality, B Municipalities, Private Stakeholders.

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Unique No.	Short, Medium or Long Term	Tactical and Operational Action Plan	Who (which organisation/s) will be responsible for the Action Plan
2l	Short Medium	Have a communal braai or present a talk to the community on fire resilience and to develop awareness. This will have to be done a number of times. Have maps available to show the issues. Information sessions are needed. People can use roof sprays – install them.	Ratepayers, FMUs, Individuals, Fire Department, Disaster Management, Landowner
2m	Short Medium	Sector mapping to be done. Use 30-50kha which fits well on A3 page. This will need to be escalated to Garden Route District Municipality – G Otto. We agreed that the use of ward is not a good idea as they are politically based. Rather use the name of sector and this may cover a few areas. Boundaries should be along geographical features; roads, rivers etc. Communicate this to people (see point 2l). Forestry areas to be own sectors.	Garden Route District Municipality + local support from FMUs and other
2n	Short Medium	Gain community involvement: Survey area and houses etc. for compliance and chat to owners, issue letter and photos. Possibly escalating to fire department/press if remains non-compliant. Consider legal action as required. Involve insurance companies.	Dept. of Environmental Affairs ?
2o	Medium	Create FPA benefits to gain landowner support i.e. show people there is a benefit. E.g. online burn permit application that once approved alerts FPA members.	SCFPA + FMUs
2p	Medium	Communications in the event of an incident. With emergency / disaster management / Fire Dept. / JOC With Service Clubs (who co-ordinate donations/support from community)	Garden Route District Municipality, George FD, FMUs, Service Organisations, Community Reps.

The following are comments from the floor which were noted down during the open floor discussions

Comment 2A:	Neighbourhood Watches can play a pivotal role during an incident, need to be brought on board, trained etc.
Comment 2B:	Communities who are trying to become WildfireReady must be supported by fire services, municipalities, etc
Comment 2C:	FMU's would like more recognition and training to be more efficient, safer and understand the incident process.

#3. Enforceable Planning, Building & Retrofitting Regulations and Codes for Wildfire Communities

Recommendations - Summarised from the Vulcan Wildfire Management Report "Situational Analysis of the 2017 Knysna Fires"

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Unique No.	Short, Medium or Long Term	Tactical and Operational Action Plan	Who (which organisation/s) will be responsible for the Action Plan
3a	Short Medium	Pressure must be put on building engineers, architects, town planners, developers and builders, home material manufacturers, etc. to ensure attention and focus is placed on wildfire risks and how each of these role-players can play a part in reducing these risks.	Homeowners, Insurance Industry, Garden Route District Municipality, B Municipalities, Private Stakeholders.
3b	Short	<p>Hold a symposium focusing on the ignition-resistance strategies for homes, structures, assets and infrastructure in both rural and urban environments with the focus on how town planners, developers, builders, architects and landscapers can implement risk reduction. This strategy needs to consider:</p> <ul style="list-style-type: none"> • How ignitions occur: that is ember attack, heat exposure and structure-to-structure ignitions. • What influences ignitions and spread of fire: aspect, placement on slope, fuels, proximity of homes to one another, prevailing wind directions, etc. • What mitigation measures can be applied: Fire-resistant building materials, road access, hydrants, urban hazard reduction, defensible space, etc. <p>Further to this, it is recommended that the audience include other municipalities, organisations and role-players as this strategic meeting will be of interest and insights can be offered. Local, and if possible international, wildfire experts as well as organisations such as the National Home Builders Registration Council (NHBRC) should be involved.</p>	Western Cape Directorate Disaster Management and Fire & Rescue Services, Homeowners, Insurance Industry, Garden Route District Municipality, B Municipalities, Private Stakeholders, FPAs, FMUs, Ratepayers Association, Other
3c	Short	Engage with fire engineers to determining how to best safeguard the types of buildings, infrastructure and assets found in the Garden Route District from the threat of wildfires, radiant heat and embers; to determining how to build new buildings and infrastructure with this in mind, and to determining how to increase the survivability of a burn-over in a vehicle for Fire Services and public.	Stellenbosch University, WC Directorate Disaster Management and Fire & Rescue Services, Insurance, Garden Route District Municipality, B Municipalities

3d	Short Medium	<p>The B Municipalities need to investigate how they can create and use bylaws to promote good wildfire risk-reduction practices as well as have a means to enforce regulations. Aspects to consider:</p> <ul style="list-style-type: none"> • To create consistency across Municipalities to strengthen the effect of the bylaws landowners. • A wildfire-compliance certificate should be initiated. • Housing estates in the WUI environment should require architects and developers to submit signed plans to the Municipality • Specific hazard-reduction measures must be considered (e.g. a building code requiring wooden decks in the WUI to be constructed from fire-resistant materials and metal braces placed underneath the decking and all wooden structures to not be directly connected to the main structure). • Wildfire specialists as well as representatives of the role-players should be consulted in this strategic phase. • There should be a communication plan to launch the new bylaws. • The concept of giving incentive-driven rate rebates should be explored 	Garden Route District Municipality, B Municipalities, Homeowners, Insurance Industry, Ratepayers Association
3e	Short Medium	Garden Route District Municipality needs to strategise and plan with their B Municipalities as to how each of them will motivate for financial support of the efforts required to get town planners, developers, builders, architects and landscapers to adopt wildfire risk-reduction measures. The municipalities must find a way, perhaps within Community Safety, Disaster Management or some other framework of the Integrated Development Plan (IDP), to motivate for finance that can be allocated to community wildfire risk-mitigation strategies.	Garden Route District Municipality, B Municipalities

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Unique No.	Short, Medium or Long Term	Tactical and Operational Action Plan	Who (which organisation/s) will be responsible for the Action Plan
3f	Medium	Arrange meeting with DEA and Environmental Affairs to ensure that comments and recommendations in terms of veld fire risk towards the development is captured and recommendations made. EIA as mentioned above. A campaign needs to be identified to drive a process (DAFF, SCFPA)	DEA, DAFF, CapeNature, SANParks, FPA, WESSA, Garden Route District Municipality
3g	Medium	SANS codes and Bylaws must be adhered to by any building developments and a set of criteria and recommendations on fire risk. Education and training plan must be developed. The willingness of Municipality to do education and training you need a champion to drive the process.	WOF, DM, Local Municipality, PDMC, DEA (National)
3h	Short	Use already existing awareness material to educate and advise Rural communities, WUI, landowners in fire scaping their properties to build resilience. Who is going to pay for the reproduction of the already existing awareness material? Must be a co-ordinated effort and good monitoring and evaluation and record keeping.	WOF, FMU, SCFPA, LM&DM, NGO, PDMC

The following are comments from the floor which were noted down during the open floor discussions

Comment 3A:	The Wildland Urban Interface (WUI) must be included, not just rural homes and communities.
Comment 3B:	The fire resistant materials discussed by Dr Guy Preston need to be investigated and possibly created using already felled and cleared invasive alien vegetation.
Comment 3C:	Bylaws and SANS codes need to be created for building with resilience. Who will create these?

#4. Fundamental Shift in Fuel Management Policies and Strategies

Recommendations - Summarised from the Vulcan Wildfire Management Report "Situational Analysis of the 2017 Knysna Fires"

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Unique No.	Short, Medium or Long Term	Tactical and Operational Action Plan	Who (which organisation/s) will be responsible for the Action Plan
4a	Short Medium Long	<p>Develop new intervention strategies to reduce the number of ignitions as well as to limit the spread of wildfire from possible ignition hotspots. High-danger areas should be prioritised. A holistic fuel-management strategy for limiting fire spread in these areas must be considered and could comprise activities such as:</p> <ul style="list-style-type: none"> • enlarging fuel-reduction zones alongside traditional community firebreaks with reduced continuity of horizontal and vertical fuels • reducing pine needles and pine slash under pine trees in plantations adjacent to hotspot areas, and • conducting regular prescribed burns in areas adjacent to communities, which would prevent fire spread both into and out of the community. 	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities, CapeNature, SANParks, MTO, PG Bison, SCFPA, Other
4b	Short	<p>Development of a comprehensive policy to promote a holistic fuel-management strategy by all landowners in the District (e.g. creation of firebreaks, prescribed burning and other fuel-reduction strategies). Landowners are currently facing a number of challenges with regard to prescribed burning which need addressing:</p> <ul style="list-style-type: none"> • Excessive red tape when attempting to conduct prescribed-burning operations. The system of obtaining burn permits and permission needs to be straightforward and the person or institution making the decision must have the appropriate wildfire experience and knowledge. • The number of suitable burning days is decreasing with climate variability and this is becoming very problematic. Solutions need to be explored. • The threat of liability often dissuades landowners from conducting prescribed burning. The insurance industry needs to be engaged to provide an affordable short-term insurance option for landowners, provided they meet the required operational and safety conditions. 	Garden Route District Municipality, B Municipalities, CapeNature, SANParks, MTO, PG Bison, SCFPA, FMUs, Landowners Other

