

FMAC Induction Manual



Acknowledgement

The Fire Management Area Committee (FMAC) Induction Manual has been prepared by the State Fire Management Council and Fire Management Area Committee members. Additional input was provided by organisation and non-government stakeholders.

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Limitations/Disclaimers

This information contained in this document is aimed at assisting in the understanding of the purpose, role, and responsibilities of Fire Management Area Committees in Tasmania.

This document is not a reference document for fire behaviour or environmental matters. It does not comment on or contain information on policy, approach or practices of member organisations or agencies. Information pertaining to these factors should be sought from the member organisation or agency.

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Foreword

Our island state of Tasmania is known for its landscapes wild places, as well as first class food fibre, beverages surrounded by, warm and friendly communities. However what is not widely known, is that about 98% of Tasmania's land area has a history of bushfires. This means that fire is a significant risk to the social, economic and environmental well-being of the landscape and the communities who live here.

Each year, Tasmania experiences bushfire. These bushfires range in scale and complexity, and history has taught Tasmanians that a small conflagration can quickly develop into a big impact socially, economically and environmentally. Government and communities have learned that bringing agencies and stakeholders together and working side-by-side to develop a coordinated approach to bushfire risk assessment results in reducing the impact of disasters such as bushfire. This 'shared responsibility' approach is an investment in coordination, time, resources, and planning that produces effective and efficient response to bushfires, as well as mitigation of the risk of bushfires. Tasmania is an example of small communities having a big impact in reducing the risk and increasing the understanding of the related impacts of bushfires.

The State Fire Management Council (SFMC) is a state level multiagency statutory body that manages and advises on bushfire risk management across all tenures in Tasmania. This progresses through to the community level through Fire Management Area Committees (FMACs), established by the SFMC, and who work together through a shared responsibility approach to manage bushfire risk. This approach addresses the individual barriers such as resources and infrastructure that landowners and organisations face when working individually, and delivers a more comprehensive and cooperative model for bushfire risk management and planning.

Fire Management Area Committee members are local and represent stakeholders that manage land use within a Fire Management Area. FMACs are legislatively responsible for preparing a Bushfire Risk Management Plan (formerly a Fire Protection Plan) and coordinating fire risk management activities ranging from community education and information to the effective management of bushfire fuels, breaks, trails and access. The fire and vegetation management skills, local knowledge, and experience of the FMAC is applied collaboratively to improve fire and vegetation management outcomes and decisions for the community.

The knowledge FMAC members bring to the forum enables communities to play an active role in fire management and be better engaged in community response. The FMACs represent relationships and collaboration to achieve a common goal – identification and protection of community assets and values at risk of bushfire.

This FMAC Induction Manual is aimed at providing FMAC members and their organisations with a comprehensive tool to help with the protection of people, property, and the environment.

Part 1 of the FMAC Induction Manual describes the purpose, function and responsibilities of the FMAC and FMAC membership.

Part 2 provides guidance on FMAC governance and business processes.

Accompanying the FMAC Induction Manual are short explainer documents that serve as useful 'quick answers' to frequently asked questions about FMACs. The FMAC Induction Manual informs members of their roles and responsibilities, and how to contribute to advance the work and function of FMACs.

The FMAC Induction Manual has been developed by the SFMC with input and review by FMAC members.

I and the State Fire Management Council members would like to thank all those who have contributed to the development of this first edition of the FMAC Induction Manual. I would also like to thank more broadly for the contributions made to improve the safety of Tasmanian communities by those that give their time to the FMAC committees.

A handwritten signature in dark ink, appearing to read 'S. Whight'.

Sandra Whight

Chair, State Fire Management Council

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1 Introduction

Fire Management Area Committees are a fundamental component to achieving successful and coordinated assessment, mitigation, and suppression of bushfire risk in Tasmania. The State Fire Management Council establishes a FMAC in respect of each Fire Management Area (FMA). The FMAC is responsible for providing effective fire management in that FMA. The SFMC gives directions to each FMAC in respect of the performance of the FMACs functions in relation to management of Fire Management Areas. FMACs are guided by SFMC policies, instructions, guidelines, publications, and templates.

The State Fire Management Council (SFMC) is an advisory group to the Minister for Police, Fire and Emergency Management, the State Fire Commission (SFC) and supports Fire Management Area Committees (FMACs).

The SFMC is guided by a Terms of Reference and is made up of the land managers within the State along with government agencies responsible for vegetation fire management in Tasmania.

Members currently include:

- A chairperson, appointed by the Minister for Police, Fire and Emergency Management
- The Chief Officer of the Tasmania Fire Service and their nominee
- The Director of the Parks and Wildlife Service and their nominee
- The Managing Director of Sustainable Timber Tasmania and their nominee
- One nominee from the Local Government Association of Tasmania
- One nominee from the Tasmanian Farmers and Graziers Association (now TasFarmers)
- One nominee from the Forest Industries Association of Tasmania (now Tasmanian Forest Products Association).

The SFMC and FMACs are supported by a Manager and an Executive Officer.

The purpose of this document is to provide understanding and clarity around the role, purpose, and governance of the FMACs.

2 PART 1 – FMAC Purpose, Function, Responsibilities and Membership

2.1 What is a Fire Management Area?

A Fire Management Area (FMA) is a gazetted, geographic area within Tasmania declared by the SFMC under the *Fire Service Act 1979* (s17(1); Appendix 1). There are ten (10) FMAs in Tasmania (Figure 1.). The FMA boundaries are most closely aligned with existing boundaries for local government authorities, but not agencies such as Tasmania Parks and Wildlife Service, Tasmania Fire Service and Sustainable Timber Tasmania.

Boundaries also consider risk profile including risk type, management of risk for the area, and functionality in the area. FMAs may include more than one Local Government Authority.



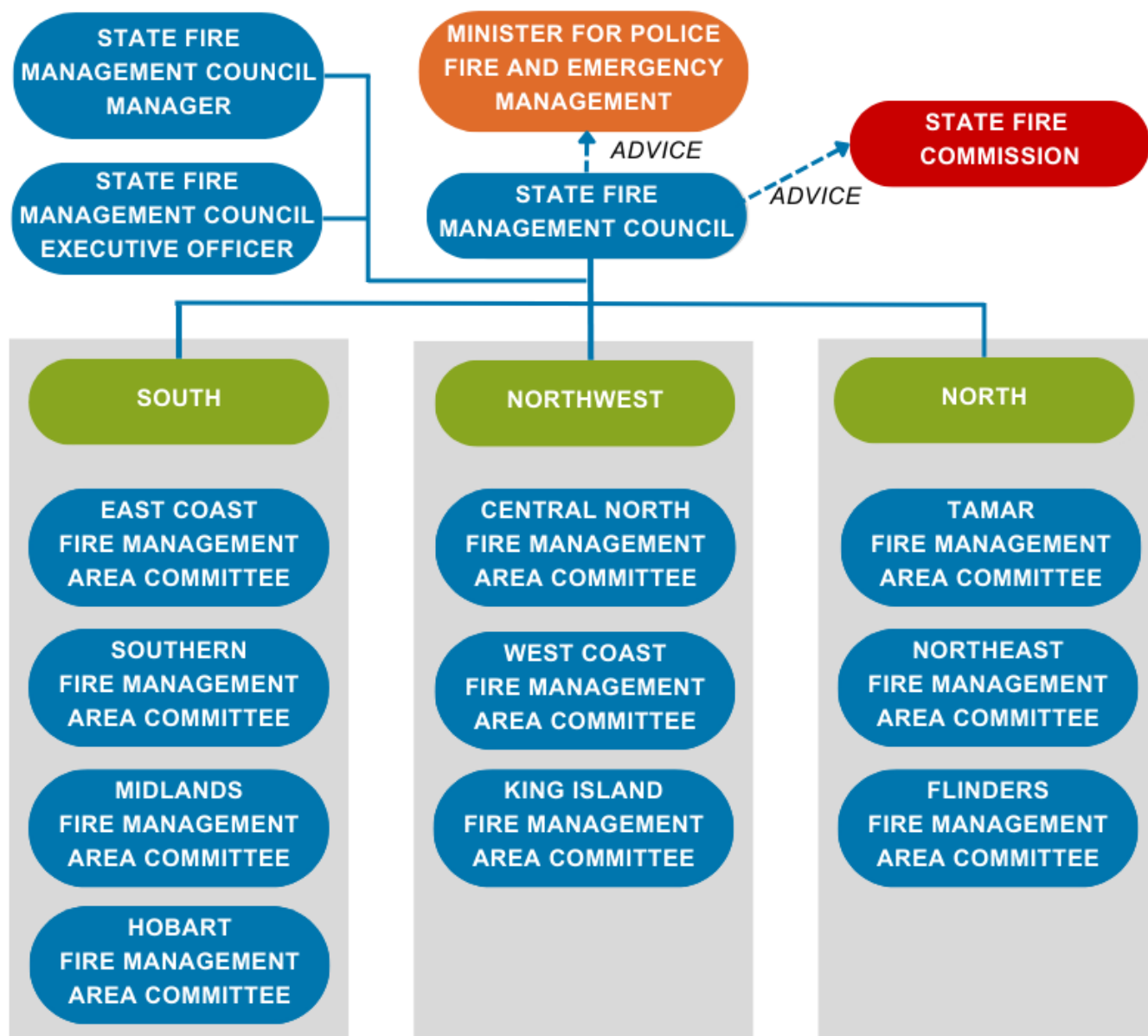
2.2 What is a Fire Management Area Committee?

An FMAC is a group comprised primarily of a range of stakeholders that manage land use within an FMA and are responsible for coordinating fire risk management activities across a spectrum from activities on community education and information, to the effective management of bushfire fuels, breaks, trails and access. The fire and vegetation management skills, local knowledge, and experience of the FMAC is applied collaboratively to improve fire and vegetation management outcomes and decisions for the community.

Fire Management Area Committees (FMAC) are established by the State Fire Management Council for an FMA under the provision of the *Fire Service Act 1979* (s18(1)). There is one FMAC for each FMA (Figure 2). The FMAC is responsible to the SFMC and is to comply with its directions (*Fire Service Act 1979* (s21 (3) & s21 (4))). The area covered by an FMAC within an FMA is tenure blind, and includes all areas considered reasonably at risk of bushfire. Geographic boundaries generally based on local government boundaries.

Membership is representative of the FMA, with members having the authority to act and make decisions on behalf of the organisation they represent. As per the *Fire Service Act 1979*, members are from specified organisations and agencies. Additional Members to an FMAC may be appointed by the SFMC on the recommendation of that FMAC. Members balance representation of their organisation/agency and their organisations/agencies objectives and working collaboratively with fellow members to deliver strategic management of fire and vegetation to the community. The FMAC is comprised of representatives from local

Tasmania Fire Service brigades, local government, and managers (from public and private land) with responsibility for fire and vegetation management within a FMA. The membership of an FMAC should include an adequate range of stakeholder representatives to enable the committee to fulfill its purpose and perform its functions effectively. Section 18(3) of the *Fire Service Act 1979* (Appendix 1) provides for members to be recommended from within the FMA area, subject to approval of the SFMC.



2.3 What is the purpose of an FMAC?

The purpose of a Fire Management Area Committee (FMAC) is to provide a forum for effective bushfire risk management for the FMA through a consistent, comprehensive, and collaborative approach to strategic planning for fire and vegetation management, and effective coordinated community education and information, and fuel and fire management activities within the FMA.

FMACs provide for communication and collaboration between key stakeholders with a responsibility for, and vested interest in, fire and vegetation management within an FMA. Coordination of efforts and sharing of resources and knowledge at the FMAC level results in effective implementation of strategic risk reduction priorities. FMACs enable a whole-of-community approach to strategic bushfire risk management.

2.4 Tasmanian Vegetation Fire Management Policy

A common goal, tenure-blind, and coordinated approach to fire and vegetation management in Tasmania results in improved efficiencies and effective bushfire risk management statewide. The SFMC brings together stakeholders' representative of organisations with responsibility for fire and vegetation management in Tasmania. Together, these representatives develop and progress an agreed approach to fire and vegetation management through the Tasmanian Vegetation and Fire management Policy [the Policy] (*Fire Service Act 1979* s15 (1)(a)). The Policy outlines the Principles and Strategies by which vegetation fire management will occur in Tasmania.

The purpose of the Tasmanian Vegetation Fire Management Policy is: to enable the safe and effective conduct of vegetation fire management activities on public and private land across Tasmania to achieve a range of community, cultural, agricultural, silvicultural and environmental objectives.

The Tasmania Fire Service, Sustainable Timber Tasmania, Parks and Wildlife Service, Municipal Councils represented by the Local Government Association of Tasmania, and forest industry represented by the Tasmanian Forest Products Association, agree to apply the Policy, including its Principles and Strategies, to all vegetation fire management activities that they undertake.

TasFarmers (formerly Tasmanian Farmers and Graziers Association) endorses the Policy as a best practice guideline that should be applied by all primary producers undertaking fire management activities.

The Policy states that, "All stakeholders in vegetation fire management activities will: S-12 Collaborate and cooperate, including by appropriate sharing of information and resources." The SFMC encourages all FMAC members and their agencies / organisations to apply the guidance in this Policy when conducting vegetation fire management activities. Included in the Policy is a 'Guide to Implementation' (Appendix A) which gives guidance on how to apply the policy Principles and Strategies. Relationships between a FMAC, the SFMC and the SFC

The State Fire Commission (SFC), the State Fire Management Council (SFMC) and all Fire Management Area Committees (FMACs), are Tasmanian statutory bodies representing the Crown, established under the *Fire Service Act 1979*. The SFC meets 12 times a year; the SFMC meets four times a year.

The State Fire Commission oversees the State Fire Management Council and can intervene if it is understood that the SFMC and/or FMACs are not functioning properly.