4c	Short Medium Long	<p>A well-managed strategic burning policy at a District level will greatly reduce the fuel-load risk and also aid with biodiversity in these fire-driven ecosystems. When prescribed burning is done at a strategic level you can start creating fuel buffer zones between plantations and communities and between nature reserves and WUI environments. Large areas acting as buffers to fire spread are a far more effective strategy than having a 20m-wide firebreak. The practice of allowing some wildfires to burn under the right current and forecast conditions should also be considered. It is further recommended to hold strategic meetings to put together an optimised strategic plan for this.</p>	<p>Garden Route District Municipality, B Municipalities, CapeNature, SANParks, MTO, PG Bison, SCFPA, FMUs, Landowners Other</p>
4d	Short Medium	<p>Garden Route B Municipalities need to ensure that wildfire preparation and risk reduction work is represented in the Municipality IDP.</p>	<p>Garden Route District Municipality, B Municipalities</p>

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Unique No.	Short, Medium or Long Term	Tactical and Operational Action Plan	Who (which organisation/s) will be responsible for the Action Plan
4e	Medium	Simple reliable and safe burning permits must be developed to simplify the process of prescribed burning. Identify other authorities to whom permission may be granted to issue burning permits in cases where the Municipality is unable to do so. System must be developed to inform all relevant fire authorities when prescribed burning takes place. Requires co-operative governments and project champion.	Garden Route District Municipality, B Municipalities
4f	Medium	Develop IFM plan and implement it. A section in this plan must identify high risk areas in terms of fuel load and must do a costing of the activity. All the fuel load reduction activities must be presented to the applicable Municipality to incorporate it into the Municipality IDP. Although the plan is being prepared, if not implemented by local authorities we won't achieve goal. This must include all origins of state in the Garden Route District Municipality.	GREF, Paul Bucholz, SCFPA, WOF
4g	Short	SCFPA to share fire management units information and maps with relevant authorities like the fire brigade services to better understand the specific risk within FMU area. This process must work vice versa, we need to know where fuel load reduction takes place and who will be responsible for it.	SCFPA, Fire Services, FPA Members, and all other landowners.

The following are comments from the floor which were noted down during the open floor discussions

Comment 4A:	Incentives for land owners who have done work to reduce risk, penalties for those who do not.
Comment 4B:	Insurance claim fear is stopping land owners from doing essential burning. What insurance products can assist this?
Comment 4C:	Escalating costs for block burning in catchments means rather concentrating these efforts and budgets on the mountain edge and stopping fires coming out of the mountains.
Comment 4D:	Burn permit issuing system is to be included in new online management system. The permit issue system must become a simple one, however with strict and stringent guidelines.
Comment 4E:	Clearing and stacking is not being done correctly. Clearing must be done so that cut material can be effectively burned afterwards. This instruction must be included in contracts with the service provider.
Comment 4F:	Create a decision matrix for who to support financially with regards clearing, poison supply, etc.

#5. Embracing of Technology and Intelligence Systems

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Unique No.	Short, Medium or Long Term	Tactical and Operational Action Plan	Who (which organisation/s) will be responsible for the Action Plan
5a	Short Medium	Establish oversight of a centralised database of wildfire stats including; Ignition Source, Date of wildfire, Area effected, Type/s of Vegetation Burned, Fire Behaviour Observations, Weather Conditions, What preparation efforts were effective / ineffective?, What suppression efforts were effective / ineffective?, Was there any loss/damage?, What were the lessons learned? District Fire Services would then have the responsibility to ensure that the details of wildfires are captured for all wildfires within the district. Landowners would need to be encouraged and have a system to report this information.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities
5b	Short Medium	Set up a process whereby a more detailed and focused study is initiated, looking into operational success stories as well as challenges experienced by firefighting resources on large and challenging wildfire incidents. This future analysis should begin during and immediately after an incident – so this needs to be pre-planned. The study would aim to provide intelligence for a resource-development strategy that can be used within Garden Route District or possibly across the Province.	Western Cape Directorate Disaster Management and Fire & Rescue Services
5c	Short	Establish a centralised and updated database of available resources that can be used in all-hazard incidents. Each resource in the database needs to be 'typed' based on their level of training, expertise, equipment, vehicles, etc. Other important data fields include availability, cost, contact person and rating of the resource. This database should be available to all Incident Management Teams so they can call on resources as and when they are required.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities
5d	Short Medium	Look into computer modelling of wildfire spread. Investigate "what if" scenarios, especially high-risk areas such as Wilderness, Craggs etc. This would provide an insight into which areas must be prioritised and proactive actions can be taken by Fire Services, homeowners, landowners etc.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities, SCFPA

5e	Short	Establish a Provincial WUI Task Force which has a mix of scientists, wildfire specialists, videographers, photographers, investigators and researchers. Further comprehensive documenting and analysis of Western Cape WUI incidents is required during an incident or as soon after as possible. If such a Task Force is established, it can be activated to the next significant incident in the very early stages. The analyses and footage obtained can be used to drive ongoing improvements in WUI strategy and tactics in the Western Cape.	Western Cape Directorate Disaster Management and Fire & Rescue Services
5f	Short	Conduct a comprehensive cost-benefit analysis of aerial resources, vehicle based, and ground crew resources in Garden Route District as well as around the Western Cape to guide strategic deployment and possible development strategies for resources based on this and other intelligence.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities
5g	Short Medium	Develop a system to help major stakeholders have an interlinked system of wildfire intelligence sharing, including risk-reduction and strategic-planning information sharing on an ongoing basis.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities
5h	Short Medium	Investigate and embrace innovations and technology to assist with current systems, communication and incident support infrastructure. It's vital that the IT department is supported by the municipality to purchase equipment and systems to help create a municipality that is more resilient to disasters	Garden Route District Municipality, B Municipalities
5i	Short Medium	Knysna Municipality as a priority must develop a strategy and implementation plan for business continuity using insights gained from the June 2017 incident. In order to enhance this process, consultation with Western Cape Disaster Management, Garden Route District Disaster Management as well as hazard-specific (i.e. wildfire, storm, weather etc.) professionals is recommended. This process would be beneficial to other municipalities in similar situations. Once the process is completed, it is recommended that a case study be distributed to other municipalities.	Garden Route District Municipality, B Municipalities
5j	Short Medium	Lead a strategic initiative to improve and optimise reaction, monitoring and suppression for remote-area ignitions (especially for difficult-access areas). <ul style="list-style-type: none"> • A detection and monitoring system • A risk rating system • Actions required based on risk rating • Appropriate allocation of resources when a response is required 	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities

5k	Short Medium	<p>The current Fire Danger Index (FDI) and warning system needs to undergo changes to be more accurate and applicable for different audiences. The following are recommendations which need to be looked into.</p> <ul style="list-style-type: none"> • The Western Cape has many microclimates which are not considered in the general ratings and alerts issued by South African Weather Service. More localised FDI ratings and alerts are required. • An additional index category is highly recommended to be added to the current ratings. A Catastrophic Warning Index, which demands more definitive actions, needs to be added. • FDI warning messages need to be customised for different audiences and there needs to be a communication strategy and system in place to issue and deliver warnings. This needs to be a multimedia strategy and take into account the different audience profiles. 	Western Cape Directorate Disaster Management and Fire & Rescue Services, AFIS, SAWS
5l	Short Medium	<p>Create detailed and functional maps of areas containing essential information for firefighting operations (e.g. road networks, access points, water points, firebreaks, landowner contact details, etc.). All areas should have printed versions of these maps, which can be handed out to resources arriving in the area. Basic map work and navigation skills should be included in all emergency responder training courses. These skills require ongoing training to maintain proficiency.</p>	Garden Route District Municipality, B Municipalities, SCFPA, FPAs, FMUs, Private Landowners Large and Small.