The SFMC will:

2.5 Be responsible for the FMACs and determine FMAC requirements through policy and direction

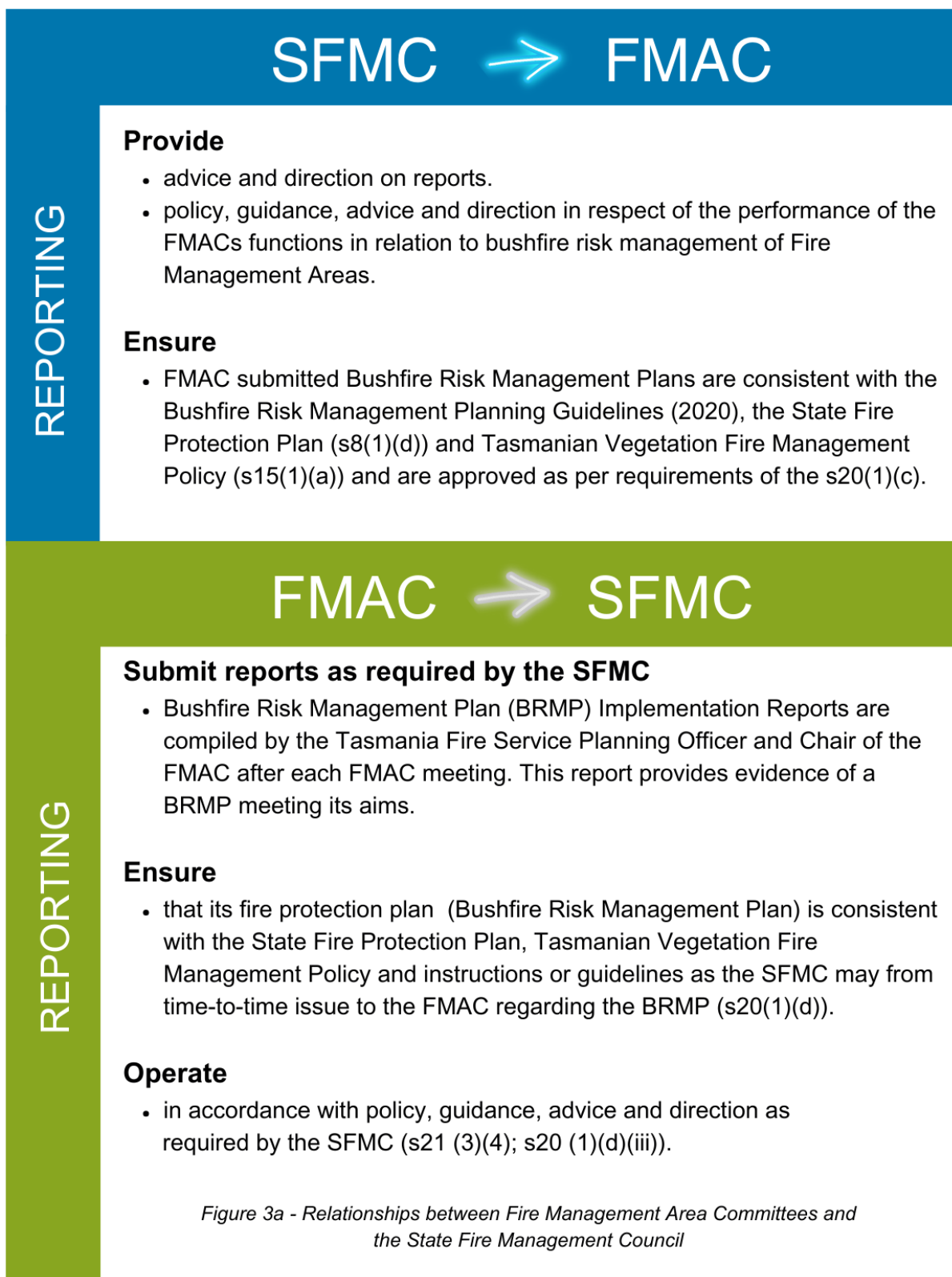
- Comply with directions given by the Commission in respect of the performance of the SFMCs functions in relation to the management of Fire Management Areas, under s21 of the *Fire Service Act 1979*.
- Develop the Tasmanian Vegetation Fire Management Policy to be used as the basis for all fire management planning (s15 (1)(a)).
- Communicate on FMAC activities to the SFC; report annually to the State Fire Commission on the activities of the Fire Management Area Committees, for inclusion in the SFC annual report (s107G).

Relationships between the SFMC and the FMAC are detailed in the following three figures:

Figure 3a - Reporting

Figure 3b - Communication

Figure 3c - Teamwork



SFMC → FMAC

COMMUNICATION

Communicate to FMACs when decisions made by SFMC or others affect FMAC business

- The SFMC newsletter is a communication and engagement tool aimed at providing FMAC members with fire and vegetation management information that relates to all FMACs. The audience for the newsletter is FMAC members.

Provide

- the day-to-day administrative, managerial and technical support for membership, communication, templates and resources.

FMAC → SFMC

COMMUNICATION

Advise on

- matters relating to fire management and the FMACs other functions as the SFMC may refer to the Committee (s20(1)(e)).
- matters concerning fire management that the FMAC considers should be brought to the SFMC's attention (s20(1)(f)).

Make available

- copies of minutes of the FMAC meetings.

Figure 3b - Relationships between Fire Management Area Committees and the State Fire Management Council

SFMC → FMAC

TEAMWORK

Work together with FMACs

- to establish and maintain FMAC Terms of Reference. If requested by an FMAC, the SFMC may support and assist an FMAC to develop Terms of Reference specific to their FMAC
- to report annually to the State Fire Commission (SFC) on the activities of the FMACs, for inclusion in the SFC annual report (s107G).
- individual FMAC members and/or FMAC member's agencies/organisations to review fuel reduction programs to identify areas for improvement.

FMAC → SFMC

TEAMWORK

Advise on

- matters relating to fire management and the FMACs other functions as the SFMC may refer to the Committee (s20(1)(e)).
- matters concerning fire management that the FMAC considers should be brought to the SFMC's attention (s20(1)(f)).

Make available

- copies of minutes of the FMAC meetings.

Figure 3c - Relationships between Fire Management Area Committees and the State Fire Management Council

2.6 Relationship between the FMAC and Emergency Management Plans/Emergency Management Committees

Under the *Emergency Management Act 2006*, there are twenty-nine Municipal Emergency Management Committees (one for each local government authority area) and three Regional Emergency Management Committees. At the Municipal and Regional levels, Emergency Management Plans are produced. Currently, at some levels, there is a high incidence of shared membership between the three Regional Emergency Management Committees.

Regional Emergency Management Area boundaries and Tasmania Fire Service Regional Area boundaries broadly align; there is some difference near St Marys on the East Coast, and misalignment along most boundary intersects.

Emergency Management Committees focus on response and recovery. The BRMPs that FMACs produce focus on prevention and mitigation strategies and are used to inform Municipal Emergency Management Plans.

Whilst there is no clear model or no requirement whereby FMACs are incorporated into Emergency Management Structure (with oversight for bushfire risk to be maintained by the SFMC), some FMAC members are also members of an Emergency Management Committee and report on FMAC activities there under a variety of agenda items. Current Emergency Management Committee attendance by Tasmania Fire Service Planning Officers (Bushfire Risk Unit) enables the opportunity to include an FMAC summary.

3 Functions and responsibilities of a Fire Management Area Committee

The functions and powers of Fire Management Area Committees are specified in Section 20 of the *Fire Service Act 1979* (also see Appendix 1). FMAC legislated functions are:

Fire Service Act 1979 Section 20.

- (1) A Committee has the following functions:
 - (a) to co-ordinate fire management activities within its Fire Management Area, including
 - (i) community education and information; and
 - (ii) fuel management;
 - (b) to identify and assess community bushfire risks in its Fire Management Area and to prioritise strategic works in response to those risks;
 - (c) to submit to the Council, on or before 30 September of each year, a fire protection plan for its Fire Management Area for the next 12 months commencing on 1 October;

- (d) to ensure that its fire protection plan is consistent with –
 - (i) the State fire protection plan developed pursuant to [section 8\(1\)\(d\)](#) ; and
 - (ii) the State vegetation fire management policy developed pursuant to [section 15\(1\)\(a\)](#) ; and
 - (iii) such instructions or guidelines as the Council may from time to time issue to the Committee regarding the fire protection plan;
 - (e) to advise the Council on such matters relating to fire management and the Committee's other functions as the Council may refer to the Committee;
 - (f) to advise the Council on such matters concerning fire management as, in the opinion of the Committee, should be brought to the Council's attention;
 - (g) to perform such other functions relating to the prevention or mitigation of vegetation fires as the Council may direct.
- (2) A Committee has power to do all things necessary or convenient to be done in connection with the performance of its functions.
 - (3) A Committee is to perform its functions in respect of Wellington Park in a manner that is consistent with the purposes for which Wellington Park is set aside under the [Wellington Park Act 1993](#) and with any management plan in force in respect of Wellington Park.
 - (4) A Committee is to perform its functions in respect of any reserved land, as defined in the [Nature Conservation Act 2002](#) , in a manner that is consistent with the purposes for which the reserved land is set aside under the [National Parks and Reserves Management Act 2002](#) and with any management plan in force in respect of the reserved land.
 - (5) In this section – fire protection plan [Bushfire Risk Management Plan] means a plan that describes the prevention, preparation, response and recovery arrangements for one or more hazards.

Responsibilities of FMACs:

- To report to the SFMC on the implementation of the BRMP on a twice-yearly basis. The preferred timing for reporting is after cessation of the fuel reduction activity periods conducted during spring and autumn.

3.1 Bushfire Risk Management Plan

A Fire Protection Plan, known as a Bushfire Risk Management Plan (BRMP), is established under section 20(1)(c) 1c of the *Fire Service Act 1979*. The Bushfire Risk Management Planning Guidelines (SFMC 2020) provide the details for preparation of BRMPs.

A BRMP is a strategic document that identifies and prioritises bushfire risks and strategic mitigation actions aimed at reducing the risk of bushfire to assets.

As stated in the dot points above ([Section 3](#)), the Fire Service Act 1979 states that the BRMP is consistent with the State Fire Protection Plan (SFPP, [Section 3.3.1](#)) (which is a function of the State Fire Commission (*Fire Service Act 1979* s8(1)(d)) State Fire Commission 2022), the state vegetation fire management policy, and because it is an instruction from the SFMC, the Bushfire Risk Management Planning Guidelines (SFMC 2020).

The SFPP “*broadly outlines the prevention, preparedness, response and recovery (PPRR) arrangements associated with fire and fire related hazards in Tasmania’s natural and built environments*” (State Fire Commission 2022). It identifies the requirement for a “*State Bushfire Risk Management Plan which identifies state-wide strategies to assist FMAC treat bushfire risk in their areas. The purpose of this plan is to identify the priorities across the state that arise from FMAC risk registers, for which policies, allocation of resources and actions at the State level will assist implementation of FMAC treatment strategies.*” The State BRMP takes a state-wide view of the highest priority assets and values from the risk registers of the BRMPs for each FMAC. The purposes of the State BRMP are:

- Identify the priorities across the state that arise from FMAC risk registers, for which policies, allocation of resources and actions at the state level will assist implementation of FMAC treatment strategies.
- Identify treatment strategies that will apply across the state, or at least for two or more FMACs.

The BRMP is based on a risk assessment for that FMA. Every three years a comprehensive review of the BRMP, involving a new risk assessment (that may include revised input methods) and consideration of the risk assessment and proposed treatments, is undertaken, unless significant circumstances exist to warrant an earlier comprehensive review, for example, changes to Fire Management Area boundaries, organisational responsibilities, or legislation; or following a major bushfire event.

The BRMP, including appendices and maps, is subject to an annual review. The resulting revised Bushfire Risk Management Plan is submitted to the SFMC on or before 30 September for approval for the 1 October – 30 September period following that review (s20 (1)(c)).

The BRMPs are developed at a strategic level and do not include all details of bushfire risk treatments. However, a BRMP does identify which organisations or individuals are responsible for implementing risk treatments. These organisations are responsible for developing further plans for implementation and/or arranging resources and funding.

Incorporating local knowledge, responsible stakeholders and bushfire risk information enables the identification of strategic priorities to reduce bushfire risk and provide landscape management outcomes (Figure 4). This approach results in a wholistic and consistent approach to bushfire management.

Neither the BRMP nor Fire Management Area Committee (FMAC) are responsible to delivery treatments, or provide a source of funding for treatments actions, nor do they provide a process for seeking funding. However, the BRMP is intended to provide evidence and justification for where funding and resources are most appropriate to be committed by stakeholders to mitigate bushfire risk. Funding applications should identify and quote treatment actions and priorities in the treatment plan whenever needed, for example, internally within organisations, or for any program funds that may be available from time to time from all levels of government.

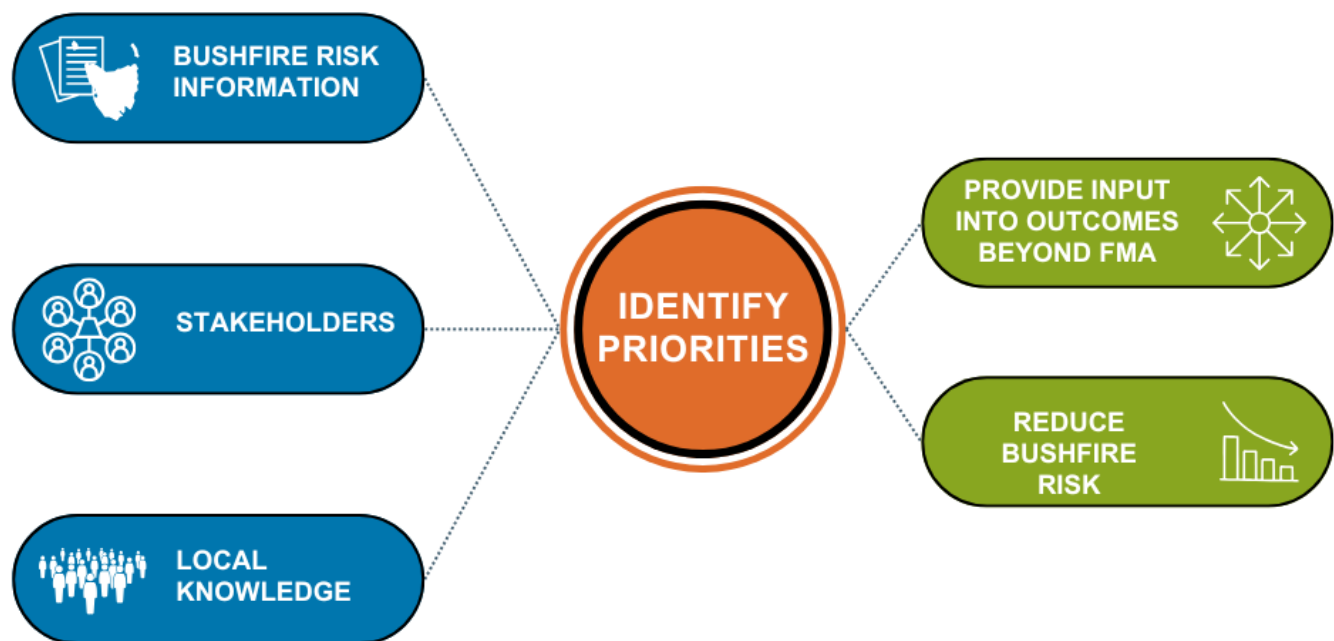


Figure 4 - Fire Management Area Committees enable a holistic approach to bushfire risk reduction

Identification of risk treatment actions in the BRMP does not imply a statutory obligation for any stakeholder organisation or individual to commit to implementation. However, this is encouraged as far as possible and where agreed to in the treatment plan. For all risk treatment actions, the associated individual organisation's own policies and legal obligations will still apply, for example, environmental impact assessment, forest practices plan etc.

Once approved by the SFMC, the FMAC should constantly refer to the BRMP to ensure that relevant parties are engaged, and treatment actions are applied. Compliance and monitoring should be undertaken on an ongoing basis to ensure principles of adaptive management and effectiveness are maintained, and that non-compliance does not only become evident during a bushfire event.

Specifically, (as per [BRMP Guidelines 2020](#)) an FMAC must:

- Contribute to the inclusion of additional asset/value data not already in the risk register
- Facilitate community participation (supported by the Bushfire Risk Unit (BRU) Tasmania Fire Service)
- Review and update the Risk Register (supported by the BRU)
- Develop the treatment plan, both out of session and at FMAC meetings (supported by BRU)
- Review and refine draft bushfire management zone maps
- Contribute to writing BRMP based on the template (supported by BRU)

Specifically, (as per BRMP Guidelines 2020) an individual organization represented on an FMAC must:

- Provide asset data in mapped format, including consequence rating, for Bushfire Risk Assessment Model (BRAM) or BRU to include in statewide asset/value layers
- Contribute to community participation events
- Attend risk workshops relevant to their assets/values
- Develop the treatment plan for those assets and values in which they have a management role, collaboratively if required.

3.1.1 BRMP Implementation Status Report

The BRMP Implementation Status Report monitors progress towards completion of treatment works that are listed in an FMACs BRMP. The Report includes timelines of the works and summary of progress for treatment activities. Two reports are prepared annually, by the FMAC, supported by the Tasmania Fire Service Bushfire Risk Unit (BRU) (specifically, the BRU Planning Officer) and provided to the SFMC. The timing of the reports generally follows the periods of the most activity i.e. seasonal programs.

A template for the BRMP Implementation Status Report is provided in the BRMP Guidelines 2020 Appendix C. First, information related to the BRMP Treatment Plan is compiled in a worksheet of the Tasmanian Emergency Risk Assessment Guidelines (TERAG) bushfire tool. This information is then copied and pasted into Appendix C. In addition to the table, the report should include a written narrative summary that:

- highlights major progress on treatment actions;
- highlights any current issues that are barriers to implementation; and
- makes recommendations to SFMC that relate to treatment implementation

3.1.2 Communication and advice

FMACs enable 'ground-truthing' of bushfire risk assessment and mitigation strategies. FMACs are a major conduit for bushfire risk knowledge and resource sharing between the local community and stakeholders. A function of an FMAC is to coordinate fire management activities within its Fire Management Area including community education and information (*Fire Service Act 1979* s20(1)(a)(i)). FMACs provide an advisory function with input into decisions and outcomes possible beyond the Fire Management Area. FMACs reporting to the SFMC ultimately provides government with an engaged and knowledgeable community experienced in strategic bushfire risk management.

3.2 Recommendations and Key Messages to the State Fire Management Council

The FMAC environment enables matters relating to bushfire prevention, mitigation and response to be discussed effectively. The relationship between the FMAC and SFMC is such that issues and recommendations with wider policy implications can be brought to the attention of the SFMC where necessary. Key messages and recommendations to the SFMC should be clearly delivered as from the FMAC, not an individual FMAC member or the Chairperson, or organisation of an FMAC member. Key messages and recommendations must be consistent with the purpose of the FMAC and the SFMC. Assistance and advice can be sought from the SFMC or other FMACs.

3.3 Out of scope works and actions

The SFMC is a legal entity focused on enhancing the efficient management of bushfire related risk in Tasmania to protect life, property and significant community values.

The FMAC is an entity made up of stakeholders focused on effectively managing vegetation fuels for the mitigation of bushfires through a consistent, comprehensive and collaborative approach.

Neither the SFMC or FMACs are a firefighting authority (i.e. they do not have a role in firefighting operations and response) or an environmental approval authority.

There are a range of functions which the SFMC and FMACs cannot perform, such as:

- Provide assessments or approvals for fuel reduction work, or for an organisations Bushfire Mitigation Strategy. Neither FMACs nor the SFMC are an approval authority i.e. they do not operate in an authorising environment for approvals. Natural and cultural values assessments, and any other assessments required for approvals must be pursued through relevant approval authorities by the concerned organisation. It is reasonable for an organisation to seek input and general feedback from FMAC members, and/or the fire authority on documents and/or technical matters. Both the SFMC and FMAC may advise if

- works are appropriate/inappropriate/not required for bushfire fuel reduction purposes. However, they have no authority to prevent or command such works being carried out on land. Fire management agencies such as the Tasmania Fire Service can provide endorsement. However, it is not custom or practice and resourcing needs to be provided.
- Direct fire management agencies or fire brigades, or to conduct or take part in firefighting or fire prevention operations. Neither the SFMC nor FMAC are a firefighting authority.
- Undertake or direct fuel reduction works. The landowner or land manager should be the proponent for carrying out the fuel reduction works or other works. Where an SFMC or FMAC member undertakes work, they do so through the support of their organisation.
- Propose or veto works or cause to cease or enter any contract for works. The SFMC and FMAC identify works through a tenure blind approach, within the BRMP context.

3.3.1 State Fire Protection Plan

The State Fire Commission (SFC) is responsible for developing and promulgating a state Fire Protection Plan (SFPP) (*Fire Service Act 1979* s8(1)(d)). The SFPP ensures that effective fire prevention and protection measures are provided throughout Tasmania; these measures are implemented by the Tasmania Fire Service under s6 of the Act. To implement this plan, the TFS focuses on the protection of life, property and environment from fire, through development of appropriate strategies within a prevention, preparedness, response and recovery framework.

3.3.2 Inter-agency agreement for fire fighting in Tasmania

FMAC members from agencies are governed by multi-agency agreements and/or inter-agency agreements.

The *Inter-Agency Fire Management Protocol* is the operating agreement between the three main organisations involved with the management of bushfires in Tasmania: Tasmania Fire Service, Parks and Wildlife Tasmania, and Sustainable Timber Tasmania. The *Memorandum of Understanding between Tasmania Fire Service and Forest Industry Fire Management Committee Forest Managers for Management of Bushfires* outlines the broad working arrangements between the TFS and Forest Industry Fire Management Committee (FIFMC) Private Industry Forest Managers when bushfires occur. Both inter-agency documents underpin, “the cooperative spirit which exists to ensure that the management and suppression of fires in Tasmania is safe, efficient and cost effective.”

4 Membership

4.1 Eligibility

FMAC membership is set by s18(2) and s18(3) of the *Fire Service Act 1979*.

Section 18(2) specifies that a FMAC membership is inclusive of those listed. These members are known as 'Member appointed under s18(2)'. A Member appointed under s18(2) includes:

- The Chief Officer, or a TFS Officer nominated by the TFS Chief Officer;
- Local council representatives of each local council whose municipal area lies wholly or partly within the FMA or a person jointly nominated by those councils;
- A person nominated by the Chief Executive Officer of Sustainable Timber Tasmania if the FMA contains or is adjacent to State forest (Permanent Timber Production Zone land);
- A person nominated by the Secretary of the Department of Natural Resources and Environment Tasmania if the FMA contains or is adjacent to any reserved land within the meaning of the Nature Conservation Act 2002;
- A person nominated by the Wellington Park Management Trust if the FMA includes any part of Wellington Park;
- A person jointly nominated by the Brigade Chiefs' of the brigades wholly or partly within the FMA.

Section 18(3) enables the FMAC to recommend to the SFMC additional representatives based on the unique requirements of the FMA. The SFMC may then appoint additional members based on the FMACs recommendation (*Fire Service Act* s18(3)). These members are known as 'Member appointed by Council'. The general process is:

- a) If the FMAC identifies an additional representative organisation, they can contact that organisation about FMAC membership
- b) If an organisation would like to join the FMAC as a member, the organisation can contact the FMAC and/or SFMC with the request.
- c) SFMC staff assist facilitation of a process for the FMAC to recommend a 'Member appointed by Council' to the SFMC
- d) SFMC staff provide the FMAC recommendation to the SFMC for their approval.

Membership appointments are for a three-year term, with the option to renew if there are no other suitable representatives from the nominating body.

4.2 Representation

The membership of an FMAC should include an adequate range of stakeholder representatives to enable the committee to fulfill its purpose and perform its functions effectively. *Fire Service Act 1979 s18(3)* provides for members to be recommended from within the FMA area, subject to approval of the SFMC. This recommendation must be made in writing to the SFMC. Supporting information explaining the reason(s) for the recommendation is encouraged.

In recommending a Member to be appointed by the SFMC under *Fire Service Act 1979 s18(3)*, FMAC members should ensure that the person satisfies the eligibility requirements of the FMAC Terms of Reference.

All nominees for FMACs must:

- Be directly responsible for fire and vegetation management and/or critical infrastructure;
- Have authority to make decisions on behalf of the organisation they represent; and
- Have relevant skills, knowledge, and experience.

Member to be appointed by the SFMC under s18(3) may include representatives from:

- Department of Defence
- Hydro Tasmania
- Private industrial forestry companies
- Private Land Conservation Program
- TasFarmers (formerly Tasmanian Farmers and Graziers Association)
- Tasmanian Land Conservancy
- TasNetworks
- TasWater

Non-member Observers and Subject Matter Experts (SME) may be requested to attend meetings to support specific agenda items as required. When recommending a member to be appointed by the SFMC under *Fire Service Act 1979 s18(3)*, FMAC Members should consider if the additional membership could be satisfied in another manner e.g. as an Observer or SME.

4.3 Member responsibilities

The principles of an FMAC are to:

- function and create an inclusive space through shared rules of engagement;
- promote active listening;
- build confidence;
- foster a sense of contribution; and,
- encourage understanding of communication preferences.

There are several responsibilities an FMAC member must fulfil to enable the FMAC and SFMC to meet respective objectives and functions. Key responsibilities are listed below.

4.3.1 Represent their organisations interests on the FMAC

An FMAC member representing an organisation should understand their organisations fire management role, aims, objectives, policies, procedures and responsibilities. An FMAC member should seek to engage with FMAC members to increase their understanding of their organisation's roles and responsibilities for bushfire management activities. Members should be mindful of expressing the opinions and needs of their organisation, and when discussing the risk of adopting or not adopting a recommendation or course of action.

FMAC members must make available to the FMAC all data and information they are aware of that is relevant to an FMACs work. The exception to this is sensitive information, privileged information, or commercial-in-confidence information. As the FMAC itself has no capacity for data management, FMAC members, when making data and information available to the FMAC for.e.g. a BRMP, are actually entering into a data sharing agreement with the SFMC and/or Tasmania Fire Service. An FMAC member organisation may consider entering into a data agreement with another FMAC member organisation.

4.3.2 Represent the interests of the FMAC

Members represent both their organisation and the FMAC. They represent their organisation where they are selected because they contribute skills and expertise that is then available to the FMAC. Members represent the FMAC where they have committed to activities identified by the FMAC within the FMA e.g. the FMACs BRMP. Because an FMAC member represents the FMAC, and the FMAC has the interests of the community as a focus, all FMAC members should consider how their organisation can best contribute to the FMAC outcomes.

4.3.3 Contribute to discussion and decision-making

FMAC Members should be informed and active in the business of the FMAC. This includes contributing to the FMACs effectiveness through making suggestions, contributing and engaging in workshops, assisting in reporting, providing information, data, and local knowledge, (or where to find that knowledge) (excepting commercial in confidence information), offering suggestions and explanations and advising on best-practice management.

Members should bring an open mindset and participate constructively, inclusively and cooperatively and communicate clearly and respectfully to achieve resolution on all issues. Members should negotiate and encourage the use of mechanisms or develop mechanisms to resolve conflicts and promote decision-making. All members are responsible for creating a safe space where the FMAC purpose and responsibilities can be progressed.

4.3.4 Reporting

Members must provide regular reports to the FMAC regarding the FMAC activities of their agency within the FMA both relevant to the BRMP and elsewhere. Members also need to keep their organisation updated on FMAC activities by reporting back to their organisation and keep the FMAC abreast of organisational opinion on FMAC activities. Members should be mindful that providing agency reports should not be their sole contribution to an FMACs work.

4.3.5 Contribute to FMAC work

The SFMC Executive Officer is the secretary of FMAC meetings and an FMAC is legislated to keep accurate minutes of its meetings (*Fire Service Act* s18(8), also see [Section 5.14.1](#)). FMAC members have responsibility for FMAC business. This includes supporting fellow members and the Executive Officer to ensure work is completed effectively, efficiently and in a timely manner.

4.3.6 Contribute to FMAC plans and other documents

All FMAC members will be given the opportunity, and are expected, to actively participate in development of FMAC plans, other documents and projects. Active participation includes, but is not restricted to:

- constructively contributing to discussion
- listening, encouraging and providing opportunity to talk
- providing subject matter expertise and specific skills
- writing, editing, evaluating, reviewing
- contributing to decision making.

4.3.7 Meeting attendance

Regular and on time meeting attendance is essential for the functioning of an FMAC. Members should advise the Chairperson and the SFMC of an unavoidable absence. The SFMC can be notified via email (fmac@fire.tas.gov.au). The Agenda/Minutes will be updated accordingly. Non-attendance runs the risk of an FMAC being without a quorum and can impede FMAC function.

4.3.8 Preparing for meetings

Adequate preparation contributes greatly to meeting success. Before a meeting all members must:

- Contribute agenda items when prompted
- Revise the Action Register
- Check actions for which they are responsible. This includes risk treatments and other activities identified in the FMAC BRMP

- Be prepared to report to the FMAC on any progress against activities or actions. This will include submission of an Agency Report as requested by the Executive Officer and due two weeks prior to the meeting
- Notify the Executive Officer in advance with any questions about the Action Register and/or business arising
- Prudently read the meeting papers (agenda, minutes, additional papers) prior to the meeting,
- Know and understand the responsibilities and role of the FMAC.

4.4 Induction

Upon joining the FMAC, all new members should be given a briefing on their role in the FMAC by their organisation. Where that knowledge is no longer remaining e.g. where a previous representative has resigned leaving no handover information, the SFMC Manager should be contacted to provide a briefing. From the SFMC, new members will be provided with an Appointment letter from the SFMC Chair provided by the Executive Officer with a copy of the FMAC Manual which includes an explanation of:

- FMAC Induction Manual (this document),
- The purpose, structure and function of the FMAC
- The FMA and areas of responsibility of the FMAC within the FMA
- The responsibilities of the FMAC Chairperson and FMAC members
- Management and administration of the FMAC
- A brief on the legislative framework within which the FMAC operates, including required plans, policies, activities of the FMAC, and timelines
- Hardcopies of, or electronic access to, current plans and draft plans in preparation
- Hardcopies of, or electronic access to the last meeting minutes and associated documents
- A list of all current FMAC members and their contact information
- Additional training if available.

FMACs are encouraged to identify any training needs they may have and to discuss these with the SFMC.

4.5 Proxies

A proxy is a person who attends a meeting in place of a member who cannot attend. A proxy can represent and make decisions on behalf of their organisation. The presence of a proxy allows a member's participation in a meeting without being physically present at the meeting. A proxy may be sent in lieu of an unavoidable absence, but this should not become the standard. The intention to send a proxy must be provided to the Executive Officer and the Chairperson in writing prior to the meeting. A proxy has the same voting rights and responsibilities as the nominated FMAC member. It is the responsibility of the member to ensure the proxy understands their role. That is, a proxy needs to be able to make decisions on behalf of their organisation, to understand the role of their organisation and to understand the role of the FMAC. It is up to the FMAC member to ensure the proxy receives appropriate induction. FMAC members are encouraged to pre-elect a proxy as this ensures that FMAC work is progressed through continuity of attendance and knowledge and workload sharing. A pre-elected proxy also avoids the need for multiple inductions and builds succession.