Recommendations – Taken from the 19/03/2019 Wildfire Strategic Workshop “Turning Wildfire Lessons into Action Plans”

This information was copied from a workbook which was provided to stakeholders who worked in teams for part of the workshop. The handwritten notes have been captured below and represent an unedited copy of the teams written notes.

(Only numbering of the points has been changed)

Unique No.	Short, Medium or Long Term	Tactical and Operational Action Plan	Who (which organisation/s) will be responsible for the Action Plan
5m	Medium	Information management system that will be able to integrate all available information. User requirements to be considered according to needs. (Failure = Available budget) (Success = Sound intergovernmental relations and stakeholder involvement)	Garden Route District Municipality
5n	Short	Statistics to be made available after the incident and collated by the District. (Success = Standardised reporting template to be forwarded to all stakeholders)	Garden Route District Municipality, (Local / FPA / Stakeholders)
5o	Short	Communication system during emergencies in areas that have no coverage. (Success/Failure = Appropriate specifications and budget availability)	District
5p	Medium	Real time location information and visual of incident. (Failure = Budget / Success = Political will)	District (All Responders)
5q	Medium	Digital surveillance, detection and monitoring of high risk areas. (Failure = Available budget, specifications)	Landowners, Municipality

The following are comments from the floor which were noted down during the open floor discussions

Comment 5A:	Any consideration of using drones in various aerial roles?
Comment 5B:	Vital that everyone can communicate using the same radio system. CapeNature uses mid band, Municipalities use high band – one vision, one technology must be used and this must be agreed upon before any purchases are made by a user requirement assessment.
Comment 5C:	Is there a road block between District and Local Municipalities with regard communication, both incident and normal?

#6. Development of Wildfire Specialist Capabilities

Recommendations - Summarised from the Vulcan Wildfire Management Report "Situational Analysis of the 2017 Knysna Fires"

The information here has been produced and captured by Vulcan Wildfire Management. It represents a summarised version of recommendations taken from the "Situational Analysis of the 2017 Knysna Fires Report"

Unique No.	Short, Medium or Long Term	Tactical and Operational Action Plan	Who (which organisation/s) will be responsible for the Action Plan
6a	Short Medium	<p>Lead a strategic initiative to improve and optimise reaction, monitoring and suppression for remote-area ignitions (especially for difficult-access areas). Provincial involvement could assist with similar strategies being adopted or adapted by other districts in the province. Fire Protection Associations and Specialist Wildfire Consultants should be engaged to offer insight and possible solutions in the development of these strategies.</p> <p>The lack of standard operating procedures and capacity required for the appropriate response to smouldering fires is concerning and needs to be addressed with the utmost urgency. The strategic plan for smouldering fires needs to include:</p> <ol style="list-style-type: none"> 1) A detection and monitoring system 2) A risk rating system 3) Actions required based on risk rating 4) Appropriate allocation of resources when a response is required 	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities SCFPA, FPAs, FMUs, Private Landowners Large and Small.
6b	Short Medium	<p>Development strategy for specialist Remote Area Firefighting Teams is required. Develop the appropriate standard operating procedures, tactics, specialist skills, training and equipment required.</p>	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities
6c	Short Medium Long	<p>Permanent firefighting stakeholders need to make a concerted effort to develop career paths and positions (as well as the people to fill them) within their organisations. There needs to be recognition that wildfire is a complex and a specialist field. It should be regarded as its own specialist profession. Emphasis also needs to take place on succession planning and the transfer of skills, knowledge and experience. Relevant education-and-training programmes need to be established to support the wildfire profession career path.</p>	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities SCFPA, FPAs, FMUs, Private Landowners Large and Small.

6d	Short	<p>Establish a Provincial WUI Task Force which has a mix of scientists, wildfire specialists, videographers, photographers, investigators and researchers for the purpose of gathering local wildfire intelligence to guide all aspects of strategy. If such a Task Force is established, it can be activated to the next significant incident in the very early stages. The analyses and footage obtained can be used to drive ongoing improvements in WUI strategy and tactics in the Western Cape.</p>	Western Cape Directorate Disaster Management and Fire & Rescue Services
6e	Short Medium Long	<p>Develop WUI-specific resources as well as deployment and readiness plans. If the damage caused from ignitions (e.g. embers, direct flame and radiant heat) could be contained/limited before spreading to the rest of the structure, total structure loss and structure-to-structure ignitions can be limited or prevented</p> <ul style="list-style-type: none"> • Predetermine Response Plan for Wildland Urban Interface Incidents. (Include an analysis of rural and urban interface areas and how the strategy and tactics will be implemented.) • Predetermine Mutual Aid Plan and Resource Activation Plan to support small-town resources. • Development of Structure Protection Units/Crews. These are specialist units trained to perform optimally in protecting homes and communities from wildfire in the WUI. • Provide further WUI-specific Structure Protection training to existing resources. (Fire Services, Southern Cape FPA, volunteers, wildfire contract crews, etc.) • Educating homeowners/landowners that they also have a responsibility to create environments in which Fire Services can safely and effectively defend properties. • Guide urban planners and engineers in the planning of communities from a wildfire-suppression perspective (e.g. location of homes, fire-resistant building materials, access roads, hydrants, turnaround points for vehicles etc.). 	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities.
6f	Short Medium	<p>Develop enhanced wildfire crew specialist roles and crews:</p> <ul style="list-style-type: none"> • Full time Wildfire Specialist Ground Crews • WUI Specialist Crews and Leadership • Remote Area Crews (Lightning-strike specialists), and • Incident Management Teams 	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities, SCFPA, FPAs.

Recommendations – Taken from the 19/03/2019 Wildfire Strategic Workshop “Turning Wildfire Lessons into Action Plans”

*This information was copied from a workbook which was provided to stakeholders who worked in teams for part of the workshop. The handwritten notes have been captured below and represent an unedited copy of the teams written notes.
(Only numbering of the points has been changed)*

Unique No.	Short, Medium or Long Term	Tactical and Operational Action Plan	Who (which organisation/s) will be responsible for the Action Plan
6g	Short	Employ trained proto teams per Municipal area appropriate SOPs – training to follow	Multiple Agencies
6h	Medium Long	Develop appropriate fire fighting capacity building within the fire fighting crews	Multiple Agencies
6i	Short Medium Long	“Huge” campaign; Social Development, Fire Awareness, Basic Training, Awareness Urban Interface Risk, Prevention Training	Multiple Agencies
6j	Short <i>Ongoing</i>	Standardise ICS training for all – implement standardised ICS system	Multiple Agencies
6k	Short Medium	Ongoing skills development for wildland fires – structural firefighting personnel are trained but need capacity.	Fire Fighting Services, WOF, All Wildland Firefighting
6l	Short <i>Ongoing</i>	Continuous training for IMT personnel - standardise	Multiple Agencies
6m	Short Medium Long	Utilise / Develop specialised ignition specialists (Collective)	Multiple Agencies
6n	Short <i>Ongoing</i>	Develop a database / incorporated MOUs to activate first response for aerial resources	Aerial Contract?
6o	Long <i>Ongoing</i>	Standardise wildland fire fighting equipment and vehicles	Fire Fighting Fraternities
6p	Short Medium Long	Utilise fire behaviour specialists (available)	Multiple Agencies
6q	Long <i>Ongoing</i>	Standardise communication systems.	Multiple Agencies

Success = Multi-Agency co-operation, IDP-SDF Budgets. The above points must be incorporated into planned budgets.

The following are comments from the floor which were noted down during the open floor discussions

Comment 6A:	The time a call out for a helicopter takes is an issue. Call out should be predetermined on the area the fire is in – areas should be risk graded to facilitate a quicker and smoother response time.
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Comment 6B:	Maybe municipalities can club together and contract their own helicopters.
Comment 6C:	Municipal firefighters are not trained in wildland firefighting – Long Term.

#7. Wildfire Resource Training & Preparedness Strategies

Recommendations - Summarised from the Vulcan Wildfire Management Report "Situational Analysis of the 2017 Knysna Fires"

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Unique No.	Short, Medium or Long Term	Tactical and Operational Action Plan	Who (which organisation/s) will be responsible for the Action Plan
7a	Short Medium	<p>Reform wildfire training requirements to include more wildfire knowledge, skills and expertise. Consult with educators, Fire Services, FPAs and Wildfire Specialists to determine where gaps exist and implement a long-term programme to improve wildfire understanding and knowledge. Current gaps that exist in Garden Route District include:</p> <ul style="list-style-type: none"> • Wildfire, WUI and leadership training for officers and higher ranks • Wildfire, WUI strategy and tactics training for all crew members • Incident Command System training for all crew leadership positions • Ongoing skill development (e.g. incorporating new trends and skills, advancing skills, and refresher training) for all crew members • Annual scenario training for all crews, focusing on preparedness for different types of incident, interagency cooperation and command • Strategic planning skills for officers and higher ranks, and • Leadership development training. 	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities.
7b	Short Medium	Develop, or provide to plan for, a wildfire training facility or solution for all the Fire Services in the Garden Route District. This training facility/service should focus on basic wildfire training as well as the areas of specialist wildfire training which have been highlighted. If Garden Route District Fire Services are unable to develop this training academy themselves then they must appoint a service provider to do so as a matter of urgency	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities.
7c	Short Medium	Focus on training and development to enhance the 'size-up' and the situational awareness process as well as the tactical decision-making skills of crews. This can be implemented through mentorship programmes, annual simulation training exercises, table-top discussions and studying industry trends.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities, FPA, FMU, Volunteer Organisations, Other Fire Services

7d	Short	<p>Hold a wildfire training symposium with representatives from all major wildfire industry role-players, training and education providers and, if possible, include international wildfire training experts from countries who have a holistic approach to wildfire:</p> <ul style="list-style-type: none"> • determine what training is required to cover the current shortfalls • determine a strategy to bridge the shortfalls • gain support from all wildfire role-players to help develop and support this strategy. <p>The symposium will need to look into strategies to address the problem with the availability of quality wildfire-focused training in the Western Cape. The current courses available through the SETAs, for example, are outdated and new training options need to be looked at. These include:</p> <ul style="list-style-type: none"> • Education and Training in Fire Management Practices • Wildland Firefighting for Ground Crews and Engine Crews • Advanced Wildland Firefighting Strategy and Tactics • Advanced Remote Area Strategy and Tactics • Wildfire Behaviour, Strategy and Tactics • Fireline Safety for Leadership • Fireline Safety for Line-going Personnel • Initial Attack Incident Command • Division Group Supervisor integrating Wildfire Behaviour, Strategy and Tactics • WUI Incident Preparation, Operations and Leadership • WUI Incident Wildfire Behaviour, Advanced Strategy and Tactics • Structure Protection Group, Strategy and Tactics • Leadership for Wildland Supervisors, and • Further ICS Training in identified areas. 	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities.
7e	Short Medium	<p>Predetermined strategic plans (To be Incorporated in Training Programs):</p> <ul style="list-style-type: none"> • standard operating procedures for different wildfire circumstances • wildfire-readiness planning and wildfire-ignition/spread interventions • evacuation plans, and wildfire monitoring. <p>All wildfire affected stakeholders (homeowners, landowners, Municipalities, Fire Services, Fire Protection Association, etc.) need to develop a coordinated, strategic wildfire plan for responding to wildfires under different sets of circumstances (e.g. type of fire, type of vegetation, weather conditions, accessibility). The strategic plan needs to be shared (in a relevant and appropriate format) and accepted by all role-players.</p>	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities, FPA, FMU, Landowners large and small, Volunteer Organisations, Other Fire Services

7f	Short	Source alternative water sources as part of strategic planning for operations, especially in WUI areas and investigate power supply back-up options for water pump stations serving critical areas and hydrants.	Garden Route District Municipality, B Municipalities, FPAs, FMUs
7g	Short	Build greater capacity through ICS training outside of the emergency services.	Garden Route District Municipality, B Municipalities, FPAs, FMUs
7h	Short	Annual scenario planning and preparedness training must be conducted. Scenario training will help maintain readiness and fine-tune processes. Interagency cooperation and coordination across the Western Cape in general needs to be enhanced and developed. Ensuring that annual interagency training scenarios occur and are even made mandatory. Conduct evacuation-scenario training exercises as part of annual preparedness training.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities, FPA, FMU, Landowners large and small, Volunteer Organisations, Other Fire Services
7i	Short Medium	Prioritise ICS training and development of Division/Group Supervisors, Unit Leaders and Technical Specialists (provide expertise in specialist areas such as meteorology, WUI operations, evacuations, etc.). It is recommended that all wildfire role-players invest in developing capacity in these positions.	Garden Route District Municipality, B Municipalities, FPAs, FMUs
7j	Short Medium	Conduct an audit of ICS personnel capacity and capabilities. It is simply not enough to do one ICS position-specific course. There are many practical areas where the implementation of ICS theory is failing (e.g. briefings and transfer of command) and these can only be developed through practice and experience. Based on the outcomes of the audit, all members of Incident Management Teams must then have a clear, focused and ongoing development programme aimed at developing skills and maintaining readiness.	Garden Route District Municipality, B Municipalities, FPAs, FMUs
7k	Short	Look into improving assignment instructions as well as debriefs. Both should be addressed through training and ongoing performance or after-action reviews following incidents.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities, FPA, FMU, Landowners large and small, Volunteer Organisations, Other Fire Services
7l	Short	Look into the viability of skills and training exchange programmes with Cape Town Fire & Rescue Services (CTFRS) which has a good training centre and culture of training.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities, CCTFRS

Recommendations – Taken from the 19/03/2019 Wildfire Strategic Workshop “Turning Wildfire Lessons into Action Plans”

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(Only numbering of the points has been changed)*

Unique No.	Short, Medium or Long Term	Tactical and Operational Action Plan	Who (which organisation/s) will be responsible for the Action Plan
7m	Medium	Adopts curriculum, procure training material, ID target groups, train the trainer, roll out training at minimal cost. (Success = Training in wildfire e.g. wildfire, ground level)	All stakeholders playing a role with wildland fires.
7n	Medium	Id target groups, determine role and responsibility, formalise agreements, roll our training (Success = Maximise the resources by training medical personnel to be division safety/medical officers)	Medical pers. Fire Brigade, Prov.
7o	Short	Roll our training, establish relations with existing organisations + forums such as Agri, Afriforum, “Boere verenigings”, CPFs etc. Positive media to promote buy in from landowners. Add training to existing programs for “plaaswag” (Success = ICS training broadened from landowner to mayor level)	All
7p	Short	Make it part of DM performance agreement to ensure that stakeholders organise two scenario based exercises per year. (Success =Mandatory scenario based training with multiple stakeholders)	All
7q	Medium	Establish workgroup to decide on placement of function + possible costs and how to deal with it. Decide on info to be gathered. Work forward a resource status database. (Success = Build database for ICS qualifications)	All
7r	Medium	Identify members, train members, formalise agreements (Success = Formalise multiple stakeholder IMTs)	All

The following are comments from the floor which were noted down during the open floor discussions

Comment 7A:	Broaden ICS training to include all involved in incidents including politicians, supporting organisations and private organisations such as Lions, Rotary, Gift of the Givers, Neighbourhood Watches, etc
Comment 7B:	Identification (ID card) of training that members of organisations have and formalised agreements so that trained IMT personnel can be used across organisations during an incident. Build and maintain an ICS qualification database.
Comment 7C:	Scenario based training must take place.