4.6 Changing members

Movement within organisations can occur quickly and regularly. The FMAC membership database is managed by the SFMC with records of contact details of current and former FMAC members, observers and subject matter experts. An FMAC member and/or their organisation must advise the SFMC in writing to fmac@fire.tas.gov.au as soon as possible of a change in representation. If correspondence is being sent by the former FMAC members organisation, it should be sent from someone with the appropriate authority and delegations.

For FMAC members appointed under s18(2) of the *Fire Service Act* 1979, after advising the SFMC in writing of the change in member name, that member becomes the FMAC member.

For FMAC members appointed under s18(3) of the *Fire Service Act* 1979 (Member appointed by Council), after advising in writing of the resignation of the member, an organisation can nominate a new member for recommendation to the SFMC by the FMAC. If the decision by the FMAC is to recommend that nominated member to the SFMC, the SFMC staff assist in providing the FMAC member recommendation to the SFMC for their approval.

4.7 Removing members

FMAC members who are not attending meetings regularly, or who have other commitments that restrict their involvement, should not be members and should seek a replacement from their organisation. An organisation with an interest in minor and/or isolated issues can attend meetings as an observer instead of a member when those interests develop.

Where an FMAC member is inadequately participating in FMAC business, the FMAC should attempt to resolve the situation. A conversation hierarchy should be followed, starting with a conversation with the FMAC individual concerned, through to the last resort option of contacting the SFMC (Figure 5). Follow the actions in Figure 5 to facilitate conversations. If these steps

and actions are unsuccessful, the FMAC can pass a motion to remove a FMAC member, keeping in mind that: a) a motion to remove an FMAC member cannot be *ultra vires* (i.e. beyond the powers of legislation; s18 of the *Fire Service Act 1979* specifies membership); b) the FMAC must provide written notice to the FMAC member, their organisation and the SFMC before the motion is put; and c) non-attendance must be demonstrated as impacting on the ability of the FMAC to function.

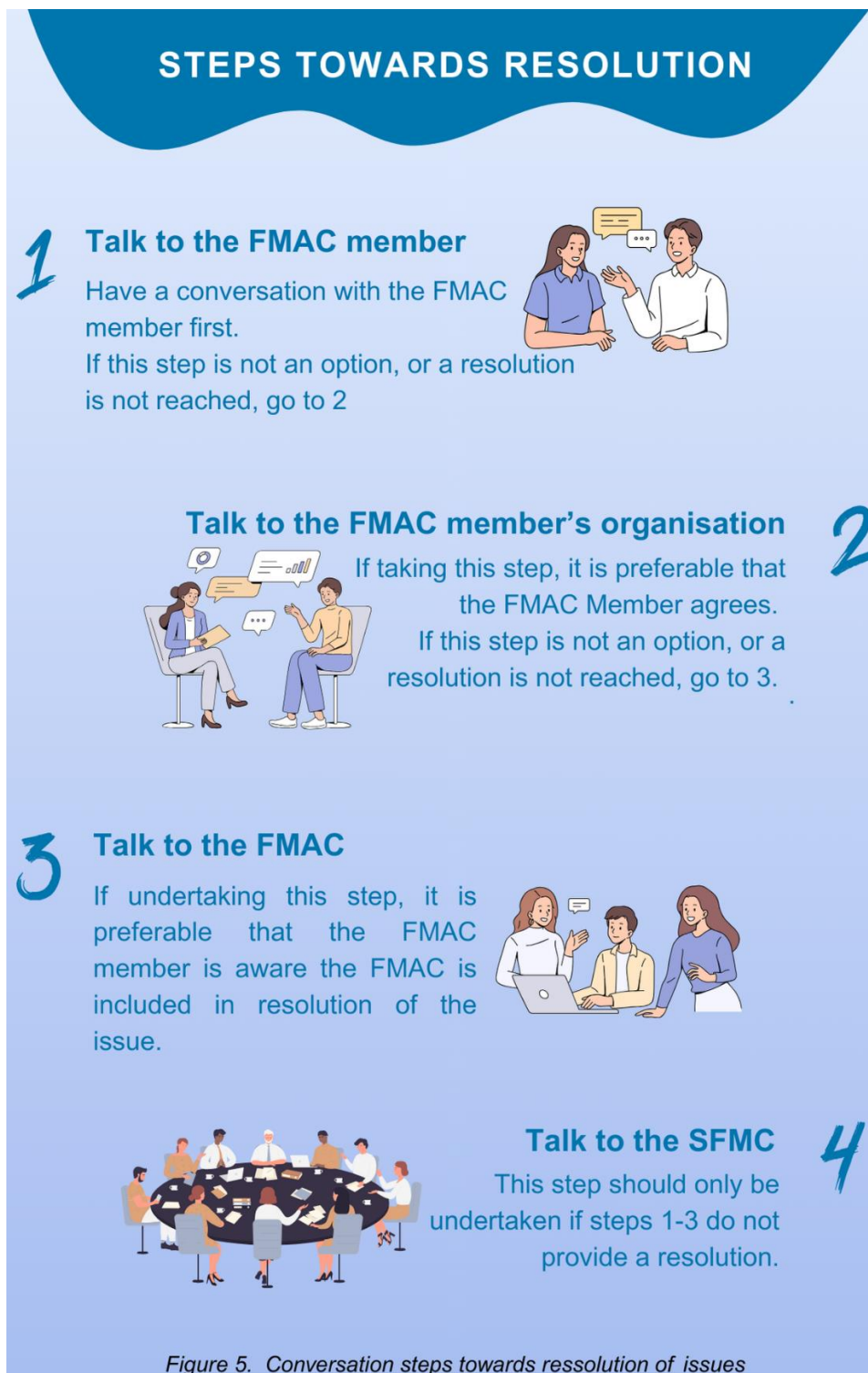


Figure 5. Conversation steps towards resolution of issues

HOW TO FACILITATE A DIFFICULT CONVERSATION

- 1 Be prepared**
Decide who is best placed to have the conversation. It does not have to be the FMAC Chair. Arrange to have a conversation with the individual in an agreed space, place and time. Make notes on key points, information and questions.
- 2 Listen**
Listen to what the individual is saying. Let the individual talk and be heard.
- 3 Be clear**
Be clear about how you feel. Make clear the main issue that needs resolution and what you hope to get out of the conversation.
- 4 Try to understand**
Look at the situation from their perspective. Don't jump to conclusions. Try to understand the issue from the individual's point of view.
- 5 Find solutions**
Be solutions focused. Allow the individual to produce solutions. Listen, and try not to lead.
- 6 Find support**
Consider involving a support person.
- 7 Agree to disagree**
It's important to try. There is always more than one solution.
- 8 Take care of yourself**
There is a reason they are called difficult conversations. Agree to come back later if a pause is required. Your wellbeing is priority.

Figure 6. Eight points to help facilitate a difficult conversation

4.8 Chairperson

4.8.1 Who is the Chairperson?

The Chairperson is a member of the FMAC, is elected by FMAC members, and is approved by the SFMC. The term of the Chairperson is for a maximum of three years. The Chairperson is eligible, on nomination, for re-election for one additional term and no gap is necessary. When electing a Chairperson, it is recommended that a Deputy Chairperson also be elected. In the absence of a Chairperson, the Deputy Chairperson is the Acting Chairperson, and they perform the responsibilities of the Chairperson.

4.8.2 Roles and responsibilities

The Chairperson role is in addition to, and separate from, the individual's role as an FMAC member. The role of the Chairperson is to:

- be the spokesperson and representative of the FMAC when required
- provide leadership to the FMAC in its discussions and to be outcomes focussed
- convene FMAC meetings and maintain order
- approve attendance at meetings of non FMAC members i.e. guests, observers and subject matter experts
- set and/or oversee the order of business including the agenda for each meeting (note that the SFMC Manager and SFMC Executive Officer assist with this duty)
- sign all FMAC correspondence. At the direction of the Chairperson, the SFMC Manager can sign correspondence as agreed by the FMAC. The Chairperson is the signatory for all correspondence from the FMAC to the SFMC.

The responsibilities of the Chairperson include:

- ensuring that the FMAC meets all its statutory responsibilities (*Fire Service Act 1979 s20*, see Appendix 1). The FMAC as a whole is responsible for ensuring that the FMAC objectives are met. The Chairperson leads and guides the FMAC in its functions, making sure timelines, due dates and business priorities are met.
- taking care that documentation is timely and submitted when due
- ensuring that the BRMP is consistent with policy, and instructions and/or guidelines as issued by the SFMC
- ensuring that meetings are effective, discussions are managed and that all participants have an opportunity to be heard, participate and feel included
- fostering a positive, cooperative, productive and inclusive workplace culture.

4.8.3 Absence of Chairperson

Where the Chairperson and the Deputy Chairperson are both absent, the FMAC members must elect two FMAC members to chair that meeting (*Fire Service Act 1979 s18(6)*). The SFMC Executive Officer and SFMC Manager should never chair the meeting. If a quorum for a FMAC meeting is not met (refer to [Section 5.4](#)) a discussion or briefing can be led by a FMAC member or the SFMC Executive Officer and/or the SFMC Manager as agreed by those present.

4.9 SFMC Manager

The SFMC Manager is an employee of the Tasmania Fire Service and is nominated to be on the FMAC by the State Fire Management Council. They have direct line management of the SFMC Executive Officer and SFMC programs, such as Red Hot Tips. They directly report to the Director, Community Fire Safety, Tasmania Fire Service and the Chair, State Fire Management Council. They prepare reporting to the State Fire Commission, the Minister for Police, Fire and Emergency Services and the Office of the Chief Officer, Tasmania Fire Service. Through the Chair SFMC, they directly correspond with the Minister for Police, Fire and Emergency Services.

4.9.1 Role

The SFMC Manager is an ex-officio member of the SFMC and any FMAC.

The term 'ex-officio' translates as "from the office" and refers to the position, rather than the individual who holds the position. An ex-officio member is an individual who holds an office or position of importance or relevance and is also part of a body, such as a board, committee, or council. As such, when an individual who is an ex-officio member resigns from their position, their position remains on the committee until the vacancy is filled. Ex-officio members provide expertise, experience, valuable insights and guidance, connections and influence. Ex-officio members must declare conflicts of interest and use influence for balance, not bias.

An ex-officio FMAC member may attend and participate in meetings to report, advise, and contribute expertise of significance to the FMAC. An ex-officio FMAC member cannot be Chairperson or make motions, does not have voting rights, and is not counted in a quorum. They can actively contribute to discussion and speak in debates.

The SFMC Manager manages the strategic direction and support the SFMC and FMACs to fulfill and meet their roles and responsibilities. Strategic direction includes six priority areas: Research and Innovation, Policy (e.g. Tasmania Vegetation Fire Management Policy), Community Capacity and Awareness, Communication and Collaboration (e.g. Red Hot Tips), Vegetation Fire Management Planning (e.g. BRMPs) and Governance. As the SFMC Manager supports all FMACs and the SFMC, FMAC members need to be mindful of the workload and

expectations of the role, especially when there is a concentration of SFMC and FMAC meetings. The SFMC Manager is a manager of the SFMC@fire.tas.gov.au inbox and the FMAC@fire.tas.gov.au inbox and is the main correspondent with SFMC and FMAC members and stakeholders. The SFMC Manager answers questions on the structure and function of the SFMC and FMACs.

4.9.2 Limitations

The SFMC Manager does not speak on behalf of an FMAC. At the direction of the Chairperson, the SFMC Manager can sign correspondence as agreed by the FMAC. The SFMC Manager may on behalf of the Chairperson undertake routine FMAC tasks such as send meeting minutes or BRMP Implementation Status reports to the SFMC. The FMAC BRMP Implementation Status Report Recommendations agenda paper submitted to the SFMC biennially is written by the FMAC Chairperson and/or the TFS Bushfire Risk Unit (BRU) Bushfire Management Planning Officer, with assistance from the SFMC Manager where required.

4.9.3 Conducting business in absence of the SFMC Manager

There is no legislative requirement for the SFMC Manager to attend FMAC meetings. Their presence is not essential, and a meeting can go ahead without them. However, their attendance should be fostered as presence and inclusion of the SFMC Manager will facilitate FMAC business and elevate communications between the SFMC and FMAC.

4.10 SFMC Executive Officer

The SFMC Executive Officer is an employee of the Tasmania Fire Service and is nominated to be on the FMAC by the State Fire Management Council. They directly report to the SFMC Manager.

4.10.1 Role

The SFMC Executive Officer is an ex-officio member of the SFMC and any FMAC.

The SFMC Executive Officer act as a secretary and administrative assistant to the SFMC and all FMACs, supporting the Chairperson and FMAC members to fulfil and meet the FMACs roles and responsibilities. As the SFMC Executive Officer supports the SFMC and all FMACs, FMAC members need to be mindful of the workload and expectations of the role, especially when there is a concentration of SFMC and FMAC meetings. The SFMC Executive Officer is a manager of the SFMC@fire.tas.gov.au inbox, and the FMAC@fire.tas.gov.au inbox, corresponds with FMAC members, and distributes all information to the FMAC but does not solely decide on what information is distributed to FMAC members and what is not. The SFMC Executive Officer answers questions on the structure and function of FMACs. The SFMC Executive Officer duties include:

- To work with the FMAC to prepare agendas, taking minutes, action registers, papers, Agency Reports, FMAC correspondence, FMAC meeting attendance and disseminating all associated documentation
- scheduling of meetings, calendar invitations, venue bookings and assist in the preparation and organisation of FMAC meetings and events
- Ensuring the timely flow of information between stakeholders including weekly pre-determined deadlines are met to ensure efficiency with the running of the FMAC meetings
- To collect FMAC BRMP Implementation Status reports
- To maintain FMAC BRMPs on the SFMC website
- To manage and maintain FMAC member details including the FMAC Membership database
- To manage the FMAC portals on SharePoint
- To compile the FMAC newsletter
- To provide FMAC correspondence including letters of appointment, induction material
- To distribute SFMC correspondence with FMACs
- Together with the SFMC Manager, to write and submit the 'FMAC membership approval' agenda paper to the SFMC.
- To write and submit the 'Fire Management Area Committee' agenda paper to the SFMC.
- To write and submit the 'FMAC membership for approval' agenda paper to the SFMC.
- To collate and submit the 'FMAC BRMP Implementation Status Report Recommendations' agenda paper to the SFMC
- Maintaining relationships with internal and external stakeholders and ensuring an up-to-date FMAC membership list.

The SFMC Executive Officer also undertakes high level administrative and project management support to the SFMC and Red Hot Tips Advisory Group.

4.10.2 Limitations

The SFMC Executive Officer does not speak on behalf of an FMAC nor do they sign correspondence on behalf of the FMAC. However, the SFMC Executive Officer may on behalf of the Chairperson undertake routine FMAC tasks such as send meeting minutes or BRMP Implementation Status reports to the SFMC. The FMAC BRMP Implementation Status Report Recommendations agenda paper is submitted to the SFMC biannually and is written by the FMAC Chairperson and/or the TFS BRU Bushfire Management Planning Officer. It is not written by the SFMC Executive Officer.

4.10.3 Conducting business in absence of the SFMC Executive Officer

There is no legislative requirement for the SFMC Executive Officer to attend FMAC meetings. The SFMC Executive Officer role can be delegated to another employee in the Tasmania Fire Service with a similar job title and award classification provided they have the skills and experience of the SFMC Executive Officer. The SFMC Executive Officer may be assisted in their role, but this does not mean their duties are delegated or transferred. An FMAC meeting can proceed in the absence of the SFMC Executive Officer. In their absence, the FMAC members present at the meeting need to select an FMAC member, ex-officio member, observer, or subject matter expert to make notes and draft minutes to send to the SFMC Executive Officer or SFMC Manager for finalisation. For effective FMAC meeting functioning, it is desirable to sustain meeting attendance of the SFMC Executive Officer.

4.11 Tasmania Fire Service, Bushfire Risk Unit (BRU) Bushfire Management Planning Officer

The BRU Bushfire Management Planning Officer is an employee of the Tasmania Fire Service. They report directly to the Bushfire Risk Unit Manager Planning, Community Fire Safety, Tasmania Fire Service.

4.11.1 Role

The BRU Bushfire Management Planning Officer is an ex-officio member of the FMAC.

Duties of the BRU Bushfire Management Planning Officer as related to FMACs include:

- To develop fire and emergency management plans through engagement with key stakeholders, and support Fire Management Area Committees in producing Bushfire Risk Management Plans for the FMA,
- To develop and submit, together with the FMAC Chairperson, BRMP Implementation Status Reports,
- To work with the SFMC Manager on information from BRMPs for inclusion in the SFMC Annual Report,
- To work with the SFMC to produce two BRMP Implementation Status Reports per year

The BRU Bushfire Management Planning Officer acts as both as an ex-officio member of the FMAC (duties) and as a subject matter expert to the SFMC and FMACs, supporting the SFMC Manager and FMAC Chairperson to fulfil and meet the FMACs roles and responsibilities for Bushfire Risk Management Planning. The BRU Bushfire Management Planning Officer may support more than one FMAC and their workload is not 100% to the FMAC; FMAC members need to be mindful of the workload and expectations of the BRU Bushfire Management Planning Officer, especially when there is a concentration of SFMC and FMAC meetings, and during times of prescribed burning. The BRU Bushfire Management Planning Officer is a main correspondent with the FMAC Chairperson for the FMAC's BRMP.

4.11.2 Limitations

The BRU Bushfire Management Planning Officer does not speak on behalf of an FMAC. The FMAC BRMP Implementation Status Report Recommendations agenda paper submitted to the SFMC biennially is written by the FMAC Chairperson and/or the TFS Bushfire Risk Unit (BRU) Bushfire Management Planning Officer, with assistance from the SFMC Manager where required.

4.11.3 Conducting business in the absence of the BRU Planning Officer

There is no legislative requirement for the BRU Bushfire Management Planning Officer to attend FMAC meetings. However, their attendance should be fostered as presence and inclusion of the BRU Bushfire Management Planning Officer will facilitate FMAC business and elevate communications between the SFMC and FMAC.

5 Part 2 - FMAC governance and business processes

5.1 Governance in the public sector

It is the responsibility of all FMAC members to ensure that governance structures, systems and approaches are in consistent compliance with responsibilities under the *Fire Service Act 1979*. Processes should be effective, efficient and enforce accountability. Acting in the public interest should be always ensured. The *Fire Service Act 1979*, *State Service Act 2000*, the FMAC Induction Manual provides a basis for good governance

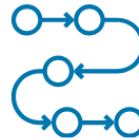
The following eight guiding principles should be used by FMACs to meet good governance (Figures 7a and 7b).

8 Guiding Principles for Good FMAC Governance



The FMAC relationship with the State Fire Management Council is clear and transparent

Responsibilities, accountabilities, communications, monitoring, recording and reporting between FMAC and the State Fire Management Council are clear and transparent.



The FMAC plans to achieve its goals

FMAC strategic planning delivers effective use of resources, increases compliance and improves accountability. Performance is adequately recorded, tracked, and reported against strategic plans.



An FMACs structure serves its operations

The organisational structure helps FMACs to achieve goals and be flexible to respond to changes in strategic direction. The Tasmania Fire and Vegetation Management Policy ensures that key strategic goals and outcomes are met. Performance measures and reporting identify how well the organisational structure delivers against strategic plans



The FMAC has clear oversight and accountability and defined responsibilities

Defined roles, responsibilities, and accountability for those involved in setting key FMAC goals and outcomes and monitoring performance. Relationships between boards and committees are clearly defined. Strategic plans outline goals, outcomes and outputs.

Figure 7a. Eight guiding principles for good governance

8 Guiding Principles for Good FMAC Governance



FMAC ethics and integrity are embedded in FMAC members (and their organisations) values and operations

FMAC members conduct themselves in accordance with their own organisation's code of conduct and ethics.



The FMAC contributes to FMAC members and FMAC member organisations achievements

Principles of fairness, equity and diversity are at the foundation of processes, decisions, and actions.



FMAC communicates with all stakeholders in a respectful, accessible, open and responsive manner

FMACs should have open, accurate and responsive communication with all stakeholders to ensure information is broadcast through correct networks, and to uphold public trust



FMAC upholds integrity and accountability

For accountable and effective delivery of strategic planning, FMACs should have in place comprehensive management processes. These are essential for efficient management of public resources.

Figure 7b. Eight guiding principles for good governance

5.2 Meetings

5.2.1 Meeting attendance, proxies, preparation, order of business and venue

The majority of FMAC business is conducted with meetings. FMACs are legislated to meet at least twice a year (*Fire Service Act 1979* s18(5)). This is recommended as a minimum, with one meeting before and one meeting after each bushfire/planned burning season. The need for additional meetings is at the discretion of the FMAC. The annual meeting schedule for each FMAC will be agreed by the members at the last meeting of each calendar year. The meeting schedule must include enough meetings to enable the FMAC to fulfil its responsibilities, particularly the building of effective relationships between stakeholders. As some FMAC members sit on more than one FMAC, consideration should be given to meetings of adjacent FMACs to maximise attendance.

FMAC meetings can be held at a location of the FMACs choosing. The SFMC may direct a FMAC to meet at a particular place and the FMAC must comply with that direction (*Fire Service Act 1979* s18(7)). The SFMC will work with the FMAC on appropriate meeting location, date and time. Meeting location should consider travelling time by all FMAC members, the capacity of the room, access to technology (video and audio for online attendance, internet access) and room hire costs.

5.3 Extraordinary meetings

Where there is an urgent need for a meeting in addition to scheduled meetings, any FMAC Member can request an FMAC meeting. The *Fire Service Act 1979* s18(6) states that a FMAC meeting may be convened by the Chairperson or by any two (2) FMAC members. There is no specification of the time required to notify FMAC Members of a FMAC meeting. However, it is recommended that extraordinary meetings be convened within 15 days.

An FMAC may also schedule other activities that it considers are necessary or convenient to the performance of its functions, such as public information or education sessions, vegetation fire management workshops etc. These events are not meetings of the FMAC.

Extraordinary meetings may only be offered as virtual teleconference on-line meetings, whereas attendance in person is encouraged at scheduled meetings.

5.4 Quorum

A quorum is the minimum number FMAC members appointed under s18(2) who must be present (present is either in person or via teleconference) at a scheduled meeting to conduct FMAC business. All FMAC members appointed under s18(2) (that is, not FMAC members appointed by Council (s18(3)), or observers or subject matter experts) present at a meeting count towards a quorum. This means all FMACs will have a minimum of five Members, apart from where an FMA includes any part of Wellington Park, where the minimum is six.

A quorum is half the number of FMAC members appointed under s18(2) plus one. For example, if an FMAC has 6 members, it needs 4 members present for a meeting to proceed. Being without a quorum limits meeting business. If an FMAC member finds they have an unavoidable absence and have not been successful in finding a proxy, it is important that the Chairperson and SFMC Executive Officer are notified early, especially when FMAC members need to travel distances to a meeting. If it becomes apparent that the number of FMAC members making apologies prior to the scheduled meeting will leave the meeting without a quorum, or close to without a quorum, the Chairperson should advise members as this may increase attendance. If after advisement a quorum is unlikely to be met, a new date for the meeting should be set as soon as possible. If all these attempts for a quorum are unsuccessful, the Chairperson should discuss options with the SFMC Manager.

If a scheduled meeting is started and a quorum is not met, a meeting can:

- a) *Fix the time to which to adjourn.* This states a specific time for an adjourned meeting which is a continuation of the current meeting, held at a time before the next regular meeting, e.g postponing the meeting for an hour to enable members to attend in person or log in to the meeting.
- b) End the meeting with a *Motion to Adjourn* and reconvene at the next scheduled meeting date and time. This is not debatable and goes to an immediate majority vote.
- c) *Motion to Recess.* If a member must leave the meeting, thus leaving it without a quorum, the meeting can take a break (may be to a specific time) until the required number of members is met. This is not debatable and goes to an immediate majority vote.
- d) *Motion to do something about the quorum.* This might be appointing members to make calls to members to increase meeting members, and whilst that is being done the meeting can continue. A motion to do something to obtain a quorum is a privileged motion (a motion that supersedes ordinary business) and takes precedence over a motion to Recess.
- e) *Continue the meeting.* If a quorum is not met and all members in attendance wish to proceed with a meeting a meeting can still be called to order. However, all decisions that must be made will need to be ratified through the 'Out of Session' process. Any action on decisions made in the absence of a quorum without subsequent ratifications through an 'Out of Session' process, are taken at personal risk and are not binding on the FMAC. This

option may also be a solution for where the number of FMAC members making apologies prior to the scheduled meeting will leave the meeting without a quorum, or close to without a quorum.

FMACs should be mindful of the business being transacted at meetings and absent FMAC Members. The principles of good governance should be followed, as they ensure that all views are heard and considered to ensure reasonable and appropriate fire management actions and decisions are being made.

If attending via online, a FMAC member must be able to:

- a) be heard when speaking on a matter of business during the meeting, or if not able to be heard,
- b) be able to, and agreeable to, interact in writing with the FMAC (e.g. via a 'chat' function) on a matter of business during the meeting

If a) or b) cannot be met, the FMAC cannot transact that business at a meeting.

5.5 Conducting business out of session

When no quorum is present, or key stakeholders are absent from a meeting, FMAC members present may continue with discussion of agenda items, with the minutes of the discussion circulated later to all FMAC members for comment Out of Session.

If objections arise that cannot be resolved Out of Session, the business should be deferred until the next meeting. An Extraordinary Meeting may be required.

If objections are resolved, the SFMC Executive Officer may collate the responses to form the decision of the FMAC and apply the quorum rule to the number of responses required. The outcome of the business matter should be tabled at the next FMAC meeting.

Decisions required to be made Out of Session by circular resolution do not alter the requirement for the FMAC to hold an adequate number of meetings per year.

5.6 Procedures – Meeting times, Agendas and Standing items

The FMAC Chairperson or any two members may convene an FMAC meeting (*Fire Service Act* s18(6)). The FMAC Chairperson or any two members maintains the meeting order of business. Except as where provided for in Section 18 of the *Fire Service Act 1979*, an FMAC may regulate its own procedure (s18(9)). The SFMC provides templates for the meeting agenda and minutes. Calls for agenda items come from the SFMC Executive Officer and the Chairperson. Following the SFMC format of templates assists the Executive Officer to deliver meeting documents in a timely manner. An agenda template is provided in Appendix 2 and includes some standing items. This template does not restrict the FMAC from regulating its own procedure. However,

in regulating its own procedure, an FMAC should be mindful of potential additional demands on the SFMC Executive Officer and FMAC members, or potential loss of FMAC function beyond what is considered reasonable that may arise because of changes in procedure.

5.7 Agenda items: meeting papers

Providing as much information as possible in meeting papers helps to foster constructive and productive discussion, and a better understanding of issues with less likelihood of deferral to another meeting. FMAC members should provide a written meeting paper with an overview for agenda items requiring decision. The meeting paper is prepared by the SFMC Manager, SFMC Executive Officer or an FMAC member (or a combination there of) and needs to be approved by the Chairperson. Meeting papers should not be only verbal. The meeting paper can be in dot points and be brief and expanded upon verbally in the meeting. Meeting papers should be circulated at least 7 days prior to the FMAC meeting.

5.8 Decision making by consensus

Consensus is an agreement in a judgment or opinion that is reached by the whole group. A decision by consensus is where a decision is 'consented' to by all members of the FMAC. The aim is for FMACs to work towards a consensus that is acceptable to all FMAC members.

The final decision is 'owned' by the FMAC. Therefore, before forming a decision, FMAC members should be well informed to make a worthy decision. It is important for members of the FMAC to contribute to a decision at a level they are comfortable with. They also need to understand, accept, and be prepared to support the decision. This does not imply that all members must be totally satisfied with the outcome. Rather, there may be different levels of support, such as complete support, satisfaction with the decision, being prepared to live with the decision and/or disagreement with the decision but without objection and acceptance of outcomes. Reservations and opposing views of a decision should be recorded in the minutes.

Subject matter experts or external persons can be used where an FMAC is unable to reach consensus and an issue requires resolution. Subject matter experts can be added as observers to the FMAC membership list and be routinely invited to FMAC meetings and events. Support for decision making can also be sought through the SFMC Manager and support staff of the Tasmania Fire Service. Where a consensus cannot be reached, an FMAC should defer the issue to the SFMC for advice and if possible, resolution. The FMAC should outline to the SFMC all differences of opinion.

Some key principles that underpin decision making by consensus are shown in Figure 8 over.

KEY PRINCIPLES THAT UNDERPIN DECISION MAKING BY CONSENSUS

**A decision making process that is developed
by and agreed upon by FMAC members, and,**

- Is flexible and adaptive,
- Is realistic about timeframes,
- Includes a commitment to implementation and monitoring.

Outcomes	are a result of respectful and inclusive listening, with full consideration and discussion of all interests represented on the FMAC
Discussion	of issues and views are put forward by members, and the sharing of information, is done so voluntarily
Opportunity	to engage and participate effectively in discussion and decision is enabled by equal access to information
Acknowledgement	and acceptance of other's values, interests, and knowledge. FMAC members should be open to a diverse range of views, be open about limitations, and explore practical solutions
Decisions	are comprehensive and progressive and are consistent with the FMACs values principles, objectives and aims

Figure 8. Key principles that underpin decision making by consensus

5.8.1 Conflict resolution

Conflict resolution is a process used by two or more parties to find an agreed solution to a problem. Conflict arises when one FMAC member's view or agency's view differs significantly from another FMAC member's or agency's view. Discussions may become heated and strong disagreement on actions or views occurs. Wherever possible, conflict should be resolved on location and at the time of the original disagreement. Resolution of difficulties is more likely the sooner they are addressed. The aim in conflict resolution is to resolve the issue in a respectful and timely manner, and to overcome difficulties and maintain relationships in the FMAC. The [NSW Bushfire Coordinating Committee Policy for Dispute Avoidance/Dispute Resolution](#) is a good reference for what is conflict resolution and how to avoid conflict.