#8. Overhaul of Wildfire Resource Strategy and Approach to Safety

Recommendations - Summarised from the Vulcan Wildfire Management Report "Situational Analysis of the 2017 Knysna Fires"

The information here has been produced and captured by Vulcan Wildfire Management. It represents a summarised version of recommendations taken from the "Situational Analysis of the 2017 Knysna Fires Report"

Unique No.	Short, Medium or Long Term	Tactical and Operational Action Plan	Who (which organisation/s) will be responsible for the Action Plan
8a	Short Medium	Establish a wildfire 'lessons learned' database containing all wildfire and firefighter fatalities as well as serious injuries. This is an essential training resource which would enable analysis of what occurred by other fireline going personal and possibly prevent future fatalities and injuries. This type of database and lessons learned approach will go some way to also remember and honour the fallen.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities, FPAs, FMUs.
8b	Short	Develop a District database of resources where formalised, organised volunteer firefighting crews and resources are included. This must be updated annually. This means all volunteer resources can be requested to respond with a predetermined understanding of their training, leadership, resource capabilities, etc. It is further recommended that if any landowner or Fire Service requests a response from a volunteer firefighting unit, they should have a Memorandum of Understanding including: <ul style="list-style-type: none"> • details and provision of firefighter insurance • who will cover what costs, and • call-out, check-out and demobilisation procedures 	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality.
8c	Short Medium	Advanced leadership training and tools are needed especially for incidents requiring the control of a large number of resources. An enhanced focus on crew tracking and safety is needed. Develop and introduce a wildfire resource tracking system. For all crews and resources. The technology is available for every resource to be tracked and geo-located on centralised mapping software.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities, FPA, FMU, Landowners large and small, Volunteer Organisations, Other Fire and Emergency Services
8d	Short Medium	Establish trigger points (as part of the standard operating procedures) for leadership to withdraw crews from direct attack operations, based on the size and/or complexity of the wildfire.	Western Cape Directorate Disaster Management and Fire & Rescue Services

8e	Short	Develop predetermine first responder plans for structure protection and evacuation for WUI areas. Fire moves through the WUI extremely fast, so there is no time to develop effective initial attack plans during an incident. Fighting wildfires in the WUI requires specialist skills, training, equipment and leadership, and this needs to be further developed.	Western Cape Directorate Disaster Management and Fire & Rescue Services
8f	Short	Develop enhanced systems, checks and balances to ensure all resources on an incident are accounted for and a formal 'Check In' procedure is adhered to. There was a large contingent of landowner resources operating in isolation of the formal Incident Command. As a suggestion Division Supervisors should be made aware that they need to: <ul style="list-style-type: none"> determine what landowner resources are in their respective areas ensure they are checked into the Incident Command and have been assigned to that Division under the command of the Division Supervisor, and establish a communication link with the landowner resources. 	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities, FPA, FMU, Landowners large and small, Volunteer Organisations, Other Fire and Emergency Services
8g	Short	Look into improving assignment instructions as well as debriefs. Both should be addressed through training and ongoing performance or after-action reviews following incidents. Briefings from supervisors need to be detailed and thorough and cover topics such as: Situation, Mission, Communications, Resources/Support, Safety and Risk Mitigation.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities, FPA, FMU, Landowners large and small, Volunteer Organisations, Other Fire and Emergency Services
8h	Short Medium	If landowners are supported, they can make a considerable combined contribution to supporting incidents. Accordingly, it makes sense for the Municipalities to offer advice, guidance and assistance in terms of: <ul style="list-style-type: none"> what type of equipment to purchase (and ensure compatibility of equipment) providing training opportunities wherever possible, even if it is in-house training providing mentoring and oversight of development, and reinforce 'good behaviour' and guide them in areas where they can improve. 	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities
8i	Short Medium	Develop a culture of conducting after-action reviews with all crews involved on wildfire incidents, including supporting resources and volunteer crews.	Garden Route District Municipality, B Municipalities, FPAs

8j	Short	<p>Conduct an audit of wildfire capabilities looking at: (This process will provide more clarity on the areas requiring improvement)</p> <ul style="list-style-type: none"> wildfire-specific leadership ability, level of training and education among all ranks risk-reduction work that has been carried out over the past five years relationships with supporting resources relationships with Southern Cape FPA (and landowners) levels of wildfire strategic and tactical planning Incident Management capabilities financial constraints, and resources availability. 	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities
8k	Short	<p>Bitou Municipality Fire Services (and possibly many other of the Municipal Fire Station) have an aging fire station in Plettenberg Bay. Their equipment, minimal training and large operational area (as well as an airport) are inadequate or, at the very least, outdated. The fire hydrant at Plettenberg Bay Fire Station is barely functional for example. All Fire Services should be provided with at least the basic support required to keep their services functional and The Western Cape Directorate Disaster Management and Fire & Rescue Services is requested to take a look into this.</p>	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities
8l	Short	<p>Change the public's perception of aerial resources. Segments of the public believe that if they do not see aerial resources that no fire suppression operations are taking place. An awareness campaign should highlight the roles of engine crews, ground crews and aerial resources in different types of firefighting environments.</p>	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities
8m	Short	<p>Official and approved Community Safety Zones can have significant benefits and should be encouraged. The benefits include:</p> <ul style="list-style-type: none"> Multiple Community Safety Zones reduce the accumulation of too many people in one spot. Evacuation is more orderly as a central location allows community members to pre-plan and rehearse what actions they need to take before an incident. Support and outside aid have known geographic locations to interact with the affected community members. Facilities to support people's basic needs (e.g. water and toilets) Close proximity to their homes, those who are willing and able can then go back to check on their homes after the fire front has passed (if safe) <p>An annual audit of the Community Safety Zones must be done by District Fire Services and B Municipalities and must be signed off by the Chief.</p>	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities

Recommendations – Taken from the 19/03/2019 Wildfire Strategic Workshop “Turning Wildfire Lessons into Action Plans”

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Unique No.	Short, Medium or Long Term	Tactical and Operational Action Plan	Who (which organisation/s) will be responsible for the Action Plan
8n	MTO Exit Void	(Post 2020) Consider District resources expansion.	Garden Route Municipality
8o	Medium	Incident Command co-ordination: Training, structures, comms. Change from analogue to digital. Safety and efficiency.	FPA
8p	Medium	Gap analysis; Skills and equipment.	Province
8q	Medium	QRMs for understanding of equipment (same standardisation) QRM landowner/asset owners responsibility Standardisation “Directive” from Province	Province
8r	Medium	Shift change attitudes, need to hand over properly.	All
8s	Short Medium	Arrangements with equipment suppliers like construction companies.	FPA
8t	Short Medium	Trend analysis on training + experience, assets, operations for funding purposes.	Province
8u	Short Medium	Serviceability of equipment audit	Province
The following are comments from the floor which were noted down during the open floor discussions			
Comment 8A:		Departure of MTO will be an issue with regards future fuel loads, infrastructure, resources, etc.	
Comment 8B:		Communication in all forms highlighted as vital for safety.	
Comment 8C:		Lack of experience (wildfire knowledge and experience) in many role players is being noticed.	
Comment 8D:		Serviceability (working order or not) of equipment must be included in audits.	

#9. Legislated National Adoption of Incident Command System (ICS)

Recommendations - Summarised from the Vulcan Wildfire Management Report "Situational Analysis of the 2017 Knysna Fires"

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Unique No.	Short, Medium or Long Term	Tactical and Operational Action Plan	Who (which organisation/s) will be responsible for the Action Plan
9a	Short Medium	<p>Urgently determine to assist with the training and development of leadership roles particularly within the Operations Sections of wildland incidents (i.e. Operations Section Chief, Branch Director, Division Supervisor, Task Force Leaders, Strike Team Leaders, Crew Leaders, etc.)</p> <p>As a suggestion, the development and training of these roles and capabilities needs to take place throughout the province and should be prioritised on a Provincial level, particularly the Division Supervisor role. With great leadership running incidents, it is equally important to have great operational leaders in place to convert objectives and strategic plans into tactical actions.</p>	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities
9b	Short Medium	Build greater capacity through ICS training outside of the emergency services. This is especially the case in B Municipalities and areas that demand all or most operational personnel to be in the field. Areas where additional capacity could be found include Municipal office staff, NGO volunteers and civil society volunteers. This would allow the firefighters to focus on operations while non-fireline staff could fill the other positions requiring management skills and not firefighting skills.	Garden Route District Municipality, B Municipalities
9c	Short Medium	In the Garden Route District it is recommended that each B Municipality establishes a Type 3 Incident Management Team, Garden Route District Municipality establishes a Type 2 or Type 3 Incident Management Team (and Provincial Disaster Management establishes a Type 1/2 Incident Management Team that can help or rotate with District IMTs on larger and more complex incidents). The other Districts and Municipalities within the Western Cape, if they haven't already done so, could adopt a similar strategy.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities

9d	Short Medium	Prioritise ICS training and development of Division/Group Supervisors, Unit Leaders and Technical Specialists (provide expertise in specialist areas such as meteorology, WUI operations, evacuations, etc.). It is recommended that all wildfire role-players invest in developing capacity in these positions.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities, SCFPA, FPAs, FMUs, Volunteer Organisations, All other Stakeholders
9e	Short	Conduct an audit of ICS personnel capacity and capabilities. It is simply not enough to do one ICS position-specific course. There are many practical areas where the implementation of ICS theory is failing (e.g. briefings and transfer of command) and these can only be developed through practice and experience. Based on the outcomes of the audit, all members of Incident Management Teams must then have a clear, focused and ongoing development programme aimed at developing skills and maintaining readiness.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities, SCFPA, FPAs, FMUs, Volunteer Organisations, All other Stakeholders
9f	Short	Develop plans to ensure local knowledge intelligence can feed into the Incident Management planning and operational assignments. Local knowledge of areas, firefighting methods (e.g. when and where to back burn) and best practice is an important tool or resource, especially in the Operations Section. This local knowledge should not be neglected.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities, SCFPA, FPAs, FMUs
9g	Short	The Liaison Officer role needs to become more instrumental in the IMT's Command Staff, particularly for engaging with community and neighbourhood leaders. The IMT needs to have plans (and personnel) in place to reassure, guide and advise communities. In some Knysna suburbs, residents did not see any officials for days (and sometimes weeks) during and after the incident.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities, SCFPA, FPAs, FMUs
9h	Short	Plan for Incident Command Post locations and facilities for future incidents. The state of readiness of these facilities must then form part of annual preparedness plans. The chosen locations must have systems that are protected and contingencies must be planned for.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities, FPAs
9i	Short	Develop standard operating procedures for the setting up of Base Camps for incident responders (even local crews). Travelling after shifts is a safety hazard for tired crews and the time taken to travel and find food and accommodation adds to crew fatigue. The Western Cape Directorate Disaster Management and Fire & Rescue Services could be requested to take the lead in developing Base Camp standards and standard operating procedures.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities

9j	Short	The Incident Commander role is central to the successful outcome of an incident and the person filling this role needs to be carefully identified once an incident begins escalating in complexity. It is advised that annual strategic planning of who can fulfil this role in the Garden Route District should be considered and documented, especially for large ongoing incidents.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities
9k	Short	Develop enhanced systems, checks and balances to ensure all resources on an incident are accounted for and a formal 'Check In' procedure is adhered to.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities, SCFPA, FPAs, FMUs, Volunteer Organisations, All other Stakeholders
9l	Short Medium	<p>Incident Management Teams across the Western Cape Province need supporting logistics and equipment to function optimally. Create a strategic network of equipment caches. Such caches need to include, among other things:</p> <ul style="list-style-type: none"> • Communication equipment (interagency communication devices) – a high priority. If all arriving resources can be assigned a communication device allowing for interagency communication, this would alleviate a massive communication problem prevalent throughout the Western Cape. • Laptops loaded with standardised ICS forms and apps that assist with incident management systems and information. • IT support (personnel) and related equipment. • Base Camp facilities (tents, stretcher beds etc.). • Generators. • Identification, uniforms, bibs, tags. 	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities
9m	Short	Establish a centralised and updated database of available resources that can be used in all-hazard incidents. Each resource in the database needs to be 'typed' based on their level of training, expertise, equipment, vehicles, etc. Other important data fields include availability, cost, contact person and rating of the resource. This database should be available to all Incident Management Teams so they can call on resources as and when they are required.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities

9n	Short	Establish a logistics system as well as policy/guidelines to manage the influx of donations during future incidents. During the Knysna Fires (and other large-scale incidents in the Western Cape) there was tremendous support from the general public in the form of donations for incident responders and those affected by the incident. The donations function should fall under the Logistics Section in the IMT so that guidance can be provided on what items are required to aid the incident. There should also be a link to the Public Information Officer and Liaison Officer so that priority items can be requested. Financial donations provide a greater challenge in terms of management, accountability and transparency. Managing financial donations requires a strategic plan.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities
9o	Short	Establish demobilisation standard operating procedures. Although this seems to be a less-important function of the incident, the IMT should ensure that this process receives due attention. Firefighting crews should also be rested in base camps before being allowed to travel home – in some cases, on the Knysna Incident, these involve long journeys directly after extended shifts.	Western Cape Directorate Disaster Management and Fire & Rescue Services
9p	Short	Devise a strategy to ensure landowners are incorporated and considered by Incident Management on all incidents. It is essential that landowners assisting with wildfire suppression operations be overseen by the formal Incident Command structure. The challenge is that there is currently no predetermined way to manage this process, especially with smaller landowners. Established protocols must be identified.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities
9q	Short Medium	Conduct frequent interagency incident simulations including personnel at all levels/ranks. This simulation and wildfire-readiness training needs to involve wildland firefighting personnel and experts from other organisations including the FPA, contractors and large landowners, etc. This will assist in sharing knowledge and building mutual respect.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities, SCFPA, FPAs, FMUs, Volunteer Organisations, All other Stakeholders
9r	Short	An IT technical expert should be considered a standard position on any Incident Management Team that is in command of a large incident going into extended attack.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities

Recommendations – Taken from the 19/03/2019 Wildfire Strategic Workshop “Turning Wildfire Lessons into Action Plans”

*This information was copied from a workbook which was provided to stakeholders who worked in teams for part of the workshop. The handwritten notes have been captured below and represent an unedited copy of the teams written notes.
(Only numbering of the points has been changed)*

Unique No.	Short, Medium or Long Term	Tactical and Operational Action Plan	Who (which organisation/s) will be responsible for the Action Plan
Note: This Group chose to validate the Vulcan Report recommendations (written in this colour) and provided additional info and comments (written in black) when doing so.			
9s	Short	a) Standard ICS, b) finalise system, c) roll it out, d) accepted by all parties, e) system for improvements must be developed	National Disaster Management Provincial DM, All Stakeholders
9t	Short	Urgently determine to assist with the training and development of leadership roles particularly within the Operations Sections of wildland incidents (i.e. Operations Section Chief, Branch Director, Division Supervisor, Task Force Leaders, Strike Team Leaders, Crew Leaders, etc.) Includes describing the current status of ICS levels/use of all stakeholders Note – Standardise positions, names, resources	Provincial and Local DM
9u	Short	Build greater capacity through ICS training outside of the emergency services. + within management structures towards awareness acceptance. Awareness and acceptance outside of emergency services	Provincial and Local DM, All Stakeholders
9v	Short	Prioritise the ICS training and development of Division/Group Supervisors, Unit Leaders and Technical Specialists (provide expertise in specialist areas such as meteorology, WUI operations, evacuations, etc.). It is recommended that all wildfire role-players invest in developing capacity in these positions.	All Stakeholders
9w	Medium Long	It is simply not enough to do one ICS position-specific course. There are many practical areas where the implementation of ICS theory is failing (e.g. briefings and transfer of command) and these can only be developed through practice and experience. Based on the outcomes of the audit, all members of Incident Management Teams must then have a clear, focused and ongoing development programme aimed at developing skills and maintaining readiness. Managing the data for this “focused and ongoing development programme” a) program development b) Implementation of program	Lead by Local DM, All Stakeholders

9x	Short	The Incident Commander role is central to the successful outcome of an incident and the person filling this role needs to be carefully identified once an incident begins escalating in complexity. The Incident Commander is ultimately responsible for all aspects of the incident and factors such as stress, fatigue, potential bias and experience should therefore be considered. It is advised that annual strategic planning of who can fulfil this role should be considered and documented, especially for large ongoing incidents.	Fire Workgroup
9y	Short Medium	The Liaison Officer role also needs to be become more instrumental in the IMT's Command Staff, particularly for engaging with community and neighbourhood 9leaders. The IMT needs to have plans (and personnel) in place to reassure, guide and advise communities. Note – FPA communication to fire related community works	B&C Municipality, FPA
9z	Short	Develop enhanced and standard systems, checks and balances to ensure all resources on an incident are accounted for and a formal 'Check In' procedure is adhered to. Note – province develop, stakeholders implement	Provincial, All Stakeholders
9aa	Short	Develop standard operating procedures for the setting up of Base Camps for incident responders (even local crews). Travelling after shifts is a safety hazard for tired crews and the time taken to travel and find food and accommodation adds to crew fatigue. SOP include travel issue	Provincial, All Stakeholders
9bb	Short	Establish a centralised and updated database of available resources that can be used in all-hazard incidents. Note - link to Information Technology (IT)	Short lead by LDM
9cc	Medium	Establish a logistics system as well as policy/guidelines to manage the influx of donations during future incidents. + request for donations + excess	Local DM
9dd	Short	Establish demobilisation standard operating procedures.	Provincial
9ee	Short	Devise a strategy to ensure landowners are incorporated and considered by Incident Management on all incidents. Note – This action will need further thinking /workshop	All Stakeholders
9ff	Medium	Incident Command System training needs to be enhanced by conducting frequent interagency incident simulations including personnel at all levels/ranks. Note – Simulation should be short term combining mentoring towards development program	Fire Workgroup