5.9 Disclosure Conflicts of Interest and Pecuniary Interests

FMAC members need to be aware of the potential for conflicts of interest. A conflict of interest occurs when an individual's personal interests compromise their judgement, decisions, or actions in the workplace. Personal interests include family, friendships, or social factors. Pecuniary interests are particularly important. A pecuniary interest is an interest a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person. Money does not have to be exchanged for a person to have a pecuniary interest.

An FMAC member may have a direct or indirect pecuniary interest if in an issue being considered by the FMAC, and it appears that the interest raises a conflict with the correct execution of the FMAC member's duties in relation to the issue. Where this occurs, or if in doubt, the FMAC member must as soon as possible after becoming aware of the issue, disclose the nature of interest to the FMAC. The following is considered sufficient disclosure to the FMAC of the nature of the interest in any issue relating to that agency or other body of to that person:

- Declaration of membership, or in the employment of a specified agency or body,
- Declaration of partnership, or in the employment of a specified person,
- Declaration of some other specified interest relating to a specified agency or body or specified person.

No further details are required of, or can be asked of, the FMAC member.

Conflict of interest should be a standing agenda item. Any conflicts of interest must be declared and recorded in the minutes at the commencement of each meeting. After disclosure, the FMAC member is not permitted to be present for or participate in discussion or voting about agenda items in which they have a conflict of interest, unless the FMAC determines otherwise. There may be cases where the FMAC member may still be able to fully participate.

5.10 Subgroups

Subgroups may be necessary for an FMAC to fulfil its duties, e.g. preparation of plans. Subgroups may be established for a fixed period to undertake specific projects. Subgroups may also be formed to support local area bushfire planning and mitigation activities. Subgroups may investigate issues, develop draft plans, or develop programs (e.g. education).

Subgroups will work to terms of reference determined by the FMAC and are required to maintain appropriate confidentiality. The FMAC may not delegate any of its functions to a subgroup. Recommendations and all decision making must be referred to the FMAC.

Subgroup membership must only consist of either FMAC members or organisation representatives that have been nominated by their FMAC member. A subgroup must have a Chairperson who is responsible for coordinating work by the subgroup. It is recommended that an FMAC member is appointed to oversee the activities of the subgroup to ensure FMAC and subgroup objectives are being met. The subgroup can seek contributions from agencies who are not part of the subgroup.

5.11 Changes to the FMAC

5.11.1 Changing the area (boundary) and/or name of an FMA

Only the SFMC has the authority to declare an area of the state as a Fire Management Area (*Fire Service Act* 1979 s17(1)), including naming that area and changing its name (s17(2)(a)). The SFMC does this officially by notice published in the Gazette (<https://www.gazette.tas.gov.au/>). By that notice, the SFMC may also publish a map of that FMA (s17(2)(b)). A request to change the name or area of an FMA can be made in writing to the SFMC. The request should include reasons for requesting the change, and be supported by the FMAC, with minutes demonstrating that endorsement.

If changes to local government areas within an FMA occur, the FMA boundary does not need to change as FMA areas need not coincide with municipal boundaries (s17(3)).

5.11.2 Changing the name of an FMAC

Only the SFMC has the authority to establish a Fire Management Area Committee, in respect of each Fire Management Area, and that committee must have in its title 'Fire Management Area Committee' (s18(1)). Generally, the gazetted FMA name is combined with this title to become the FMAC name, e.g Hobart Fire Management Area Committee. A request to change the name of an FMAC can be made in writing to the SFMC. The request should include reasons for requesting the change, and be supported by the FMAC, with minutes showing the decision and confirming that a quorum was met.

5.11.3 Merging FMAs and Merging FMACs

As per the *Fire Service Act 1979*, the SFMC must establish a FMAC in respect of each gazetted FMA Area (*Fire Service Act 1979* s 18(1)). Thus, it follows that, for FMACs to be merged, the FMA must be merged, and only the SFMC has the authority to do this (see [Section 5.11.1](#)). However, FMACs can conduct a *combined* meeting without FMAs being *merged*.

5.11.4 Combining FMAC meetings

Two or more FMACs may conduct a combined meeting. This is sometimes useful where adjacent FMACs are considering similar issues or need to discuss matters relating to areas along joint boundaries. The rules and procedures for a combined meeting is the same as for an individual FMAC meeting. Each combined FMAC meeting must keep minutes of its meetings and the provisions regulating proceedings of the FMAC apply to the proceedings of the combined FMAC meeting unless otherwise stated in this Induction Manual. There may be a need to adjust the agenda template to suit the meeting and a single set of accurate minutes of the joint meeting must be kept (s18(8), also see [Section 5.14.1](#)). A combined meeting must have a quorum from each FMAC present i.e. a quorum should not be calculated from a count of membership of combined FMAC. Minutes should clearly show FMAC membership, decisions, and confirm that a quorum was met for each FMAC present.

The *Fire Service Act 1979* s18(6) states that 'A meeting of a Committee may be convened by the chairperson or by any 2 members.' The word 'may' is to be interpreted as being discretionary or enabling, as the context requires (*Acts Interpretation Act 1931* s10A(1)(c)). This means that within the context of s18(6), flexibility and discretion can be used to enable a combined meeting to be successful. To enable the combined meeting, the convenor might be a chairperson from one of the FMACs, or any two FMAC members from the same FMAC, or another arrangement that is within the context of s18(6) that is decided by the FMAC members of that combined meeting. It is important that any decision-making is recorded accurately in the combined meeting minutes.

5.12 Managing Observers

An Observer is a person who attends a FMAC meeting but is not a member of the FMAC. To attend the meeting, they must have the approval of the FMAC chairperson to be present and can attend only with agreement from FMAC members. This agreement is either arranged before the FMAC meeting or is sought at the start of the meeting.

As the name suggests, Observers rights are restricted to observing. Their meeting attendance is usually confined to listening to the discussion, but they are not expected to be active participants in that discussion. They cannot officially take part, or intrude, in deliberations, decision-making, they cannot propose or make motions, and cannot vote. However, the active participation of an observer is at the discretion of the Chairperson and FMAC members. Over time, regular attendance by Observers can lead to their being mistaken as FMAC members

and they are mistakenly included in a quorum and decision-making. This can be managed by making it clear to meeting attendees at the start of a meeting who are Observers, and by noting the status of meeting participants in meeting minutes.

An Observer may attend a meeting to observe and learn about the FMAC, contribute to discussion, give a presentation on an Agenda item, or provide administrative support such as record the minutes.

FMAC members are encouraged to bring their 'pre-elected proxy' (section 4.5) to attend meetings in an Observer capacity. This helps to facilitate continuity of attendance and knowledge, workload sharing, to continue relationships. and builds in FMAC member succession. The minutes of the meeting should make it clear who present are FMAC members and who are pre-elected-proxies/Observers.

5.13 Subject matter experts and Guests

A Subject matter expert (SME) or Guest is a person who has amassed advanced knowledge in their specific field or on a topic, and the level of knowledge has been demonstrated through a degree or years of professional experience in their field or topic. They are uniquely qualified to provide advice and direction. Sometimes an FMAC will require further information on an issue or topic, and a SME or Guest can be invited to an FMAC meeting make a presentation or provide further information to assist problem solving, and/or contribute to discussion. Their attendance is indicated on the Agenda and they generally only attend the meeting for the time given to that agenda item.

Subject matter experts and Guests are bound by the same meeting procedures as FMAC members, and same meeting processes as for Observers (section 5.12).

5.14 Making and recording decisions

5.14.1 Meeting minutes

The *Fire Service Act 1979* states at s18(8), 'A Committee must keep accurate minutes of its meetings.'

Whilst the word accurate in relation to information means, 'correct in all details, exact', 'accurate minutes' does not mean a detailed record of the meeting. Accurate minutes is to record the essentials during the meeting. Basic information such as the date, time, location, attendance, and agenda items should be recorded. Other items such as key points, decisions, actions, and outcomes of each discussion, as well as questions, comments and feedback from participants can be recorded. It is not necessary to state e.g., 'John Smith said...'. Paraphrasing of a discussion should be used e.g., 'Comments addressed point a and point with the following action...'.

Drafted minutes are not official minutes until they are accepted by FMAC members. Drafted minutes of a meeting may be accepted if a quorum is present at a meeting. All FMAC members present at the meeting when the minutes are accepted can fully participate i.e. acceptance of the drafted minutes is not restricted to only those FMAC members who were present at the meeting at which the drafted minutes were taken. Drafted minutes can be distributed to FMAC members before the meeting and be accepted and/or accepted with corrections by FMAC members at that meeting.

Where there are long periods between meetings (as may be the case for FMAC meetings) memories of what occurred at the meeting become inconsistent. A useful practice is to distribute the drafted minutes to the Chairperson and Bushfire Risk Unit Planning Officer shortly after the meeting for approval/amendments before sending them to the FMAC members for 'Out of Session' approval/amendments. This practice produces an approved legal record of the meeting shortly after the meeting.

After acceptance of the minutes, they can still be amended by a motion to amend. This may occur where a FMAC member who was absent when the minutes were accepted asks for corrections. A FMAC member should not simply object to the approval of minutes. If there is an objection, an FMAC member must offer reason for a correction.

5.15 FMAC records and files

All files must be made and maintained for each the FMAC. All minutes, agendas and papers generated by the FMAC must be in writing and audio and/or video recordings of FMAC meetings must be created using secure software and must be filed for 12 months. Files are either electronically recorded in the relevant FMAC container in the Department of Police, Fire and Emergency Management CM10 filing system, and/or uploaded to the FMAC SharePoint site.

All FMAC files are available for perusal in full by any FMAC member, SFMC member and the Minister for Police, Fire and Emergency Management. Requests can be made in writing to the SFMC Executive Officer or SFMC Manager during office hours.

All FMAC files are not available to persons outside of FMAC members, SFMC members and the Minister for Police, Fire and Emergency Management without the express approval of the FMAC or in accordance with a request under the

[Right to Information Act 2009](https://www.legislation.tas.gov.au/view/html/inforce/current/act-2009-070) (<https://www.legislation.tas.gov.au/view/html/inforce/current/act-2009-070>).

5.15.1 Membership database

Efficient and effective management of FMACs requires the collection of names and contact details of FMAC members. Details are collected by the SFMC Executive Officer and SFMC Manager and stored in a secure electronically recorded database and stored in the relevant FMAC container in the Department of Police, Fire and Emergency Management CM10 filing system. This database is only accessible to authorised state service personnel. FMAC Member details will normally be made available to the SFMC, to SFMC staff, and to organisation staff assisting the SFMC (currently, the Tasmania Fire Service).

FMAC Member details will also be made available to other FMAC members. This information is to be only used for conducting FMAC business.

Membership shall be reviewed by the FMAC annually.

5.16 Sensitive information

The information shared and discussed at FMAC meetings and FMAC documents are confidential until the FMAC and/or SFMC have agreed to make them available to wider than FMAC Members. Exceptions to this are where a provider of information indicates that the material is available to the public and has no restrictions on the information being shared publicly.

Bushfire Risk Management Plans for each FMA are published on the SFMC website and are freely available to the public. As stated in section 3.1, a BRMP identifies which organisations or individuals are responsible for implementing risk treatments. At FMAC meetings, FMAC members may discuss the implementation of works by these organisations and may delve into specifics. FMAC members may also decide to,

- meet in smaller groups outside of an FMAC meeting, or
- meet in an out of session meeting, or
- continue conversations with fellow FMAC members outside of the FMAC sphere, or
- FMAC members may need to take the FMAC deliberations to their own organisations to further discuss BRMP implementation.

Discussions relating to FMAC business should be progressed professionally with the intent to further FMAC functions and obligations. FMAC business must be treated with the highest confidentiality and should be restricted to the responsibilities of the organisation within the context of the FMAC, the SFMC, the BRMP and any other associated FMAC business.

5.16.1 Open access to information and government information: public access

Rights to information are aimed at increasing community participation in government decision-making processes, and meeting community expectations of accountability and transparency. Right to information encourages routine and active disclosure of information held by public authorities without the need for requests or applications and gives the public an enforceable right to information held by public authorities.

FMACs are bound by the *Right to Information Act 2009* which defines the boundaries of citizen rights to access government information, where that information would not be available without a request. Section 7 of the *Right to Information Act 2009* creates a legally enforceable right to information (referred to as RTI, and essentially the same as Freedom of Information) in the possession of public authorities and Ministers, unless it is exempt information.

Information comes in many different forms. Section 5 of the *Right to Information Act 2009* defines 'information', and the Ombudsman Tasmania guideline can be used to assist in relation to access information under the *Right to Information Act 2009* (https://www.ombudsman.tas.gov.au/data/assets/pdf_file/0006/265776/Guideline_1_2013_-_Distinguishing_between_information_and_a_document_in_RTI_and_PIP_matters.pdf).

A request for 'information' does not automatically mean the right to a document that contains that information. Applicants and agencies are encouraged to negotiate the scope of RTIs as this ensures the scope is clear and manageable.

5.16.2 Privacy and personal information

For FMACs, privacy and personal information is about the collection, management and general and unregulated dissemination or personal information. FMACs are bound by the [*Personal Information Protection Act 2004*](#), and the *Right to Information Act 2009* (specifically, the Right to Information Section of that Act). Under the *Personal Information and Protection Act 2004*, the SFMC and FMAC are taken to be a 'personal information custodian'. Access to personal information held by the FMAC must be in writing to the FMAC, the SFMC Executive Officer or the SFMC Manager. The applicant may also apply to the FMAC members' organisation e.g. a landowner requesting to their local council the name of their FMAC representative.

Under the principles set out in Schedule 1 of the *Personal Information and Protection Act 2004*, the FMAC must not:

- collect personal information about people unless the information is necessary for one or more of its functions or activities,
- assign a unique identifier to a person unless it is necessary for it to carry out any of its functions efficiently,

- collect sensitive information about a person unless the person has consented, or the collection is required or permitted by law, or the collection is necessary to prevent or lessen a serious and imminent threat to the life, or health of any person.

Wherever lawful and practicable, a person must have the option of not identifying themselves when entering transactions with the FMAC. There is a requirement that all personal information custodians comply with the personal information protection principles as outlined in sections 16 and 17 of the [Personal Information Protection Act 2004](#).

5.17 Public visibility and presentation

Compared to FMAC member organisations, the public profile of an FMAC is much reduced. One of the functions of an FMAC is to coordinate fire management activities within its FMA, including community education and information and fuel management (Fire Service Act 1979 s20(1)(a)). Community education and information may include public information events on BRMPs, or a community engagement event on fire management of an area within the FMAC. Public information events may be useful for gathering information from the public about multi-agency treatments identified in the BRMP.