9gg	Short	An IT technical expert should be considered a standard position on any Incident Management Team that is in command of an incident going into extended attack. Note – All stakeholders have IT skills & should be pooled and developed in a single direction.	All Stakeholders
9hh	Short	Communication manage (WhatsApp) needed Debrief, report and close down actions together after incidents	All Stakeholders
<p>Success =</p> <ul style="list-style-type: none"> • Open communication between stakeholders • Sharing workload + doing what we can well • Fire Workgroup (Key to Action) • Feedback loops • Scheduled interactions • Focussed interactions 			
The following are comments from the floor which were noted down during the open floor discussions			
Comment 9A:	Operations Section Chiefs should be locals due to issues with different strategies and tactics used in different parts of the country.		
Comment 9B:	The process of education within ICS as laid out by SA ICS must be followed and adhered to.		
Comment 9C:	More focus on leadership training and the middle management roles such as Strike team Leaders, Crew Leader, Division Supervisor, etc.		

#10. Decisive Short, Medium and Long-term Plan for Multi-Agency Collaboration

Recommendations - Summarised from the Vulcan Wildfire Management Report "Situational Analysis of the 2017 Knysna Fires"

The information here has been produced and captured by Vulcan Wildfire Management. It represents a summarised version of recommendations taken from the "Situational Analysis of the 2017 Knysna Fires Report"

Unique No.	Short, Medium or Long Term	Tactical and Operational Action Plan	Who (which organisation/s) will be responsible for the Action Plan
10a	Short Medium	<p>Predetermined strategic plans for a coordinated and strategic wildfire plan need to be developed for responding to wildfires under different sets of circumstances (e.g. type of fire, type of vegetation, weather conditions, accessibility etc.) The strategic plan needs to be shared (in a relevant and appropriate format) and accepted by all role-players so that they understand their responsibility and designated required actions. Examples of elements to be included in the strategic plan are:</p> <ul style="list-style-type: none"> • standard operating and response procedures for different wildfire circumstances • wildfire-readiness planning and wildfire-ignition/spread interventions • evacuation plans, and • wildfire monitoring. 	Garden Route District Municipality, B Municipalities, SCFPA, FPAs
10b	Short Medium	Ensuring that annual interagency training scenarios occur and are even made mandatory. These occasions will provide a helpful environment for relationship building and they will enhance how organisations work together.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities, SCFPA, FPAs
10c	Short	Develop plans to ensure local knowledge intelligence can feed into the Incident Management planning and operational assignments. This will help with build relationships and enhance collaboration.	Garden Route District Municipality, B Municipalities, SCFPA, FPAs
10d	Short Medium	Devise a strategy to assist communities in developing a community protection plan for wildfires. Fuel reduction, firebreaks and resource sharing can all be done at a community level. This will enhance the effectiveness of the devised formal response strategies from Fire Services. Community plans can also reduce the overall cost of actions taken and allow for shared knowledge in the collaborative process of working with one another.	SCFPA, FPAs, FMUs, Large and Small Landowners

10e	Short Medium	Landowners should have a simple and convenient process whereby they can obtain permission to conduct a prescribed burn provided that the conditions are right and the appropriate measures have been put in place. Note: Placing obstacles and red tape in the way of these processes is currently harming relationships, a good system will help.	Garden Route District Municipality, B Municipalities, SCFPA, FPAs
10f	Short Medium Long	FMUs need to create detailed and functional maps of their areas containing essential information for firefighting operations (e.g. road networks, access points, water points, firebreaks, landowner contact details, etc.). All FMUs should have printed versions of these maps, which can be handed out to resources arriving in the area. All the maps from the different FMUs should be sent to the Southern Cape FPA which can then distribute the maps to the various Fire Services or provide them to an Incident Command Post. These maps could also be considered from a broader emergency response context and could be provided to other emergency services (e.g. ambulances, police, etc.). Firefighting resources should make full use of technological navigation aids such as GPS systems and cell phones however shouldn't become overly reliant on them. Basic map work and navigation skills should be included in all emergency responder training courses. These skills require ongoing training to maintain proficiency.	SCFPA, FPAs, FMUs, Large and Small Landowners
10g	Short	It is highly recommended that the Southern Cape FPA, supported by Garden Route District Fire Services and B Municipalities, encourage every community to hold an annual Wildfire Awareness Day followed by a Wildfire Preparedness Month. There are many benefits to doing this but perhaps the most beneficial is building and reinforcing localised relationships.	Garden Route District Municipality, B Municipalities, SCFPA, FPAs
10h	Short Medium	<p>In building better relationships with homeowners and landowners source alternative water sources as part of strategic planning for operations, especially in WUI areas. Examples of preparing alternative water sources include:</p> <ul style="list-style-type: none"> • Strategically engaging with homeowners for their assistance. Homeowners could fit the correct hose attachments so Fire Services can quickly access and use the water from their water storage tanks. Or perhaps the homeowner has a pump and hose that they could use to resupply a firefighting vehicle from their swimming pool. • Setting up rainwater storage tanks at key infrastructure points (e.g. cellular masts and communication towers). 	Garden Route District Municipality, B Municipalities, SCFPA, FPAs

10i	Short	The Western Cape Directorate Disaster Management and Fire & Rescue Services needs to look into the long-term strategic planning for how the Fire Services are structured (between District and B Municipality). The division of function between Eden (now Garden Route) B Municipalities and Eden (now Garden Route) District Fire Services as well as other contributing factors have negatively affected relationships and have created operational concerns in the Garden Route District.	Western Cape Directorate Disaster Management and Fire & Rescue Services
10j	Short Medium	Be proactive in building institutionalised relationships with all wildfire stakeholders. Both formalised and informal relationships and channels of communication are vital. Urgently prioritise guidance and oversight to Garden Route District Fire Services on how to create organisational and institutionalised partnerships with Garden Route B Municipality Fire Services and the Southern Cape Fire Protection Association and FMUs.	Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities, SCFPA, FPAs, FMUs, Volunteer Organisations, All other Stakeholders
10k	Short	DAFF as well as Provincial, District and Municipal government must hold a meeting in 2018 to devise strategies to strengthen the ability of FPAs across the Western Cape. They must empower them to deliver the support and services landowners need to manage their responsibility for wildfires. It is essential that the FPAs are also involved in this process.	DAFF, Garden Route District Municipality, B Municipalities, Western Cape Directorate Disaster Management and Fire & Rescue Services,
10l	Short Medium Long	<p>Play a supporting role in developing the capability and capacity of their local FMU volunteers and landowners. If landowners are supported, they can make a considerable combined contribution to supporting incidents. Help to develop a more formal 'Rural/Community' Wildfire Support Service. The suggested principles would be as follows:</p> <ul style="list-style-type: none"> • The crews are landowner volunteers who would normally fight fires on their own and neighbouring land, but now benefit from being part of a more formal rural firefighting force. • The crews receive training, support and equipment assistance. • Accident insurance cover and worker's compensation is provided for • The Rural Wildfire Support Service remains independent of Fire Services but has well defined Memorandums of Understanding in place. • Southern Cape FPA works to gain funding and support from large insurance companies (insurance risk to the area is reduced). • The Rural Wildfire Support Service can also conduct fuel-reduction burning operations with the assistance and support of Garden Route Fire Services, especially for landowners or communities that cannot afford it. This collaboration would build relationships in the community. 	Garden Route District Municipality, B Municipalities, FPAs, Western Cape Directorate Disaster Management and Fire & Rescue Services