Media and communications on issues that the FMAC discusses are mostly handled by FMAC member organisations. However, in carrying out its function to coordinate community education and information for fire management activities within its FMA, it may be necessary for an FMAC to issue a media release or make a public comment.

Approval for public comment on behalf of an FMAC must carry the signature of the FMAC Chairperson. Commentary must make clear that it does not come from the organisation to which the Chairperson belongs and must be in line with SFMC policy. The SFMC Manager or SFMC Executive Officer should not make public comment on behalf of the FMAC. However, the SFMC Manager, SFMC Executive Officer and the SFMC can be sought for advice and/or assistance.

5.18 Financial management

FMACs have no financial responsibilities. They are not legal financial entities; they have no exchange of monies. FMACs also do not undertake works or engage contractors to conduct works.

Venue hire, administration costs and catering must be organised through the SFMC and requests must be reasonable. Generally, the SFMC Executive Officer and SFMC Manager undertake these duties in consultation with the FMAC Chairperson. FMAC Members with access to resources which assist in FMAC function (e.g. venues) are encouraged to share these resources with the FMAC.

5.19 FMAC Performance: monitoring, evaluation and reporting

The FMAC is to comply with written directions from the SFMC in respect of the performance of the FMACs functions in relation to the management of Fire Management Areas (*Fire Service Act 1979* s21(3) and s21(4)). FMACs need to check annually that they have,

- a) met all their functional requirements with respect of
 - i. (where applicable) Wellington Park in a manner that is consistent with the purposes for which Wellington Park is set aside under the [Wellington Park Act 1993](#) and with any management plan in force in respect of Wellington Park (*Fire Service Act 1979* s20(3),
 - ii. any reserved land, as defined in the [Nature Conservation Act 2002](#) , in a manner that is consistent with the purposes for which the reserved land is set aside under the [National Parks and Reserves Management Act 2002](#) and with any management plan in force in respect of the reserved land (*Fire Service Act 1979* s20(4), and
- b) revised and updated the treatments identified in the BRMP (*Fire Service Act* s20(c))
- c) Submitted two (2) BRMP Implementation Status Reports to the SFMC

As per the BRMP Guidelines, the FMAC is required to monitor progress towards the completion of treatment works listed in the Bushfire Risk Management Plan (BRMP), including the timeliness of the works. The BRMP Implementation Status Report provides a summary of progress on treatment actions. The report is prepared twice a year by the FMAC supported by the Bushfire Risk Unit (BRU) and provided to the State Fire Management Council (SFMC).

The SFMC Manager and SFMC Executive Officer will conduct an audit annually to ensure compliance with reporting and activities as specified in the BRMPs, and review meeting attendance and FMAC governance and business processes to ensure requirements are being met.

5.20 Review of FMAC Induction Manual

This FMAC Induction Manual is to be reviewed every three years or as required. At a minimum, a review should include consultation with a representative sample of FMAC Members. This FMAC Induction Manual must be approved by all FMACs, and the SFMC.

Acronyms and Glossary

The acronyms below are identified from this document.

The Australasian Fire and Emergency Service Authority Council (AFAC) Bushfire Glossary (2012) should be referred to for all other acronyms and terms - see

<https://www.afac.com.au/docs/default-source/doctrine/bushfire-terminology.pdf>

BRMP	Bushfire Risk Management Plan
FMAC	Fire Management Area Committee
FMA	Fire Management Area
PWS	Tasmania Parks & Wildlife Service
RTI	Right to information
SFMC	State Fire Management Council
STT	Sustainable Timber Tasmania
TERAG	Tasmanian Emergency Risk Assessment Guideline
TFGA	Tasmania Farmers and Graziers Association. Now TasFarmers
TFPA	Tasmania Forest Products Association
TFS	Tasmania Fire Service

6 Appendices

6.1.1 Appendix 1. Sections of the *Fire Service Act 1979*

14. State Fire Management Council

- (1) A State Fire Management Council is established.
- (2) The Council consists of –
 - (a) a person nominated by the Minister; and
 - (b) the Chief Officer; and
 - (c) the person for the time being holding, in the Fire Service, an office or position determined by the Chief Officer; and
 - (d) the chief executive officer of the Forestry corporation; and
 - (e) a person nominated by the chief executive officer of the Forestry corporation; and
 - (f) the Director of National Parks and Wildlife; and
 - (g) a person nominated by the Director of National Parks and Wildlife; and
 - (h) a person nominated by the Tasmanian Farmers' and Graziers' Association; and
 - (i) a person nominated by the Tasmanian Forest Products Association; and
 - (j) a person nominated by the Local Government Association of Tasmania.
- (3) The member of the Council referred to in subsection (2) (a) is chairperson of the Council.
- (4) The members of the Council referred to in paragraphs (a) , (e) , (g) , (h) , (i) and (j) of subsection (2) are appointed by the Governor.
- (5) The Minister may require a body referred to in paragraph (h) , (i) or (j) of subsection (2) to submit a list of names within a specified period, being a period of not less than 30 days.
- (6) If a body referred to in paragraph (h) , (i) or (j) of subsection (2) fails to comply with subsection (5), the Minister may nominate a person for the purposes of that paragraph.
- (7) If a body referred to in paragraph (h) , (i) or (j) of subsection (2) changes its name, the Governor may, by order, amend that paragraph by substituting the body's new name.
- (8) If a body referred to in paragraph (h) , (i) or (j) of subsection (2) ceases to exist, the Governor may, by order, amend that paragraph by substituting the name of a body which the Governor is satisfied substantially represents the interests represented by the first-mentioned body.
- (9) Schedule 5 has effect with respect to the membership and meetings of the Council.

17. Fire Management Areas

- (1) The Council, by notice published in the Gazette, may declare any area of the State to be a Fire Management Area.
- (2) The Council, by the notice, may –
 - (a) assign a name to the Fire Management Area; and

- (b) publish a map of the Fire Management Area.
- (3) The boundaries of Fire Management Areas need not coincide with the boundaries of municipal areas.
- (4) A notice under subsection (1) is not a statutory rule within the meaning of the Rules Publication Act 1953

18. Fire Management Area Committees

- (1) The Council must establish a committee, called a Fire Management Area Committee, in respect of each Fire Management Area to be responsible for providing effective fire management in that area.
- (2) A Committee is to consist of –
 - (a) the Chief Officer or an officer of the Fire Service nominated by the Chief Officer; and
 - (b) a representative of each local council whose municipal area lies wholly or partly within the Fire Management Area or a person jointly nominated by those local councils; and
 - (c) if the Fire Management Area contains or is adjacent to State forest – a person nominated by the chief executive officer of the Forestry corporation; and
 - (d) if the Fire Management Area contains or is adjacent to any reserved land within the meaning of the Nature Conservation Act 2002 – a person nominated by the Secretary of the responsible Department in relation to the National Parks and Reserves Management Act 2002; and
 - (e) if the Fire Management Area includes any part of Wellington Park – a person nominated by the Wellington Park Management Trust; and
 - (f) a person jointly nominated by the brigade chiefs of the brigades wholly or partly within the Fire Management Area.
- (3) The Council may appoint additional members to a Committee on the recommendation of that Committee.
- (4) A member elected by the members and approved by the Council is chairperson.
- (5) A Committee is to meet at least twice a year.
- (6) A meeting of a Committee may be convened by the chairperson or by any 2 members.
- (7) The Council may direct a Committee to meet at a particular place and the Committee must comply with that direction.
- (8) A Committee must keep accurate minutes of its meetings.
- (9) Except as provided in this section, a Committee may regulate its own procedure.

20. Functions and powers of Fire Management Area Committees

- (1) A Committee has the following functions:
 - (a) to co-ordinate fire management activities within its Fire Management Area, including –
 - (i) community education and information; and

- (ii) fuel management;
 - (b) to identify and assess community bushfire risks in its Fire Management Area and to prioritise strategic works in response to those risks;
 - (c) to submit to the Council, on or before 30 September of each year, a fire protection plan for its Fire Management Area for the next 12 months commencing on 1 October;
 - (d) to ensure that its fire protection plan is consistent with –
 - (i) the State fire protection plan developed pursuant to section 8(1)(d) ; and
 - (ii) the State vegetation fire management policy developed pursuant to section 15(1)(a); and
 - (iii) such instructions or guidelines as the Council may from time to time issue to the Committee regarding the fire protection plan;
 - (e) to advise the Council on such matters relating to fire management and the Committee's other functions as the Council may refer to the Committee;
 - (f) to advise the Council on such matters concerning fire management as, in the opinion of the Committee, should be brought to the Council's attention;
 - (g) to perform such other functions relating to the prevention or mitigation of vegetation fires as the Council may direct.
- (2) A Committee has power to do all things necessary or convenient to be done in connection with the performance of its functions.
 - (3) A Committee is to perform its functions in respect of Wellington Park in a manner that is consistent with the purposes for which Wellington Park is set aside under the Wellington Park Act 1993 and with any management plan in force in respect of Wellington Park.
 - (4) A Committee is to perform its functions in respect of any reserved land, as defined in the Nature Conservation Act 2002 , in a manner that is consistent with the purposes for which the reserved land is set aside under the National Parks and Reserves Management Act 2002 and with any management plan in force in respect of the reserved land.
 - (5) In this section –

fire protection plan means a plan that describes the prevention, preparation, response and recovery arrangements for one or more hazards.

21. Directions in relation to Fire Management Areas

- (1) The Commission may give directions in writing to the Council in respect of the performance of the Council's functions in relation to the management of Fire Management Areas.
- (2) The Council is to comply with directions given by the Commission under subsection (1).
- (3) The Council may give directions in writing to a Committee in respect of the performance of the Committee's functions in relation to the management of Fire Management Areas.
- (4) The Committee is to comply with directions given by the Council under subsection (3).

6.1.2 Appendix 2. FMAC Agenda template



AGENDA

FMA

Fire Management Area Committee

MEETING DETAILS

Venue:

Date:

Time:

Attendance:

MEMBERS:

Apologies:

No Response:

OBSERVERS/SMEs:

Apologies:

No Response:

AGENDA

Attached*

1. Introduction		
1.1 Attendance and Apologies. Conflict or Pecuniary Interest.	Chair	
1.2 FMAC Membership Confirmation: <i>Refer to Attendance list circulated</i>	Chair	
1.3 FMAC Membership Nominations (election of Chair/Deputy Chair)	Chair	
1.4 Minutes of previous meeting (<i>approved out of session</i>)	Chair	
2. Action Items		
2.1 Outstanding Action Items (if applicable)	Chair	
3. Standing Agenda Items		
3.1 BRMP Agency Activity Updates (including TERAG # or other) - what has been completed - what hasn't been completed and why - other fire management activities	All	
3.2 Visual discussion on cluster areas in relation to BRMP priorities	Planner	
3.3 Positive agency outcomes and challenges	All	
3.4 SFMC feedback	SFMC Manager	
4. Agenda Items		
4.1		
5. Urgent Business		
5.1 Title		
6. Communication and Engagement		
6.1 FMAC SharePoint Site (issues/comments)	All	
6.2 (a) Key Messages from meeting (b) Key messages that require a response from SFMC	Chair/All	
NEXT MEETING – Day Date Year at 10:30am Location		

6.1.3 Appendix 3. FMAC member organisation profiles

The *Fire Service Act 1979* s18(2) lists FMAC member organisations that comprise an FMAC. In addition to these organisations, the SFMC may appoint additional members on recommendation of the FMAC (*Fire Service Act 1979* s18(3)). The summaries below provide a brief overview of organisations and their role in fire and vegetation management in the community.

Fire Service Act 1979 s18(2) members

Tasmania Fire Service. Department of Police, Fire and Emergency Management.

The [Tasmania Fire Service](#) (TFS) is the operational arm of the [State Fire Commission](#), established in 1979 under the *Tasmania Fire Service Act 1979*. The TFS works in partnership with the Tasmania State Emergency Service, Tasmania Police, and Ambulance Tasmania. Together with these partners, the TFS is responsible for ensuring the safety of Tasmanians and what they value. The TFS also works with organisational partners, [Sustainable Timber Tasmania \(STT\)](#) and [Tasmania Parks and Wildlife Service \(PWS\)](#), to educate communities on bushfire preparedness and fire safety, and work to prevent, resource, manage and respond to bushfires. Tasmania Fire Service work includes:

- Managing community protection planning and fire safety programs,
- Regulating the fire protection industry and the maintenance of building safety standards,
- Vegetation fire management and bushfire mitigation programs,
- Applying the Australian Fire Danger Rating System and the Australian Warning System,
- Managing the state and regional firefighting operations for bushfire, structural fire and hazardous material incidents. This includes intelligence, air operations, warnings and public information.

[Tasmania Fire Service](#), [Sustainable Timber Tasmania](#), and Tasmania Parks and Wildlife Service, are part of the [Interagency Fire Management Protocol](#).

The Tasmania Fire Service Community Fire Safety Division are observers of the Forest Industry Fire Management Committee (FIFMC). The FIFMC oversees the production of the procedure Fire Prevention at Forest Operations which aims to minimise the incidence of wildfires resulting from forest operations.

<https://fire.tas.gov.au>

Local Government Authority/Council

Tasmania has 29 councils, including 6 city councils. They are responsible for providing a range of community services and infrastructure including roads and bridges, waste management, facilities (e.g. sports grounds), planning, building and environmental services, and local events. Councils operate under the framework of the Local Government Act 1993 <https://www.legislation.tas.gov.au/view/html/inforce/current/act-1993-095>. This framework states that councils are to:

- provide for the health, safety and welfare of the community
- represent and promote the interests of the community
- provide for the peace, order and good government of the municipal area.

In addition, they have statutory responsibilities under many other Acts and regulations, including factors critical for fire and vegetation management such as biodiversity conservation, ecosystem services, and cultural and heritage preservation. As a result, Councils manage a variety of complex and often competing issues relating to managing bushfire risk, particularly in the urban-rural interface.

It is recognised there are considerable differences across Tasmania's councils, particularly in terms of capacity and resources, that can be applied to bushfire risk management. This capacity is often closely related to the size and number of Council-owned and managed bushland reserves, and the need to meet bushfire risk management as part of the overall management of natural open space.

<https://www.lgat.tas.gov.au/>

Sustainable Timber Tasmania

[Sustainable Timber Tasmania](#) is a Tasmanian Government Business Enterprise responsible under State legislation for:

- sustainably managing approximately 812,000 hectares of public production forest (Permanent Timber Production Zone land)
- undertaking forest operations for the production and sale of forest products from these forests (including making available at least 137,000 cubic metres of high-quality eucalypt sawlogs and veneer logs per annum).

To deliver these responsibilities, STT's core activities are (as agreed with the Tasmanian Government):

- land and native forest management,
- sale of forest products,
- fire management, and
- forestry road construction and maintenance.