10m	Short Medium	Encourage and assist communities and suburbs to take steps towards becoming wildfire resilient.	Garden Route District Municipality, B Municipalities, Western Cape Directorate Disaster Management and Fire & Rescue Services
10n	Short Medium	DAFF and the Western Cape Directorate Disaster Management and Fire & Rescue Services, as custodians of the National Veld and Forest Fire Act No. 101 of 1998, need to look at ways in which the WUI areas can be looked after, in a manner similar to the way an FPA needs to 'look after' a landowner. This needs to happen as a matter of priority.	DAFF, Western Cape Directorate Disaster Management and Fire & Rescue Services, Garden Route District Municipality, B Municipalities
10o	Short Medium	The Western Cape Directorate Disaster Management and Fire & Rescue Services needs to establish a basic set of policies, guidelines and standards for all volunteer firefighting units in the Garden Route and the Western Cape. This is to ensure their safety and operational effectiveness. To do this, the Western Cape Directorate Disaster Management and Fire & Rescue Services should engage with well-organised volunteer organisations such as the Volunteer Wildfire Services (the VWS has strict operational, training and governing policies which could be used as a template) as well as the less-formalised FMUs such as the Bitou FMUs (who require policies and structures that are conducive for them). The Knysna and Plettenberg Bay Wildfires of 2017 also highlighted the need for strategic oversight of wildfire volunteer groups. An oversight body could be the Provincial Disaster Management Centre or a specific sub-workgroup of the Western Cape Provincial Fire Workgroup.	Western Cape Directorate Disaster Management and Fire & Rescue Services
10p	Short Medium	Conduct evacuation-scenario training exercises as part of annual preparedness training. Where possible these scenarios should include active involvement from community leaders and even residents where practical. These scenarios will help build trust and relationships in the community and also test leadership of fire crews and emergency resources and help support decision-making during the intensity and pressure of a real incident.	Garden Route District Municipality, B Municipalities

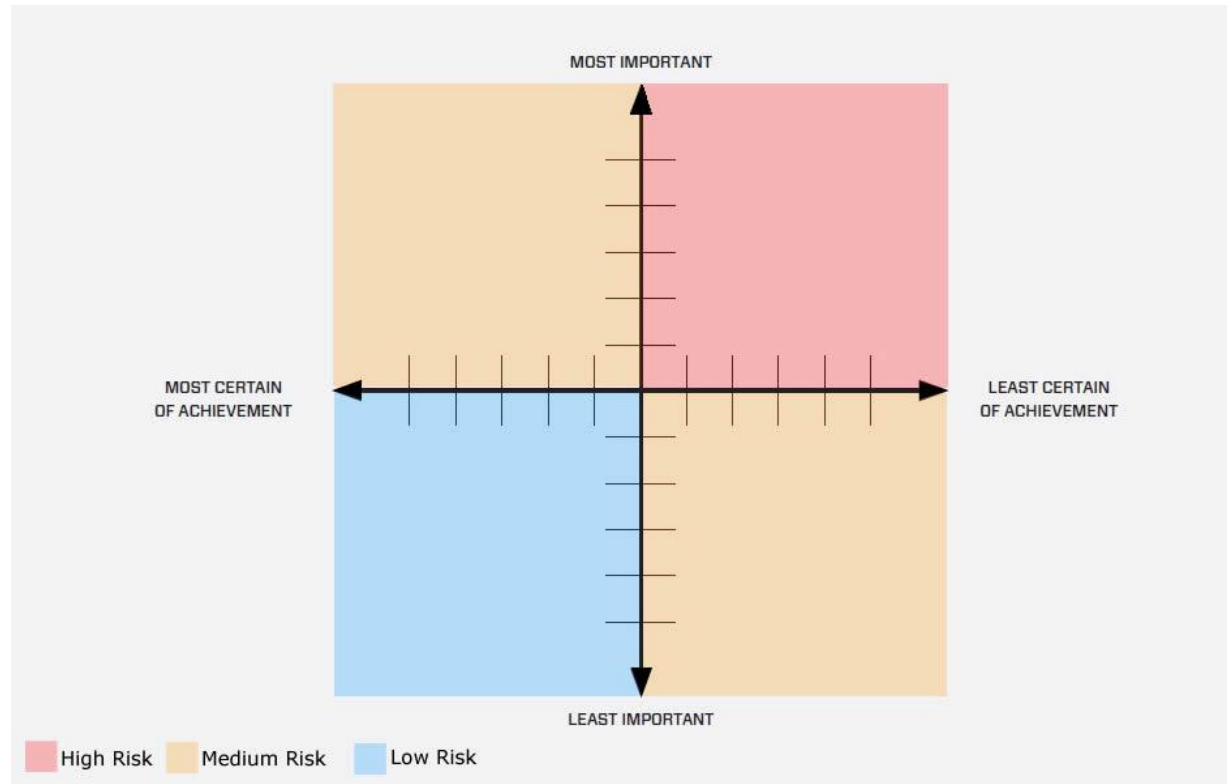
Recommendations – Taken from the 19/03/2019 Wildfire Strategic Workshop “Turning Wildfire Lessons into Action Plans”

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(Only numbering of the points has been changed)*

Unique No.	Short, Medium or Long Term	Tactical and Operational Action Plan	Who (which organisation/s) will be responsible for the Action Plan
10q	Short Medium	Establish a Garden Route fire suppression workgroup Success = Advocate for platform, MM Forum Failure = Personal agendas	CFO, DM + LM, CN, SANPARKS, DAFF
10r	Short Medium	Establish workgroup with Civil with the WUI, WUI work group Success = Advocate for platform, MM Forum + connect the NGO, Private Security +CPF	FPA, NSRA, CPF, LMCFO, Private Security
10s	Medium Long	Strengthen and unify the current platform GREFF – Prevention and Protection Success = Common goals, alleviate the effect + external Failure = Not having the proper authority and support for relevant role-players	Town Planning
10t	Medium Long	DM Forum - Need to fit into this forum Success = Linking all forums with this one and linking IDP SD.	MMs, LM, LCDM, Town Planners, IDP Manager, Economic Development Department
The following are comments from the floor which were noted down during the open floor discussions			
Comment 10A:		Rather create one group with task teams below it to carry out actions and report back and remove duplication and the possibility of communication failure.	

Group Action Plan Risk Matrix

All the 10 groups at the workshop were asked to plot their action plans on this risk matrix. The matrix effectively positions these plans into high, medium and low risk categories.



This is a very effective project management tool and some interesting insights have been gained when looking at what the different groups plotted. It was decided however not to include each group diagram in this report for the following reasons:

- Not all of the relevant stakeholders were in each group. (For more accurate results their input is still required).
- Not all the relevant stakeholder attended the workshop. (For more accurate results their input is still required).
- Some of the action plans require more work; greater clarity and detail is needed.

This action plans needs to be revisited at a later stage by a project management team and once all relevant stakeholders have decided on the final action plans a more accurate risk profiling of action plans can take place.

Conclusion

The workshop, and this report, provide a very good summary of the Vulcan Wildfire Management report recommendations. Furthermore, it has begun a process for stakeholders to consider the recommendations, build on them, as well as provide alternative recommendations or 'action plans'.

There is still a lot more work to be done however:

- The stakeholder network needs to be expanded upon to receive input from stakeholders who were not present at the workgroup.
- All stakeholders need more time to go through this report and develop the action plans further.
- The action plans need to be fine-tuned to become SMART:
 - Specific
 - Measurable
 - Attainable
 - Realistic
 - Timely

An important point raised by a number of the stakeholders present at the workshop...

- How to we proceed now?
- How do we ensure that the action plans on paper result in real action taking place?

Recommended Next Steps

1. This report gets widely circulated amongst the relevant stakeholders for comment. Given their knowledge, insight and understanding of the various strengths and weaknesses as well as opportunities and threats, each stakeholder is encouraged to work on all the recommendations and fine tune them to a point where they can support them.
2. A final strategic action plan document is then formulated and supported by all stakeholders.
3. A clear and defined 3-5 year project management plan and team is put in place to ensure support, synergy and cohesion of the responsible stakeholders as well as groups, meetings, operations, activities, plans etc. take place. This will ensure there is always progress in achieving the plans contained in the final strategic action plan document. Essential to this project management process is:
 - a) **Developing and enhancing positive relationships amongst all the stakeholders.**
 - b) **Seeing recommendations being supported and taking effect.**