As one of Tasmania's key firefighting agencies, STT are obliged to control and extinguish any bushfires that occur on the land they manage, and many of their staff are trained firefighters, planners and incident controllers. [Sustainable Timber Tasmania](https://sttas.com.au) periodically carry out fuel reduction burns to help protect property and forest assets from bushfire. Bushfire management activities are organised around the four phases of emergency management: preparedness, prevention, response and recovery. Strategic fuel reduction burning is undertaken to protect property, forestry assets and to promote the health of vegetation communities. Fuel reduction burns are undertaken where required and when weather conditions are suitable (usually in autumn and spring) and are generally low intensity.

Sustainable Timber Tasmania is a member of the FIFMC.

<https://sttas.com.au>

Tasmania Parks and Wildlife Service. Department of Natural Resources and Environment.

The Tasmania Parks and Wildlife Service works to present, protect and manage 49% of the land area of Tasmania, which is more than 2.9 million hectares of land and water, including Future Potential Production Forest lands. Landscapes are managed in partnership with the community and the Tasmanian Aboriginal community as the traditional and original owners, and continuing custodians of the land. The Aboriginal Cultural Burning Policy aims to support Aboriginal people to connect with country and share their culture through cultural burning on land managed by the PWS. Land management focuses on conservation and sustainable use of natural and cultural heritage, while providing economic opportunities for the Tasmanian community. The PWS is responsible for managing fire risk and bushfire response on all lands it manages. Reserve fire management strategies and plans detail prescribed burning recommendations, ecosystem and property protection, and address public and visitor safety. The Tasmanian Wilderness World Heritage Area fire management plan is recommended in the Tasmanian Wilderness World Heritage Area Management Plan (2016) and the Tasmanian Wilderness World Heritage Area Bushfire and Climate Change Research Project.

<https://parks.tas.gov.au/>

Wellington Park Trust

The Wellington Park Management Trust is an independent management authority established under the [Wellington Park Act 1993](#) with membership as specified in the Act.

Roles and responsibilities of the Wellington Park Management Trust include,

- management and protection of the diverse natural and cultural heritage of Wellington Park, and for enforcing the [Wellington Park Regulations 2019](#),
- strategic management and regulation, in partnership with on-ground management undertaken by land managers. The Wellington Park is made up of 14 separate land parcels managed by the Crown, City of Hobart and Glenorchy City Council,

- development and periodic update of the [Wellington Park Management Plan](#). This is a statutory document that provides for sustainable opportunities for recreation and tourism, while conserving the environmental, cultural and water catchment values of the Wellington Park.

Fire in the Wellington Park is both a natural disturbance, being fundamental for the many fire adapted vegetation types in the Wellington Park, and unwanted disturbance, threatening natural and cultural assets and surrounding areas. The [Wellington Park Fire Management Strategy](#) follows an adaptive management approach, with planned burning used as one of the management tools to reduce the bushfire fuel loads and protect ecological values in the Wellington Park and surrounding areas; planned burning is limited to the lower foothills in the eastern sector of the Wellington Park. Bushfire management includes:

- Minimising the risk of injury to Wellington Park users;
- Bushfire prevention;
- Planned burning to reduce fuel loads and maintain biodiversity;
- Protecting built and cultural assets and fire sensitive vegetation;
- Protecting drinking water catchments; and
- Facilitating bushfire control through provision and maintenance of fire trails, water sources and other bushfire management assets.

<https://wellingtonpark.org.au/>

Fire Service Act 1979 s18(3) SFMC appointed members

Department of Defence

The Department of Defence's primary role is to defend Australia and its national interests, promote security and stability, and support the Australian community as directed by the Government. The Department of Defence manages areas of Commonwealth Land in Tasmania for force sustainment and training purposes. A number of these areas include significant tracts of bushfire prone vegetation.

Bushfires on the Department of Defence estate have the potential to adversely impact people, assets, capability and the environment. Bushfire management planning is integral to the Department of Defence's approach for managing bushfire risk and is required for all locations that contain bushfire prone areas. The Department of Defence's bushfire management objectives are to protect human life, protect property and assets, support Australian Defence Force training, and promote environmentally sustainable management of bushfire. Co-operation and collaboration with other local land managers, bushfire planners and fire management authorities are fundamental to success.

<https://www.defence.gov.au/>

Forico

[Forico](https://forico.com.au/) is Tasmania's largest private forest manager. Founded in 2014, the Forico estate (173,000 ha) comprises of 89,500 hectares of plantation managed for wood fibre production, and 77,000 hectares of natural forest managed for conservation and biodiversity values.

As a significant stakeholder in fire management, Forico undertakes a proactive approach to fire and land management practices. An active Fire Action Plan addresses bushfire risk to assets (environmental and commercial) and includes private fire suppression resources, investment in trained staff, strategic fuel reduction burning, resource maintenance, and sharing of resources with the Tasmania Fire Service. Forico is a member of the FIFMC.

<https://forico.com.au/>

Hydro Tasmania

Hydro Tasmania is Australia's largest generator of clean renewable energy and largest water manager, wholly owned by the State Government of Tasmania. For more than a century, Tasmanians have relied on our hydropower to grow and support the state's communities and economy. Leading Australia's clean energy innovation, Hydro Tasmania has built 54 major dams, 30 hydropower stations and two major wind farms. Every year, they produce about 9000 gigawatt hours of clean electricity from hydropower – enough to power about 900,000 Australian homes and small businesses. They also generate from wind and gas and our system has a total capacity of more than 2600 megawatts. Hydro Tasmania also generates energy using world-leading hybrid technology (incorporating wind and solar generation) on King and Flinders islands. Hydro Tasmania's retail business, Momentum Energy, is a leading supplier of energy solutions to business customers and residential markets across Australia and the consulting business, Entura, delivers innovative solutions in water and energy to clients locally, nationally and internationally with almost 1,400 people are employed, primarily based in Tasmania as well as Victoria, Adelaide and India.

Hydro Tasmania Assets and Infrastructure Team develops and implements a Bushfire Management Plan which is reviewed annually. The Bushfire Management Plan ensures sustainable and prudent risk management. Safety and wellbeing underpin all works at Hydro Tasmania through a risk-based approach. Bushfire protection of people and assets is achieved through individual Bushfire Mitigation Plans and Bushfire Preparedness Fire Management Plans, created for each Hydro Tasmania operated power station and outlying asset. These plans outline routine works to maintain defensible space around power stations and are reviewed each season. Works include modification of bushfire fuel in Fuel Modified Buffer Zones using methods such as hazard reduction burning, removing understorey, maintaining canopy (ember attack), and maintaining fire trails and access tracks.

Bushfire hazard management is undertaken in consultation with a range of stakeholders including the Tasmania Fire Service, Tasmania Parks and Wildlife Service, TasNetworks, and Sustainable Timber Tasmania, according to legislation and best practice management standards.

<https://www.hydro.com.au/>

Private Land Conservation Program. Department of Natural Resources and Environment.

Established in 2006, the Private Land Conservation Program (PLCP) provides a single point of management for the Department of Natural Resources and Environment's Conservation Covenant programs. The PLCP is committed to working with landowners to sustainably manage and conserve natural values (e.g. native flora and fauna, natural wetlands, geoconservation areas) on private land, now and into the future. The PLCP provides an integrated approach to private land management, assisting landowners to achieve capable stewardship of their property's natural diversity and contribute significant protected areas to Australia's National Reserve System. The PLCP approach includes the registration and administration of Conservation Covenants, [monitoring and stewardship of covenanted lands](#), access to [support, expertise and advice](#) and regular communications (e.g. [newsletter](#)).

[Planned burning management](#) and advice and tools are provided through relationships with the Tasmanian government Fuel Reduction Program, the Tasmanian Parks and Wildlife Service, the State Fire Management Council, and the Tasmanian government Red Hot Tips Program.

<https://nre.tas.gov.au/conservation/conservation-on-private-land/private-land-conservation-program>

Reliance Forest Fibre

Reliance Forest Fibre are a major production forestry company in Tasmania with an estate that covers an area of approximately 65,000 ha across Tasmania. This estate comprises two forest management units. The first unit is on Permanent Timber Production Zone Land (PTPZL) is leased from Sustainable Timber Tasmania as a Forest Right under the Forest Management Act 2013 and covers an area of approximately 29,500 ha. The second forest management unit is the recently acquired freehold estate previously owned by Resource Management Service LLC. This unit consists of individual private properties with Reliance Forest Fibre as the registered owner and is approximately 36,500 ha.

Reliance Forest Fibre is committed to the practices and principles of environmentally sustainable forest, the provision of a safe working environment, and excellence in the business of sustainable plantation forestry from the seedling to the market. The annually updated Reliance Forest Fibre Action Plan provides a systematic approach to unplanned fire suppression in line with State fire management protocols. This document includes an outline of procedures relating to responsibility, preparedness, the detection and suppression of fires, a register of available resources and a fire duty roster across the organisation. Fire management priority is to protect life, property, plantation assets, and prevent the spread of fire from the Reliance Forest Fibre estate onto neighbouring land. Reliance Forest Fibre supports, in principle, the Inter-Agency Fire Management Protocol, an annually updated cooperation agreement with weight of first attack as a priority regardless of tenure.

Reliance Forest Fibre is a member of the FIFMC.

<https://relianceforestfibre.com.au/>

SFM

Established in 2001, and with headquarters in Hobart, SFM are 'an independent natural asset management and carbon project development company, providing future-focused solutions for forestry and land management across Australia.' SFM manage over 50,000 hectares of land, including 35,000 hectares of hardwood and softwood plantation assets. This includes management of the Lenah Estate Pty Limited with a land area of approximately 27,150 ha across South Central Tasmania, predominantly the Derwent Valley. Services include strategic planning, ecological assessments, habitat conservations, restoration initiatives, navigation of complex regulatory landscapes, contractor operations management, asset management, stakeholder engagement and fire management to ensure all assets are protected and well managed.

SFM is a member of the FIFMC.

<https://sfmau.com/>

Tasmanian Farmers & Graziers Association (TFGA, TasFarmers)

The Tasmanian Farmers & Graziers Association (TFGA, TasFarmers) is Tasmania's state farmer organisation, representing members who live and work on farm businesses situated across Tasmania. The TFGA is owned and governed by farmers, for farmers, and are the voice for the agriculture sector. The TFGA consists of five Commodity Groups - Dairy, Meat, Wool, Agriculture and Vegetable - as well as four Committee groups – Cereal & Seeds, Poppies, Environmental Policy, Climate Change, Game Management, Native Vegetation, Water, Weeds and Forestry. TFGA members lead each of these groups to progress effective management on the wide range of issues that impact on modern farming.

<https://tasfarmers.com.au/>

Tasmania Land Conservancy

The Tasmanian Land Conservancy (TLC) is a not-for-profit, apolitical, science and community-based organisation that protects nature on private land, both on its own reserves and in partnership with landholders. Across Tasmania, TLC buys land of high natural value to protect habitats for rare and threatened species into the future. TLC has twenty-seven nature reserves across Tasmania, where they conduct scientific research and monitoring that informs active management. The primary objective of TLC's fire management is to maintain or enhance the natural diversity of species and ecological communities through the application of appropriate fire regimes using a science-based, risk management approach. TLC also collaborates with key stakeholders to protect life and property and mitigate the risk of unplanned fire.

<https://tasland.org.au/>

TasNetworks

TasNetworks is a Tasmanian State Government Business Enterprise that own, operate and maintain electricity transmission and distribution networks in Tasmania. TasNetworks aims to provide safe, reliable and affordable electricity supply to more than 295,000 commercial and industrial customers. TasNetworks responsibilities include maintaining and replacing network infrastructure to ensure a reliable service for our customers, connecting customers to the network, operating the network on a day-to-day basis, including all power outage restoration, maintaining the public lighting system, and providing telecommunications and technology services.

TasNetworks embeds environmentally sustainable practices across their entire business and aligns these practices with the United Nations Sustainable Development Goals. TasNetworks has a commitment to minimising the impact of their activities on the environment and cultural heritage. TasNetworks manage vegetation risk by implementing an extensive maintenance and capital works program across Tasmania. This includes removal of vegetation around service lines and distribution lines in accordance with required clearances. The [TasNetworks Environmental Standard for Vegetation Management and Clearing R0001984493](#) is applicable for all works for or on behalf of TasNetworks while planning or undertaking any work that will directly impact vegetation. The Standard specifies the minimum requirements for managing environmental and cultural heritage risks associated with the management or clearing of vegetation in line with [TasNetworks Environment and Sustainability Policy](#), [TasNetworks Risk Appetite Statement](#) and any applicable environmental law, regulations, guidelines and industry codes of practice.

<https://www.tasnetworks.com.au/>

6.1.4 Appendix 4. Legislation and policies referenced in this document

Legislation or Policy	Purpose	Agency
Bushfire Risk Management Plan (BRMP) Guidelines (2020) https://www.sfmc.tas.gov.au/document/bushfire-risk-management-planning-guidelines-2020	to coordinate and influence the treatment of bushfire risk in each of the FMAs. The plans are developed at a strategic level and do not include all details of bushfire risk treatments, however plans do identify which organisations or individuals are responsible for implementing them.	State Fire Management Council Department of Police, Fire and Emergency Management
Tasmania Vegetation Fire Management Policy https://www.sfmc.tas.gov.au/document/state-fire-management-council-tasmanian-vegetation-fire-management-policy	to enable the safe and effective conduct of vegetation fire management activities on public and private land across Tasmania to achieve a range of community, cultural, agricultural, silvicultural and environmental objectives	State Fire Management Council Department of Police, Fire and Emergency Management
Emergency Management Act 2006 https://www.legislation.tas.gov.au/view/whole/html/inforce/current/act-2006-012	to provide for the protection of life, property and the environment in the event of an emergency, to establish emergency management arrangements, to provide for certain rescue and retrieval operations, to repeal the Emergency Services Act 1976 to consequentially rescind certain statutory rules, to consequentially amend certain Acts and for related purposes	Department of Police, Fire and Emergency Management
Fire Service Act 1979 (RL) https://www.legislation.tas.gov.au/view/whole/html/inforce/current/act-1979-035	Amalgamates fire services in the state and consolidates the law relating to preventing and extinguishing fires and the protection of life and property from fire.	Department of Police, Fire and Emergency Management

Legislation or Policy	Purpose	Agency
National Parks and Reserves Management Act 2002 (RL) https://www.legislation.tas.gov.au/view/html/inforce/current/act-2002-062	Provides for the management of reserves declared under the Nature Conservation Act 2002.	Department of Natural Resources and Environment
Nature Conservation Act 2002 (RL) https://www.legislation.tas.gov.au/view/html/inforce/current/act-2002-063	Provides for the declaration of certain types of reserves and sets out the values and purposes of each reserve	Department of Natural Resources and Environment
Wellington Park Act 1993 https://www.legislation.tas.gov.au/view/html/inforce/2024-03-10/act-1993-059	to provide for its protection, use and management and for the assessment of major projects affecting it and to make provision for incidental and consequential matters	Wellington Park Trust